

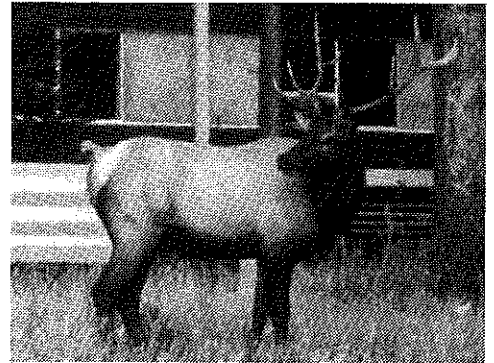
IPCC 94 in Banff

by David E. Nadziejka

I was awakened at 4:30 a.m. on my second morning in Banff by the person next door's clock radio. A flute was playing: a sharply rising series of notes held at the top for a second, and then falling as quickly, but with a warble or two on the way down. The next measure was not forthcoming; I assumed the person had quickly jabbed the alarm button and turned the radio off. Five minutes later, just as I was falling back to sleep, there it was again! And again a few minutes later, and again, repeating for almost an hour. No, it really wasn't a clock radio—it was just the elk.

Banff was a singular location for an IPCC, nestled among mountains that were almost incredible in their nearness and height and presence. Yet after three days, even if you were from Chicago, you had to believe they *were* real, and close, and *HUGE*. My first serious impression of how large they were came on the bus from Calgary as we neared Banff. Craning at the lowest edge of the window to see the upper reaches of Cascade Mountain, I had the same uneasy feeling I get standing on Wacker Drive looking up at the Sears Tower looming above me. Can anything that big *stay* way up there?

IPCC 94 itself was a busy three days of presentations, mealtime discussions with acquaintances new and old, and, for me, repeated bouts of staring at those mountains. On Wednesday morning, Laurel Grove, one of the conference co-Chairs, followed Pamela Kostur's welcome to the attendees with a talk on environmental issues and technical communicators, illustrated with 35-mm slides. Following her presentation, the



sets of simultaneous sessions began in three of the classrooms of the Banff Centre. Between the sessions, everyone could rejuvenate with juice, coffee, or tea along with some excellent pastries.

Wednesday evening found us a few kilometers from the Centre for a dinner of western barbecue and entertainment by a country western trio. You knew this was serious food when the beef was brought in on farm pitchforks! The meal was delicious, especially the apple pie for dessert. (Can you tell I'm a dough-boy?) Instruction in a number of country-style dances was provided by the trio, and many PCSer's took to the dance floor, while others of us just took photos.

On Thursday I moderated a session of the conference. I'd never done this before, and I was mortified when the time came to start

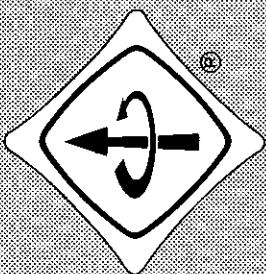
Continued on page 5

INSIDE

From the President.....	2
Call for Proposals.....	3
Photos From Banff.....	4
Tools of the Trade.....	6
Curmudgeon's Corner.....	7
Forum 95.....	8
AdCom Meeting Highlights.....	10
On Management Communication....	11

ISSN 0161-5718

IEEE
Professional Communication Society
NEWS LETTER



FROM THE PRESIDENT

by Deborah
Flaherty Kizer

As 1994 draws to close, I would like to thank you for your support over the past year. It certainly has been an exciting and challenging year for PCS, and I look forward to the same for 1995! Clearly, one of our major accomplishments this year was IPCC 94, held in beautiful Banff, Canada. With registration over 200, and a well-planned and full program, the committee deserves our thanks and appreciation. The only difficult thing (besides elk dodging!) was deciding which session to attend. I was impressed by the quality of the presentations, the visual aids, and of course the many opportunities to network and meet the presenters. Hats off to Pamela Kostur and her committee. Onward to Savannah!

We continue to excel in the area of publications as well. Both Mike Markel and David Nadziejka have done a great job on the *Transactions* and *Newsletter*, respectively. Given the mission and scope of our society, I believe our publications should function as role models for the other societies, and they do.

We also have several IEEE Press Books on the market which are doing quite well. One of PCS's most strategic areas is education. If we truly want to implement our mis-

sion, then an aggressive education program reaching our target audience is a must. Under Ron Blicq's guidance, we are meeting the challenge. In 1995, I look forward to us continuing to expand our educational reach to other IEEE entities.

Membership, Institute-wide, continues to be a challenge. Dave McKown and George Martin have done a great job in running the membership committee. As we all are aware, layoffs and decreased corporate funding have taken its toll on not only PCS membership, but IEEE membership. The opportunity before PCS is to develop and implement value-added programs that will ensure membership retention and growth. Our chapters play an important role, as they are the local voice of PCS. Dave Kemp has done an excellent job of nurturing our chapters' growth and development. And, we'll be looking to our new student activities chair, Cecelia Jankowski, to guide us in this important area.

