

A Tool to Measure Your Organization's Trust

What would seem obvious to most of us—that organizational trust is important—is the conclusion of an 2000 IABC Research Foundation study, Measuring Organizational Trust, a Cross-cultural Survey and Index.

What's more valuable is the tool it gives us, the Organizational Trust Index (OTI), to measure our organization's trust against others internationally.

For IABC members from larger organizations—corporation, government, educational institution, non-profit—the OTI can prove useful and beneficial. For those with your own businesses, the OTI isn't necessary, but it may help the non-profit you volunteer with.

The database for the index was created from survey responses of approximately 4,000 employees in eight countries. The study's impressive list of organizations includes University of Colorado at Colorado Springs, Pingtung Taiwan City Government, Bristol-Myers Squibb, Allied Signal, Hewlett Packard, McDonald's, Pike's Peak United Way, Banca Popolare Pugliese (Italy), and several school districts.

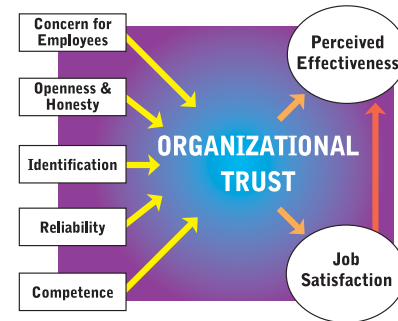
In the research model, five factors create organizational trust:

- 1) Competence—co-workers' and leaders' effectiveness
- 2) Openness and honesty—amount, accuracy and sincerity of information shared
- 3) Concern for employees—exhibition of empathy, tolerance and safety
- 4) Reliability—consistent and dependable actions
- 5) Identification—sharing common goals, values and beliefs

A survey lets communicators gather information about trust in their organizations and compare the results to the Trust Index. The survey taker describes his/her organization by rating 29 statements on a scale of 1 (very little) to 5 (very great). Some of the statements: "I feel connected to my organization"; "I have a say in decisions that affect my job"; "Top management listens to employees' concerns"; and "My immediate supervisor speaks positively about subordinates in front of others."

If your organization rates low, a guide can help you develop an action plan to increase trust. A scoring sheet helps you determine the mean, Standard Deviation, and the number of respondents to compare your organization to others. Then you analyze areas of strength and areas for improvement and chart the results. There are also 14 tips to help you guide a discussion of the survey data and to help participants develop and implement action plans for building or reinforcing trust.

If you'd like to use the OTI to rate your company, go to www.iabc.com and click on Research Foundation to order the study.



The Research Study Selection Process

Types of studies:

- A. New research
- B. Compilations of studies (best practices, research techniques)
- C. Updates of past studies

1) Think Tank—at the February Leadership Institute:

International thought leaders—academics, researchers, CEOs, practitioners—look at critical communications issues, existing and emerging trends, organizational behavior, and the global workforce, coming up with approximately 20 ideas

2) RFP Committee—at June International Conference:

International group of trustees and practitioners

- Recommends topics based on research priorities and funding potential.
- Develops and distributes RFPs to 3,000 researchers at universities and colleges worldwide

3) Research Committee: On-going review of research

International group of researchers and academics

- Evaluate proposals and recommend the best ones
- Review on-going research, ensuring that rigorous research standards are maintained and discussing/handling any challenges

Dear IABC/Phoenix Board and Members,

On behalf of the IABC Research Foundation Board of Trustees, I thank you for the generous donation of \$1,000, which will be applied toward funding leading-edge communication research. Phoenix was the first chapter to step up to the plate in support of the Foundation this year, and to date, has made the largest donation based on its fiscal soundness and proactive way of fundraising. Thank you for continuing the tradition of leading the way.

Best regards,

Carol A. Poore, ABC

IABC/Phoenix

Trustee, IABC Research Foundation

IABC member, Are You Planning To Attend eDay 2003?

Fundamentals of Successful eStr@tegies

A full-day conference dedicated to technology communication, including:

- Intranets
- E-Mail Communication
- Internet Branding and Marketing
- Online Copyright

Date: June 19, 2003

Time: 8:00 a.m. - 4:30 p.m.