As 1995 approaches, there are several additional areas that will require our focus and attention. First, we need to do a better job of marketing PCS—to potential members as well as to the IEEE. I believe that we are IEEE's "sleeping giant"—every IEEE society and entity could benefit from our services, yet many are not aware of what we have to offer. The challenge is to increase our exposure and build credibility as a society. We have the programs and the tools; we just need to do a better

job of marketing PCS. Of course, programs and tools cost money to develop and roll out, so we will continue to watch our finances and develop a financial plan that will ensure our financial stability.

I'm excited about the opportunities facing PCS as we move into 1995. Your comments, ideas, and suggestions are always appreciated. ◀

IEEE PROFESSIONAL COMMUNICATION SOCIETY

Officers

Deborah Kizer, **President**
Mark Haselkorn, **Vice-President**
Frank Ortolani, **Secretary**
William Kehoe, **Treasurer**

Staff

David E. Nadziejka, **Editor**

IEEE Professional Communication Society Newsletter is published bimonthly by the Professional Communication Society of the Institute of Electrical and Electronics Engineers, Inc., 345 E. 47th St., New York, NY 10017. Five dollars per member per year (included in Society fee) for each member of the Professional Communication Society is paid as the subscription price. Printed in U.S.A. Second-class postage paid at New York, NY, and at additional mailing offices.

Postmaster: Send address changes to IEEE Professional Communication Society Newsletter, IEEE, 445 Hoes Lane, Piscataway, NJ 08855.

Editorial correspondence:

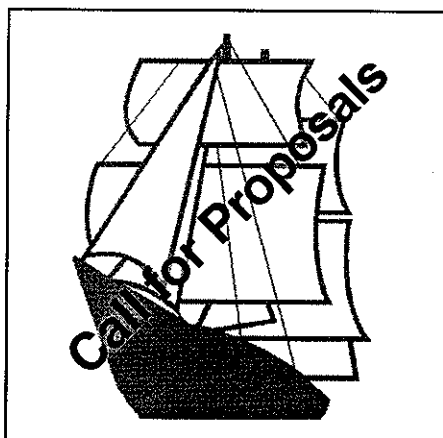
David E. Nadziejka, 6009 Osage Avenue, Downers Grove, IL 60516, d.nadziejka@ieee.org, (708) 252-3019 (office), (708) 252-3387 (facs). Articles, letters, and reviews from readers are welcome. ASCII e-mail and ASCII IBM-compatible diskettes are preferred.

Advertising correspondence:

IEEE Service Center, Attn: Susan Schneiderman, 445 Hoes Lane, Piscataway, NJ 08855. Phone: (908) 562-3946; facs: (908) 981-1855. Internet: s.schneiderman@ieee.org. The publisher reserves the right to reject any advertising.

Advertising

Space in this *PCS Newsletter* is available for advertising communication-related events, jobs, products, and services. For rates and information, phone Susan Schneiderman at the IEEE Service Center, (908) 562-3946. The publisher reserves the right to reject any advertising.



IPCC 95...

Smooth Sailing to the Future

Hyatt Regency, Savannah, Georgia

September 27-29, 1995

Conference Themes

You are invited to submit a proposal for a paper, a workshop, or a panel presentation based on one of the conference themes or on a related topic of interest.

Applications of Technology

- Hypertext, hypermedia, multimedia
- Making documents and products accessible
- Using electronic communication
- New tools for communicators
- New communication media
- Future of communication technologies

Research and Education

- Educating the technical communication professional of tomorrow
- Results of current research
- Incorporating research results into products and processes

Innovations

- Team building and collaborative work
- Building quality and usability into products and processes
- Strategies and techniques for making communication effective

Submissions

Indicate whether you are proposing a paper, a workshop, or a panel presentation, and attach the following information:

Paper

- A 200-400 word description of the paper

Workshop

- A 100-300 word description of the topic
- A description of the hands-on activity you plan for the workshop
- Samples of workshop materials or handouts