Venue: Black Canyon Conference Center
9440 N. 25th Ave., Phoenix

Cost: \$125.00 (\$150.00 non members)

Register and pay by May 27, 2003 for early-bird special!

Contact: Matt Patterson

Tel: 602-241-6146

E-mail: marketing@aaaphx.org

Register at: www.iabcphoenix.com/eday

Sponsors: VMS & Burrelle's Information Services



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Corporate Trendsetter

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edit

www.iabcphoenix.com

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Spring 2003

Communicators as Coaches

The Six Essential Elements of Internal Coaching

By Tina Miller-Steinke

Open the lid to your communicator's toolbox. Tell me what you see.

Written and verbal skills? *Check.*

Media relations? *Check.*

Employee communications? *Check.*

Internal Coaching? *Hey, wait a minute, you say.*

How did that get in here?

Economic uncertainty, changing technology and a fragmented workforce place huge demands on today's organizations. What's a communicator to do? It's simple. Expand your skill set to include coaching. As an internal coach, you get the satisfaction of helping people contribute to the success of your organization. As a professional communicator, you become a catalyst for results.

A survey by Manchester, Inc., found coaching's average return on investment is almost six times its cost. The benefits of coaching include greater productivity, customer service and retention. On a personal side, coaching improves teamwork, job satisfaction and peer relationships.

As a designated change agent for my company, I am familiar with the impact of internal coaching. During a company-wide initiative, I counseled co-workers on their personal and professional goals, led strategic planning meetings, and advised executives on shifts in our corporate culture.

I also learned there are six essential elements to internal coaching. If you want to be an internal coach, you must:

1) Know your Company's Vision, Mission and Core Values. This gives you a framework for helping others create performance goals.


2) Walk Your Talk. You must have trusting and respectful relationships with your co-workers.

3) Listen. In coaching, there's a term called "active listening." By tuning out distractions and being fully present with a person, you will understand him or her better. (Here's a tip: If you have difficulty being an active listener, remember the letters in the word LISTEN can also be used to spell SILENT.)

4) Ask Permission. When a co-worker comes to you with a problem, ask if you can provide feedback. You can say, "Are you open to some suggestions?" or "May I offer a different approach to this challenge?"

5) Be a Resource to Others. School is never out for the internal coach. Be a resource. Read books, clip articles or listen to audio CDs in your car. Then, share your insights.

6) Jump into Coaching. To experience the benefits of coaching, hire your own coach. (For more information, go to www.coachfederation.org.) You can also receive training from a credible program. I am studying at Coach U (www.coachu.com), a nationwide training organization for professional coaches.

Take a peek at your toolbox again. You can now use internal coaching as a tool to build structures within your organization. You can build a window of opportunity. A doorway to the future. And most importantly... a room for improvement. 

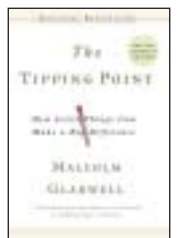


Tina Miller-Steinke, MBA, is the Corporate Communications Director for Universal Technical Institute, Inc.

IABC member, Customize This Publication!

What if this newsletter that you are holding in your hand had a different mix of content from every other IABC/Phoenix member's copy? What if it was so targeted that the articles were prioritized to suit your interests? That's the goal of EDIT, as we move toward a print publication that marries in-depth research, a pool of writers, and a variable data print process. To test how this might work, the editors are looking for volunteers who will spend just 5 minutes completing a short, 5-question online survey.

Win this Bestseller!



Interested? Take the Survey.

Go to www.iabcphoenix.com today. You could win a valuable book, Malcolm Gladwell's *The Tipping Point*, just for helping out. Gladwell will be a keynote speaker at the IABC International Conference in June. (For more details, go to page 2)

VOLUNTEERS OF THE MONTH

January

Paul Barton, Debra Austin

Directors of *The Masters Series* with "The Dream Team"

February

Julie Igo

Coordinator, *Silent Auction, Network Night 2002*

March

Laura Capello

2002-03 Director of Community Service

BOOK REVIEW: Double feature!

Feeling under pressure to read all those business books rolling off the press? Linnea Maxwell, ABC, picks up two for you, *The Goal*, and *The E-myth*, and shows us why they are worth looking at on page 5.





To make sure we're going in the right direction with edit, we asked a few members for their opinions about the articles and layout for each issue. Their in-depth answers have been invaluable. You might have noticed one change, a larger font size.

Our Winter Issue mini-focus group of three, each with different communications responsibilities, gave us suggestions we could apply to this issue and also future story ideas.

Some of their comments show the wide diversity of our members' jobs and needs. One said "Crisis in Integrity" was relevant and suggested adding perspective from non-profit or government communicators. Another didn't like it... "too philosophical," with no tips or direction on how to help one's company develop more integrity. The research study summary was "not relevant to me"; "written in an academic style, not oriented to the world I work in."

Check out the research information, presented a bit differently, on page 8. There's a special note from Phoenix member Carol Poore, who's on the IABC Research Foundation Board.

We're always looking for interesting stories. An Arizona Republic article citing the airline's new role as trendsetter, as opposed to bottom of the industry, caught my eye, along with coverage of the food sale test program. I asked someone I knew in Corporate Communications, Janice Monahan, about doing a Q&A for edit.

Those members in media relations may find two other articles interesting. Bob Barrett was surprised at a recent luncheon when the speaker asked for a show of hands of those who shared news stories on their industry or organization with management. Only Bob raised his. Read his tips about sharing news clips on page 6. Wilma Mathews shares her views of valuing media coverage. And for those of you who've never heard the leadership guru, we also feature Tom Lee, page 7.

As several readers suggested, we've added short news briefs about members' job changes and awards. And we're delighted that Tina Miller-Steinke (Communicators as Coaches, page 1) has become a regular contributor. The book reviews, we've learned, are always popular.

We hope *you* think we're going in the right direction.

Diana L. Decker



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WORTH ATTENDING

FEED YOUR MIND AT COPPER QUILLS!!

This year's Copper Quill awards, honors the 'crème de la crème' of professional communicators working a variety of fields, including crisis management, employee relations, executive speech writing, graphic design, issues management, marketing, media relations, special events, strategic planning, and more.

Even if you did not enter your work, plan to attend the awards banquet on Thursday, May 15, 2003, at the Scottsdale Culinary Institute. Savor delicacies from the institute's student chefs' palettes, while you recognize the best work of your peers.

When: Thursday May 15, 2003
Where: Scottsdale Culinary Institute's restaurant L' Academie (Scottsdale Galleria at 5th Avenue & Scottsdale Road)

IABC MEMBER, THIS CONFERENCE IS WORTH ATTENDING!

The upcoming IABC International conference in Toronto features Keynote speaker Malcolm Gladwell, and heavy-hitters such as Les Potter, Charles Pizzo, Anne Wylie, and Tom Mucciolo. The 4-day event comprises six educational tracks (Employee Communications, PR, Strategy, Branding, Business Management and Skills development) with provocative topics such as "The somersault of CEO's" and "Seven reasons why corporate images die a slow death."

When: June 08-11
Where: Toronto

CORPORATE WRITER'S BOOT CAMP

The powerful 2-day Ragan workshop comes to Phoenix!

Ragan's highly rated workshop in a 2-day format will be held in Phoenix in July. Steve Crescenzo covers *Strategic Employee Publications* and Shel Holtz, ABC, covers *Writing for the Wired World*.

When: July 24-25, 2003
Where: Marriott Desert Ridge Resort & Spa
Registration: www.employeecomm.com
Cost: \$795 (for IABC members)



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Somewhere over the Rainbow...

A Q&A with Tom Lee

By Paul Barton

Tom Lee, CEO and President of Arceil Leadership Ltd., is one of the leading thinkers in the field of communications. Many professional communicators use Lee's Arceil Rainbow model. Lee was a featured speaker of the Phoenix IABC series "Mastering Communications with the Dream Team" and he graciously agreed to do this follow-up interview with us.