Panel

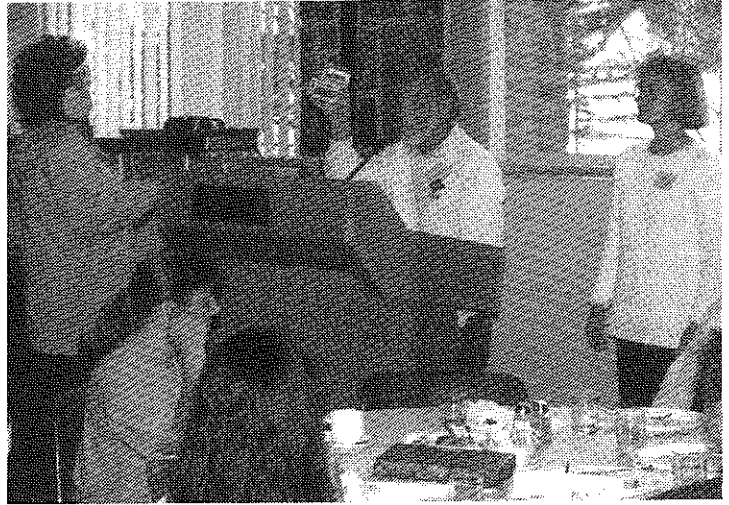
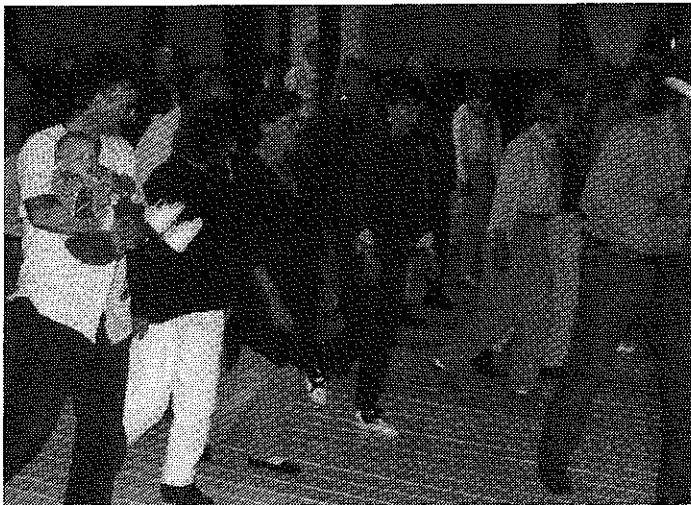
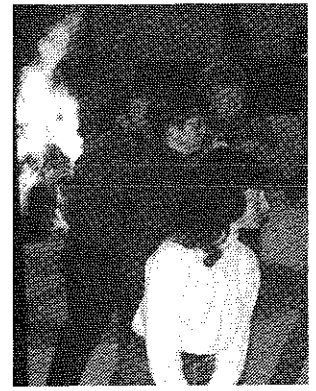
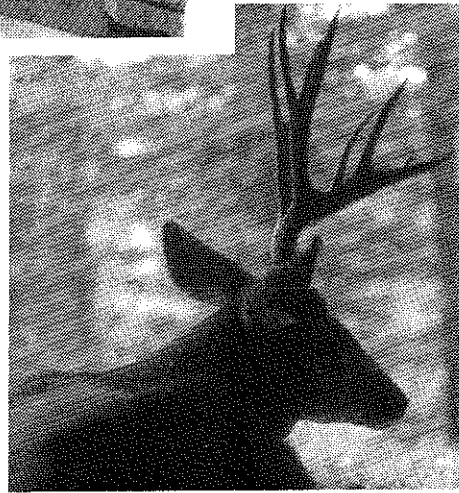
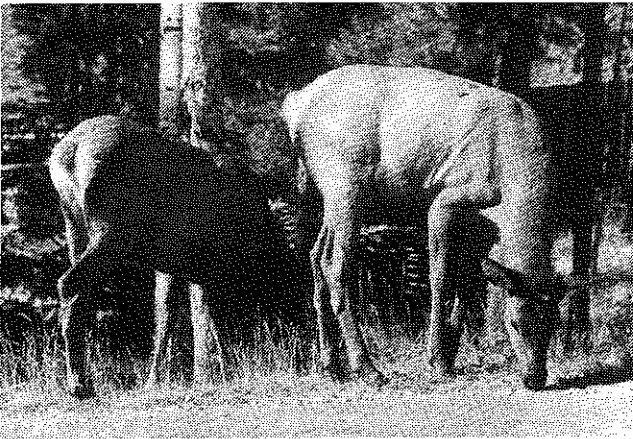
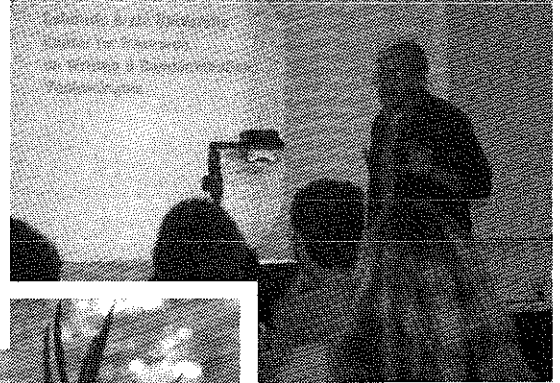
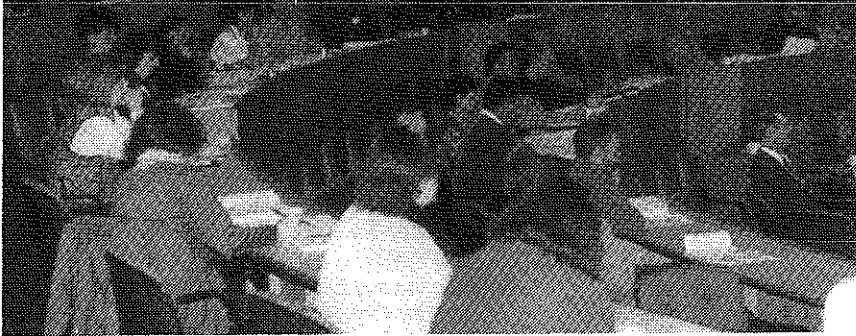
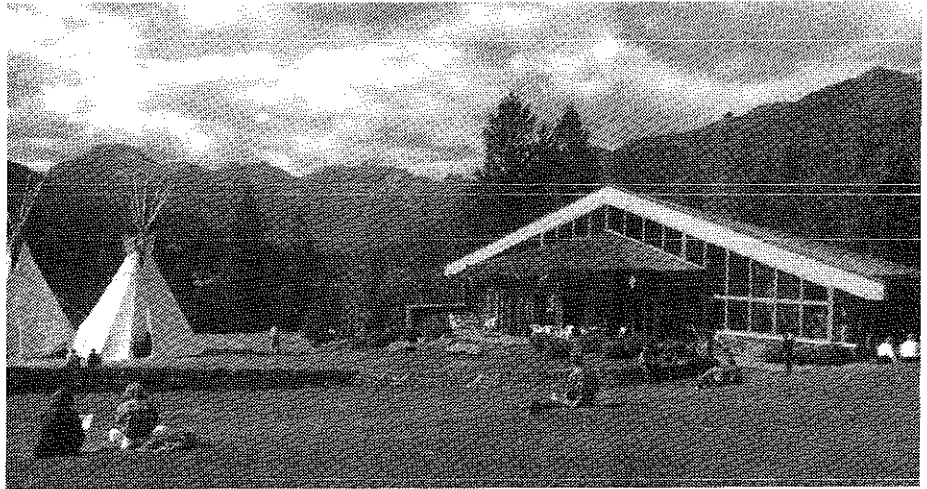
- A 100-300 word description of the panel
- Names and addresses of all panel members, including the panel moderator
- A 100-300 word description of each paper (if any) that will be submitted for the conference proceedings