Q. Tell us how you think about communication. What's your approach? I focus on internal, or leadership communication. If companies get this piece right, the external side falls into place, and they can spend more time on proactive, strategic external relations. But until they get the leadership piece down, they'll continue to face basic operational challenges. Many managers are skilled at communicating explicit and often urgent instructions and expectations. However, they aren't necessarily skilled at leadership communication, which requires greater dialogue, trust and involvement.

Q. Do you regard leadership communication as a "process" that can be learned? Yes, but unlike manufacturing, it's not a linear process. I think of it as an iterative process, requiring a great deal of redundancy and attention to critical ancillary issues such as speed, sincerity and credibility, and also as a culture that encourages or discourages people from exchanging information, ideas and instincts. Above all, it is a very human process. That means it must take into account such factors as inattention, forgetfulness, fear, distrust, uncertainty, speculation, camaraderie, sensitivity, bias, exaggeration, insecurity, nuance and pride.

Q. Your Arceil Rainbow model is a real "ah-ha" for many of us. Why is it so powerful? Most business people are very practical. In manufacturing and production, they also tend to be left-brain thinkers. They need a structure to organize their thinking and see their role in a big picture. The Rainbow helps people see their work in full context. They suddenly understand the need for more and better communication.

Q. The Rainbow seems to be a roadmap to employee com-

mitment through effective employee communication. How does it work? The Rainbow illustrates the importance, impact, and implications of communication in support of business leadership. It portrays the deployment of business strategy in four successive stages of employee orientation: awareness, understanding, acceptance and commitment. These four stages are driven by three voices – the formal, semi-formal and informal.

Q. So, you move three of the four stages by using the three voices? Yes. Formal communication consists largely of the official pronouncements, reporting, and rhetoric of a company and its senior executives. It builds awareness and understanding. Semi-formal communication consists of major policy decisions, processes, programs, and standard operating procedures that a company uses. It builds awareness. Informal communication is interpersonal. It's the connectivity between someone in a position of leadership and someone else in a position of followership. Informal communication builds commitment. Indeed, without it, sustained and genuine commitment is difficult.

“The Rainbow helps left-brain thinkers see their work in full context.”

The three voices delineate the three basic ways that people absorb information and make sense of their world. Moreover, they emphasize that the written word, while important, is not the whole story. The challenge for any leadership team, and for those who support it, is to bring all three voices into synch. When they're at odds with one another, the semi-formal and informal voices will invariably trump the formal voice. That isn't only a waste of resources. It brings the credibility of leadership into question. And without credibility, communication is worthless.

Paul Barton, ABC, is PETSMART's Director of Internal Communications.

WEBWATCH

www.worldpress.org

We all know that access to any media outlet today is only a URL away, but if you've ever wondered how the front page of your local newspaper compares to other dailies around the world, the *World Press Review* portal is worth checking out.

The Web site of the 30-year old journal with 100,000 readers provides links to hundreds of newspapers around the globe, and claims it "illuminates the issues that barely see the light of day."

FASTFORWARD

“Where are we going? Away from spots in pods. Away from broadcast TV as the anchor medium. Away from product placements that are gratuitous because they lack a compelling idea. Because in today's marketing and media environment, only the naïve and foolish confuse presence with impact.”

Coca-Cola Co. President-COO, Stephen J. Heyer

Measuring Media Coverage

By Wilma Mathews, ABC

From the beginning, we've known that our work as PR and communication professionals is to ultimately change behavior in our audiences – to make them take an action such as attending an event, or to change an opinion about a person, program or philosophy.

Those outcome changes are the bottom-line results of what we do.

Unfortunately, media relations measurements have for too long been mired in counting clips, calculating advertising value equivalent or piling up impression numbers. These so-called results are nothing more than self-serving output measures which reflect on the work of the professional or the agency, not on the client's desired end results.