For each proposal, please include a brief (75-100 word) biographical sketch. Proposers of accepted presentations will be notified by February 15, 1994.

Send proposals by **January 15, 1995** to:
Roger Grice, Program Manager
 52 Doris Lane
 Lake Katrine, NY 12449 USA

IPCC 95, the International Professional Communication Conference, is sponsored by the Professional Communication Society of the Institute of Electrical and Electronics Engineers (IEEE).

Photo Bits From Banff, IPCC 1994



IPCC 94 in Banff

(continued from page 1)

the session to realize that we had one moderator, three speakers, and one person in the audience. Rushing over to those pastry tables in the next building, I found that some people were still lingering over the snacks, and

Best (and possibly most ignored) advice from IPCC 94:

"Automate things people aren't good at, not things that are easy to automate."

—Kathy Brothers

when I returned to start the session, we up front were thankfully outnumbered by those in the seats. Fifteen minutes later, we had a small but respectable group listening to the first speaker.

One of the most interesting sessions I found was Thursday afternoon, in which both Kathy Brothers (Fisher-Rosemount Systems, Inc.) and Lisa Moretto (RGI International) spoke of their experiences as writers who had become involved very early and very creatively in the document production process. As an editor who often gets involved for the first time the day before a document has to be sent out, I was impressed with the trust and confidence Kathy and Lisa were able to earn from the groups they worked with. As an editor who is pretty much alone in working with some thirty scientists, I was impressed with how much additional effort it takes when you do get involved so early.

Another intriguing talk was given on Friday by Sandra Cannon of

Battelle Pacific Northwest Laboratory. She described her efforts to set up a system in which documents are kept in electronic form throughout the drafting, editing, and review stages. The requirement for this all-electronic process is a basic document format (she calls this format *vanilla*) for the document that can be transferred to any type of computer system without loss of information or garbling. Major challenges have been to devise a suitable format and to have that plain form acceptable to those who must revise or review it. She is now working on a system in which reviewers will access and read a single copy of the document, to which they annotate their comments (without changing the original text) for later reviewers to read.

Although IPCC 94 ended on Friday, 30 September, almost three dozen attendees stayed on in Banff to attend the Association for Computing Machinery SIGDOC conference, which began two days later. Many others stayed an extra day or two and took advantage of the sightseeing opportunities in Banff's surrounding areas.

While it's hard to imagine two places more different topographically or climatically, we all expect Savannah and IPCC 95 to be as interesting and valuable as IPCC 94. Thanks are due to Pam Kostur, Laurel Grove, David Farkas, Ron Blicq, and the many others who did the preparatory work that allowed us to enjoy both the conference and the surroundings. Well done! ◀

Savannah (IPCC 95) Winners

Congratulations to the following Banff conference participants. They were the lucky winners of promotional prizes donated by Savannah merchants in support of IPCC 1995, to be held in Savannah, Georgia, on 27–29 September, 1994.

Susan Feinberg Northbrook, Illinois	\$20 restaurant certificate
Laurel Grove Amarillo, Texas	\$20 restaurant certificate
Joann Dennet Boulder, Colorado	\$25 restaurant certificate
Gary Greenup Seattle, Washington	\$50 restaurant certificate
Karin Ekberg Sundsvall, Sweden	One night's stay at Hyatt Regency
Art Elser Colorado Springs, Colorado	One night's stay at Hyatt Regency
Patricia Brooksbank Ottawa, Ontario	One night's stay at Hyatt Regency
Gloria Sue Hyatt Lakewood, Colorado	Complimentary IPCC 95 registration

TOOLS OF THE TRADE



by Cheryl Reimold

A - C - T N - O - W, A Six-Step Response to Disaster: Part II

You manage a prestigious hotel in a large city. Suddenly, a sky-walk collapses, killing some guests and injuring others. What do you do?

If you're the manager of the Hyatt Regency in Kansas City, you do two things. First, you care for the victims. You see that the injured get medical help immediately. Then, you go a step further. You bring in the loved ones of the victims—at your company's expense. You demonstrate compassion.

Next, you tell the press all you know about the disaster. That done, you call in experts to find out why it occurred and how to avoid it in the future.

After the crisis, the public gave Hyatt high marks for being an honorable, responsible, and caring company which, indeed, it proved itself to be.

Public opinion of a company's handling of a crisis can shape the company's future—or lack of it. Studies show that people respond most powerfully to companies' compassion—or lack of it.

Step 2: Care about people affected

Your first responsibility is to the victims of a crisis, not to yourself or your company. (Ironically, thinking this way is usually the only way to save yourself and your company.) A caring attitude is what counts here; a checklist of "acts of compassion" is useless if your mind is really on self-defense.

If possible, go to the scene yourself. Seek help for people first, before trying to find out what happened. Make sure the fire engines and ambulances are on their way. See what you can do to help. Then, imagine yourself as a victim or family member. What would you need? Try to provide that—now.

*Next to caring for the
victims, public opinion
centers on speed of
information.*

Step 3: Tell what you know immediately

To know what to tell if caught in a crisis, take a moment to do a six-question check. Note names, places, dates, etc.

Question

Who:

was hurt?
knows what happened?
understands this problem?

What:

happened?
are we doing about it?
could happen as a result?
are we doing to prevent that?

Where:

did it happen?
can the effects reach?
are our sources of help?

When:

did it occur?
will I have the information
we all need?
will we take our next step?

Why:

did it happen?
didn't we stop it?

How:

did it happen?
can we help?
can we prevent it from
recurring?

Keep this list in your crisis manual for reference should you need it. In a crisis, it will save you valuable time and get you focused on what you need to know.

Tell the press and public what you know. Then tell them what you don't know and how and when you hope to find out.

Next to caring for the victims, public opinion centers on speed of information. Don't hide behind fears of legal reprisals or short-term profit problems. Rather, take responsibility before you know who is to blame. Professor Gerald Meyers of Carnegie Mellon University's business school said it well (*Business Week*, 24 February 1992): "If you win public opinion, the company can move forward and get through it. If you lose there, it won't make any difference what happens in a court of law."

Cheryl Reimold is a member of the PCS Administrative Committee and the author of more than 200 articles and several books, including How to Write a Million-Dollar Memo, Being a Boss, and The Language of Business. She is President of PERC Communications—6A Dickel Road, Scarsdale, NY 10583; (914) 725-1024—which offers businesses in-house workshops and courses in writing, presentations, and on-the-job communication skills.

CURMUDGEON'S CORNER



by Joan G. Nagle

A Thing to Say

In our last visit, we discussed the importance of giving credit to those whose work we have cited. And, as an afterthought, we mentioned the tendency of some writers to overload their work with references. One wonders whether an author who made 185 citations in six pages had anything original to say?

That speculation gives rise to the question, "What is a thing to say?" That is, what is worth writing a report or a paper or an article about? (In terms of engineering documents, that is.)

Good question. A general answer might be that we write when there is some purpose to be served by so doing. This is not easy, folks; why do it if we don't have to? As purposes vary, so do topics:

- We write a *report* when the purpose is to show accountability. If our primary work (research, perhaps) is being funded by an employer or a grant-giver, we must show what is being done with the funds.
- We write a *paper* when the purpose is to tell the world something new.
- We write an *article* when the purpose is to summarize or re-present information.

Okay, let's forget reports for the moment. If you have to write them, you already know it. What is a thing to say, worth writing about, in the article and paper world is more problematic.

We are venturing into the world of scholarly publishing here. By definition, a scholarly journal—in the case of this organization, the *IEEE Transactions on Professional Communication*—publishes papers (at least primarily). Journals report on new things that are happening (that is, transacting) in the specific fields that they cover. "A thing to say" in our journal might relate research on the correlation between type face and usability, or a new way of producing CD-ROM documentation, or an innovative writing instruction program. Other things to say are reviews of new

What is worth writing a report or a paper or an article about?

books of interest to our readers and announcements of upcoming conferences in our field.

These are the kinds of things that scholarly journals traditionally publish. And it's not just a matter of tradition. There are watchdogs at the door—the parent organization, IEEE, tries to ensure that its journals meet these standards.

Articles, as noted, are a vehicle for summarizing or re-presenting information. Their niche is the newsletter. An article for the *IEEE/PCS Newsletter* might, for instance, summarize the literature on collaborative writing in a bibliography, or represent material (that already exists) on how to make an effective presentation.

A thing to say in a newsletter is anything that might be interesting

and/or useful to its audience. The audience for this newsletter has an especially broad range of interest and useful nodes; witness the interest that was stirred up by such a small matter as the editor's announcement that he was going to the British style of period, comma, and quotation mark placement.

Of course there are gray areas. A bibliography, for instance, may constitute a piece of research, especially if it references hitherto-unknown sources and especially if it's annotated. Then it might be journal fodder. On the other hand, it might be appropriate to publish (or at least republish) the results of usability research in a newsletter, where they are likely to be read by a wider, more general audience.