Clips. Counting clips seems like a good way to measure results but it only measures activity, not progress. Having 100 clips in hand that resulted from your press release only shows that you have 100 clips. It doesn't show that anyone actually read and – more important – acted on the information in those clips.

You can, however, evaluate clips and glean key information such as: was the message in the resulting article? Was it in the right section of the publication?

Counting clips featuring your company would measure activity, not progress.

Above the fold? Did a photo run with the article? Was the information in the article accurate?

These evaluations can help you improve your process but they still don't indicate action by your intended audience.

Advertising value equivalent.

This involves calculating the space from an editorial clip – such as one column x

12 inches, and determining what an ad of that same size would have cost. The resulting number, according to people who use this method, indicates the amount of money the client saved by using media relations rather than purchasing advertising.

This is wrong on several counts.

First, you cannot save money that was never originally budgeted for advertising. At best, this is money that the client would have spent to purchase that amount of advertising space.

More important, you are comparing apples with oranges. With an ad, you control the timing, space, message and placement. With an editorial side placement, you control none of these things; you can't even guarantee that your release or pitch will ever culminate in an article. So, comparing something over which you have no control with something over which you have complete control is misleading, at best.

Impressions. A vague and ill-defined word that encompasses circulation, viewing and listening audience, impressions still don't provide bottom-line measures. A billboard can claim impressions based on the number of cars that pass it each day. A newspaper can claim impressions based on paid, news stand and pass-along circulation. Neither of these can claim results.

The only way to measure results in media relations is to tie your measures to the original objectives. If the purpose of your media relations campaign was to get 5,000 people to sign up for a charity walk, then your measure should be whether or not 5,000 people signed up for the walk. If your purpose was to convince more people to vote in an election, your measure should be whether or not more people voted in the election than last time?

Bottom line: Media relations can – and should – be connected with bottom-line results, not your output.

Wilma Mathews, is director of public relations for Arizona State University and a Fellow of IABC. She is overseeing the programming at June's international conference in Toronto.



Don't Just Pass Along News Clips

By Bob Barrett

We all get news clips. Those clips are one of the most effective tools you have to prove your value to your organization. So whatever you do, **DO NOT** simply send them to your copy service for distribution to company executives and senior management.

As a minimum, sort through the clips and group them by topic and by importance. The top story or stories may not be about your company but about your industry or your competitor. By grading the stories in order of importance, you're demonstrating that you understand your company and how it fits into its industry.

Ranking the clips is just the start. Next, go back through the stories and look for trends and coverage. Don't hesitate to write a memo analyzing the contents, stories, trends and changes.

Things to look for:

• **Has there been a beat change among the reporters** that cover your company and industry? To determine that, simply note the bylines that appear at the start of the stories. If the same reporter's name does not appear frequently, then you know there is no specific reporter covering your company.

I know that Shaun McKinnon is the *Arizona Republic* "beat" reporter for water and water issues. If his byline disappeared, I'd contact the *Republic* and find out what happened and why. If the reporter covering your company or industry changes, you must meet the new reporter.

Take note of the kinds of stories. Are most of them routine news stories? Are there any feature stories? If not, there's a good chance you can interest your beat reporter in human-interest stories about your company. All reporters, even those that specialize in hard news, enjoy a change of pace and a feature might be just the ticket.

• **Watch for what reporters often call 'thumb suckers.'** A 'thumb sucker,' a thoughtful piece about trends and issues, analyzes a company or industry. For example, the *Republic* recently did a four-day series about the drought and its impact. Some stories in the multi-story package were thumb suckers.

• **Look for trends.** You often can tell from the tone of a story or series of stories that your company or industry is getting the kind of attention you'd like. Make note of it, make note of any change in the kind of coverage you're getting and figure out why—and if necessary, how you can change it or help redirect it.

For months I sent McKinnon news clips and examples of drought coverage from the Los Angeles Times and San Diego Union. He told me later that helped convince his editors that increased coverage of the drought was critical.