A thing to say, in either case, might be a question. A scholarly paper might ask why so little information exists on the effect of ink color, and propose studies to fill this gap. An article might ask what the future is for engineering communication as a career.

What is not a thing to say was expressed by Dr. Thomas Duffy, a previous associate editor of our *Transactions*. He said he was tired of reading papers that did not "involve a tight web of logic. That . . . toss out a social, conversational model as if it were really a thing and then use it in an explanatory manner." By social, conversational model, he meant such a statement as "Novices can make better use of examples because they can make substitutions." Who says so, and what's a novice here, and what are substitutions in this context? In Duffy's words, "What are the defining characteristics of these people and then what are the testable hypotheses concerning them? It is only through the systematic development of testable theory that we can begin to progress."

And, I might add, through publishing the results. ◀

PCS Actively Involved in FORUM 95: The 5th International Conference on Technical Communication

PCS was represented at the Forum 95 Conference Steering Committee meeting held on 22 September in Eindhoven, The Netherlands. The conference is being co-sponsored by IEEE/PCS, the ISTC (the Institute for Scientific and Technical Communication) in the U.K.; STIC-QTD (Studiekring voor Technische Informatie en Communicatie/Quality of Technical Communication) in the Netherlands; and *tekomp* (Gesellschaft für technische Kommunikation) in Germany.

At the meeting, the four co-sponsoring organizations signed an agreement detailing the conference's organizational plan and budget, defined a plan for the conference program, and established future committee meeting dates.

Forum 95 will be held 13–15 November 1995 in Dortmund, Germany, and the conference language—for both written and spoken information—will be English.

Provisional conference registration and accommodation rates (in Deutschmarks) have been set (see box below).

Varied Program Being Planned

International aspects of technical communication will be an important ingredient of the program, as reflected by the conference

theme: Disappearing Borders. Within this context, the Call for Papers and Activators is asking for contributions on:

- Technical manual preparation and production
- Multi-authored and multi-audience documentation
- Creating computer-aided publications
- Advantages of outsourcing
- New media in technical communication (e.g., interactive tutorials, hypermedia)
- International standards
- Cultural implications of international communication
- Usability testing
- Education in technical communication
- Visual aspects of technical communication
- The technical video as a communication medium

(The program is not limited to these topics. Proposals on other topics will be welcomed.)

A Different Program Format

To North Americans, the conference format may seem unusual. Although presentation of technical papers in the "speaker" format we are accustomed to will be part of the program, more emphasis will be placed on an idea market, brainstorming, and networking sessions. Such sessions have proved extremely popular at previous

Forum conferences, in Malmö (1975) and Stockholm (1990), Sweden; Lillehammer, Norway (1980); and Helsingør, Denmark (1985).

The Idea Market. An Idea Market encourages presentations to become an active dialogue rather than the more usual monologue. Ten to fifteen *chartkeepers*, each equipped with two flip-charts, are situated in a large hall, in which the audience is free to walk around and engage the chartkeepers in conversation.

Each chartkeeper has prepared material (such as headlines, illustrations, and graphs) on one flip-chart and uses the other to supplement this information by writing key elements evolving from the spontaneous comments of audience members. Typically, topics for the idea market are statements that challenge the audience either to contradict the statement or to extend it further.

In other words, the chartkeeper starts with a basic theme, which grows (and sometimes changes shape) as the Idea Market progresses over a 1- to 2-hour period. Then, if an idea really "takes off", the program committee forms a special ad hoc "sort and build" group from the participants to explore the idea in greater depth.

Brainstorming Sessions.

Brainstorming sessions are held two or three times during the Forum. Each is guided by a conference activator, who encourages conference delegates to explore new ideas for business, education, or research. Brainstorming sessions also provide a forum for technical communica-

	Early Registration:		Late Registration:	
	without hotel	hotel included	without hotel	hotel included
Members:	DM 695	DM 1,090	DM 965	DM 1,460
Nonmembers:	965	1,460	1,165	1,660

(100 Deutschmarks = approximately \$65.
All PCS members are eligible for the member rate.)

tors to place problems they face before other technical communicators, to determine if others have experienced (and perhaps have resolved) a similar problem.

Paper Presentations. Paper presentations are intended primarily, but not solely, for technical communicators to present the results or progress of academic research, followed by intensive discussion. Forum 95 will offer an excellent opportunity to share research interests, not only with other researchers but also with practitioners. After the conference, papers can be submitted for publication in a scientific anthology, which will be peer-reviewed.

There will also be a networking lunch with a topic specialist seated at each table, ready to promote discussion in a particular topic area. Another feature will be a published Preseedings (yes, that is the correct spelling) which will contain information

submitted by activators for further discussion at the conference. The Preseedings will be published prior to the conference and sent to the participants before the conference takes place.

The program committee is particularly seeking presenters and "activators" who are willing to take part in these activities, as well as individuals who wish to present papers in the normal manner. Interested?

Who To Contact

PCS representatives on the Forum 95 committee are Lisa Moretto in the U.S.A. (member of Program committee) and Ron Blicq in Canada (co-Chair, and member of Publicity committee). The co-Chair in Europe is Brigitte Beutenmüller, Executive Secretary of *tekomp*. See the side-box for addresses and phone/facs numbers.