• **Finally, I would recommend sending a daily email version** of the most critical clips about your company and industry to your top management, if you don't already do it. Bookmark regional newspapers and check them daily for stories. When you email the stories don't hesitate to add a note telling your company management why this story is important.

Bob Barrett is the External Communications Representative for Central Arizona Project and a Peoria City Council member.



All reporters, even those that specialize in hard news, enjoy a change of pace.

New Identity for America West: Trendsetter

Interview with Janice Monahan, Manager of Media Relations and Patty Nowack, Director of Media Relations

A recent Arizona Republic article said America West moved from the "bottom of the industry" to "trendsetter" because of the 'Buy on Board' food sales program ("BOB") and other projects.

Q: Describe how the BOB program started and how you handled media coverage.

A: BOB was created based on customer feedback. Customers told us they'd like to have food available on board our flights. They understood the tough economic times and were willing to pay for the food service. Our food and beverage department developed a program we tested in January and February. The Buy on Board program, with food costing from \$3 to \$10, provides a service for our customers without raising airfares or increasing airline costs.

At first, we thought, 'Why publicize a program we may decide not to implement?' To let employees know about the test, we sent them details through our daily electronic email newsletter, which sometimes ends up in the hands of reporters.

A few days later, The Arizona Republic ran a story. Then Dow Jones News Service ran a story, which the *Wall Street Journal* picked up. After that, we received an unbelievable number of calls from nearly every one of the 92 markets we serve and even those we don't.

Q: Good Morning America hosted a taste test of the meals, with favorable reviews from the participating family. How did this happen?

A: GMA contacted us. They wanted to do a taste test in an aircraft at the airport. We knew the national exposure would be ideal. To accommodate them, we suggested using our training fuselage. We made sure the technical requirements for a live satellite broadcast could be met. The piece lasted several minutes and was very positive and outstanding PR.

Q: Did the trendsetter status begin with BOB?

A: Yes. BOB was implemented several months after we restructured our fares, another revolutionary idea. BOB was yet another way that America West was responding to our customers' needs. The media were looking at all the unique things we've done and called us a trendsetter. We were happy to capitalize on that. It's a great way for customers to perceive the airline and that reputation also boosts employee morale. Employees can take pride in all we're doing to meet consumers' needs.

Q: When did the fare restructuring begin?

A: Business travel started to decline early in 2000, with a bigger drop



Janice Monahan (l) and Patty Nowack

after 9-11. Business travelers were asking why their fares were so high and leisure fares so low. Our pricing department analyzed the pricing structure to determine how to make business fares more reasonable, affordable and flexible. They came up with a plan to

eliminate the Saturday night stay and lower fares by 40 to 70 percent. The new structure is working, with business revenues increasing.

Q: How did you tackle the 'bottom of the industry' issue?

A: In August 2000, we acknowledged we hadn't been running a very good airline, announcing a plan to overhaul our entire operation. Some issues had a quick fix; others were more infrastructure-oriented and needed more implementation time. The solutions worked. We saw continuous, gradual increases. For the first six months of 2002, we led the industry in on-time performance, another morale booster for employees.


Q: A current idea in seminars and books is that communicators must 'get a seat at the executive table.' Is corporate communications part of the decision-making team?

A: Jim Sabourin, VP of Corporate Communications, is one of seven executives who report to our CEO, Doug Parker. Jim meets with Doug every week and is consulted regularly on the impact various company initiatives might have on the company's reputation.

Q: When does Media Relations get involved with projects?

A: When another department is going to launch a product or service, they notify corporate communications to consult with them on the best ways to notify customers, the media and employees.

Q: What's your current focus?

A: Our fare structure continues to be very important. We are the nation's second largest low-fare carrier, with business-friendly fares and flexible ticketing policies. We constantly work to get this message out through releases, speeches, and interviews. 

America West was named Best Major Airline by Entrepreneur Magazine in the April 2003 issue

E-mail newsletters sometimes end up in the hands of reporters.