—Ron Blicq



Forum 95 co-Chairs Brigitte Beutenmüller and Ron Blicq sign the agreement between the four co-sponsoring societies at the Eindhoven meeting.

FOR MORE INFORMATION ABOUT FORUM 95

In the USA:

Lisa Moretto
RGI International
6001 South Kings Highway
Unit 767
Myrtle Beach, SC 29575
Tel/Facs: (803) 238-9417
(For facsimile reception, telephone first)
e-mail: 75557.3326@compuserve.com

In Canada:

Ron Blicq
RGI International
569 Oxford St
Winnipeg, MB R3M 3J2
Tel: (204) 488-7060
Facs: (204) 488-7294
e-mail: r.blicq@ieee.org

In Europe:

Brigitte Beutenmüller
tekomp (Forum 95)
Markelstr.34
D-7000
Stuttgart 1
Germany
Tel: +711-654235
Facs: +711-650767

DC Chapter Kickoff

The Washington DC Chapter of PCS will start the new year with an organizational dinner meeting at 7:00 p.m. on 19 January 1995 at Blackie's House of Beef, 1217 22nd Street, NW. Members of the PCS AdCom will be on hand. Parking is complimentary. Phone Nancy Corbin at (703) 754-9502 to make your reservations.

AdCom Meeting Highlights

A meeting of the PCS Administrative Committee (AdCom) was held following the IPCC 94 in Banff, Canada. The following are some highlights of this meeting.

The AdCom approved a redesigning of the *PCS Newsletter* and authorized two-color printing.

Ron Blicq reported that *Writing to Get Results* was published on 1 August. Joan Nagle's book, entitled *IEEE Handbook for Preparing Engineering Documents*, is considerably ahead of schedule. A motion was made and carried to make a second edition of the Battelle Press book *Helping Researchers Write . . . So Managers Can Understand*, by Pnena Sageev, an IEEE book contingent on the reviewers' comments. The AdCom is interested in ideas and authors for new CommuGuides.

Dave McKown reported that PCS registered 53 new members during the conference. Dave is still looking for volunteers to serve on the membership committee.

IPCC 94, with an attendance of over 200 participants, was applauded. Thirty-six of the IPCC registrants also registered for the SIGDOC conference immediately following IPCC. SIGDOC has decided to run their 1995 conference back to back with IPCC in Savannah.

Cheryl Reimold, a member of the Education Committee, had presented a course for new Customer Service trainees.

George Hayhoe, IPCC 95 Chairman, reported that his committee is currently negotiating a contract for an evening activity aboard the Savannah Queen for next year's conference. Conference Chair Roger Grice is looking at facilities in Lake Placid for IPCC 96. No site has been decided on as yet for IPCC 97. Anyone interested in

proposing a site and serving as conference chair should submit a proposal to Mark Haselkorn.

Work on Forum 95 in Germany has been progressing very well. Ron Blicq hopes that 35 to 50 PCS members from the U.S.A. and Canada will attend the conference.

The AdCom for 1995

The AdCom held its annual election at the meeting immediately following the last session of the Banff conference. President Deborah Flaherty Kizer and Vice President Mark Haselkorn were re-elected to their current offices; they will lead the AdCom one more year. The following seven individuals were elected to serve on the AdCom for a three-year term:

Mark Haselkorn (incumbent)
Cecelia Jankowski
Elizabeth Keyes
Linda J. Kosmin
Joan G. Nagle (incumbent)
Richie Robinson (incumbent)
Stephanie Rosenbaum (incumbent)

Cecelia Jankowski is a technical specialist at Grumman Aerospace & Electronics. She holds a BSEE from SUNY (Stony Brook) and an MSEE from Polytechnic University, and she is pursuing an MBA at New York University. She has been awarded three patents for implementations of digital signal processing functions and received the Grumman Engineering Award for Technical Excellence in 1985. In 1988 she received the first national AIAA (American Institute of Aeronautics and Astronautics) Computer-Aided Engineering and Manufacturing Award. Ms. Jankowski is an Associate Fellow of AIAA and a Senior Member of IEEE. She belongs to the Signal Processing, Computer, and Aerospace/Electronics societies in addition to PCS.

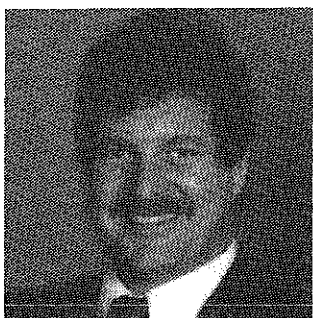
Elizabeth Keyes is an assistant professor of graphics at Rensselaer Polytechnic Institute, teaching courses in information design, document design, and visual communication. Her research focuses on relationships between information structures, visual formats, and audience, as well as on the design process. Before joining Rensselaer, she spent 15 years in industry as a designer and consultant with Cullinet Software and with Watzman Keyes Information Design. She holds a B.A. from Carleton College and an M.E.A. from the University of Massachusetts.

Linda Kosmin is section manager of the Library/Archives/Records at the Jet Propulsion Laboratory in Pasadena, California. She recently joined JPL from the Applied Physics Laboratory at Johns Hopkins University, where she was a senior project coordinator. She holds a B.A. in chemistry from the University of Pennsylvania, and both an M.S.L.S. and an M.S. in environmental science from Drexel University.

Mark Haselkorn chairs the Department of Technical Communication in the College of Engineering at the University of Washington. Joan Nagle is a long-time member of PCS, a former editor of the *Transactions*, and recipient of the Goldsmith Award in 1989. Richie Robinson, Past President of PCS and a 15-year AdCom member, is with Grumman Corporation. Stephanie Rosenbaum is the founder of Tec-Ed, a Fellow of the Society for Technical Communication, and is the Vice-Chair of SIGDOC, the Documentation Special Interest Group of the Association for Computing Machinery.

If you have thoughts or concerns about the society or its activities, any AdCom member would welcome your comments. Addresses of the AdCom are listed in each issue of the *IEEE Transactions on Professional Communication*. ◀

ON MANAGEMENT COMMUNICATION



by Michael B. Goodman

Change in the Corporation (continued): The Forces of Change

As I noted in the last column, corporations are changing: they are reinventing, rethinking, transforming, and reengineering themselves. And with change comes chaos, uncertainty, and renewal. For everyone involved, change represents a threat to security or an opportunity to move forward.

What are the forces at work in changing corporations? In my own research on corporate culture and on the forces having an impact on corporate communication, marketing, and advertising, five general categories of forces have emerged:

- A new sophistication in customers, or audience
- New media and technologies, or communication tools
- A more widespread ethical environment
- Stronger economic factors
- New strategic alliances

A new sophistication in customers, or audience. The force of the customer is felt everywhere, from consumer electronics to the use of new management tools such as Integrated Product Development (IPD) in

traditionally conservative, hierarchical organizations such as the Air Force. Customers at all levels demand quality products and are hungry for information about the products they want and eventually purchase. They are also looking for stimulation and entertainment, which has profound implications for fields such as software interfaces and for the development of the information highway.

New media and technologies, or communication tools. As IEEE members, we are at the forefront of the explosion in new media and technologies, which are the tools of change. But which of these innovations take hold and which do not doesn't depend on us, since we tend to be the early adapters of new tools. What determines the future of these tools in the marketplace



The IEEE Professional Communication Society is pleased to announce a competition for the design of a logo that can be used by itself or in juxtaposition with the IEEE logo.

Enter the PCS Logo Contest



Communication skills are the key to every professional's career growth. Consequently, the primary mission of the IEEE Professional Communication Society is to help engineers, scientists, and technical communication professionals develop skills in delivering oral and written technical information. The Society fills its mission by:

- ✓ Promoting the advanced practices and theories for writing reports, proposals, and other scientific documentation to ensure technical accuracy while maintaining user friendliness.
- ✓ Developing technical presentation skills that aid speakers not only in capturing an audience but also in delivering information that bridges cultural and international boundaries.
- ✓ Conducting research on how to ensure effective communication in a modern engineering environment.

Logo designs which communicate this mission statement would be most appropriate. The designer of the winning logo will receive free admission to IPCC 95 in Savannah, GA, free admission to the IPCC 95 Awards Banquet (for two), and an appropriate trophy.

**Submit Entries by
30 June 1995, to**

**Ms. Stephanie L. Rosenbaum
Tec-Ed, Inc. P.O. Box 1905
Ann Arbor, MI 48106**

has less to do with the elegance and value of the technology. It is really the second and third segments of adapters, who do not share that "gee-whiz" enthusiasm for new technologies, who determine if a technological tool takes hold or not. Geoffrey Moore's *Crossing the Chasm* (Harper Business) explains the complexity of the forces at work in taking the innovations in technology to the customer. Now, too, the number of channels of communication available is increasing: e-mail, facsimile, voice mail, desktop publishing, personalized magazines and journals, networking software and groupware. Because there are more tools and more choices, they need more information than ever before.

A more widespread ethical environment. Since the tools of our technological age have enormous social and economic impact, the ethics of the workplace now come into play more strongly as we

approach the 21st century. No longer can a corporation make a product and not worry or care about its impact on the community. Companies now must function as "corporate citizens". And new methods of government regulation and new laws underscore the responsibility customers expect of the providers of goods and services.

Stronger economic factors.

Competition, competition, competition has been the strongest economic factor for change in corporations. It has forced the quest of quality and efficiency as co-equal goals in a company's strategy. It has also forced the rapid growth in globalism. After all, no organization can afford to operate for long if its balance sheet is lopsided.

New strategic alliances. Ventures, partnerships, reorganizations, mergers, acquisitions, buy-outs, reengineering, downsizing, rightsizing—these are more than buzzwords, they are the codes for a

workplace in tremendous upheaval. I can't think of anyone I know whose organization, in the last several years, has not undergone, or is undergoing, a profound change in structure or ownership. The new alliances, if managed well and communicated to all audiences efficiently and clearly, signal a new way of thinking about work in general and about the nature of the workplace itself.

So think of these five categories of the forces of change as you hear one or more of the top ten reasons for changes in communication policy and practice:

- Customer needs
- Competition
- Changes in technology
- Legislation
- Efficiency
- Profitability
- Environment
- Revitalization of the organization
- A crisis
- New management