IABS's Newest Member Benefit

www.iabc.com/library

If you are thinking of entering work for a Quill award, the IABC International Web site has added a new resource. Log into the IABC site and go to www.iabc.com/library to check out the 2001 Gold Quill award winning entries from a diverse range of communicators, worldwide. They cover entries submitted for popular areas such as Reputation & Branding, Employee Communications and Public Relations. Particularly useful are how winners handle those 'sticky' areas such as 'implementation' and 'measurement'.

Also at this link are primers written by some of the ever-popular speakers such as Roger D'Aprix, Shel Holtz, and Les Potter whom the IABC/Phoenix chapter has hosted in seminars and monthly lunch meetings. Topics include conference presentation, crisis communications, Intranets, and speech writing.

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Community Service: A Full Circle of Support

IABC/Phoenix and St. Mary's Community Kitchen

The Community Kitchen program, which IABC/Phoenix's Community Service Committee is working with this year, is a job-training program that provides foodservice training and job placement to about 40 low-income adults in the Phoenix area each year.

Students learn food preparation skills as well as life skills at the Sky Harbor Family Service building at 1818 S. 16th St. in Phoenix. The students are also paid a stipend during their training.

To be eligible, students must be low-income Maricopa County residents at least 18 years of age with an interest in a career in the food service industry. Once they graduate, students will be certified.

During the 12-week training, students prepare food that is packed up and distributed to other needy groups in town, including group homes, assisted living facilities and shelters. That way, says Community Kitchen Director Cathy Manthey, these adults also help others in the community. In pulling themselves up, they learn to extend their hand to others who are still struggling.

OUR SERVICE GOAL

IABC/Phoenix Team Leader Alisa Fleming and her group are revising their communications materials, soliciting guest chefs, and working to increase the number of restaurants, hotels and other institutions that provide jobs for the students when they graduate. The project continues through May.

How can you help?

- writing press releases
- sending out information
- generating media interest

To volunteer, or to get more information contact:

Alisa Fleming at (480) 557-1237 or Alisa.Fleming@phoenix.edu.

Chapter VP publishes book!

Giving Time: Making A Difference in Your Community.

In *Giving Time*, IABC/Phoenix chapter executive VP Len Gutman shows us what it's like to roll up our sleeves and volunteer— from doling out food at a soup kitchen and stacking books at the library to ringing a bell for the Salvation Army and repairing a house for a homeless family. The book takes the mystery out of community service for those who have never volunteered, and introduces readers to many hard-working and dedicated community volunteers from all walks of life.

Along with real-life stories of community volunteering, *Giving Time* includes a directory of national and local organizations across the



country in need of volunteers. Gutman is a freelance writer, whose work has appeared in a variety of magazines and newspapers, including *The Arizona Republic*, for which he is a regular contributor. He is president and founder of Open Door Communications, LLC, a public relations and communications practice.

Find the book at www.lumina.com/store/giving.htm or at major online bookstores including Amazon.com.

Digital Pen!

Analog or digital? The lines are beginning to blur. Combine the functionality of an ink pen a digital camera and a mouse and the possibilities for the business of communication are endless. One such device is the 'wireless pen' called Anoto. It looks like any of its ink-based predecessors, and it still writes on paper. Yet it's the kind of pen for people who want to 'connect' as much as they want to write. A tiny camera housed at the tip of the pen registers the nib's movement and converts ink characters into bits. The information can be then transmitted via a mobile phone, or any other wireless device to a PC. Logitech's "io" is even more like a pen. You can draw, write long notes, or short email on regular paper, and when you're done, transfer it instantly --via a docking station-- to your computer at your company.

So IABC member, the next time you sketch out that big idea on a napkin, by all means save the napkin. But you could also beam it up as an e-mail or Instant Message to your boss for immediate approval.



IABC member, Vote For The Communicator Of The Year Award!

The Communicator of the Year award is IABC/Phoenix's highest honor. It recognizes the outstanding contributions of a communication professional to the profession and to the chapter. The Communicator of the Year consistently demonstrates communication excellence. The Communicator of the Year upholds high ethical standards of the profession, works to improve the profession through involvement with IABC and other organizations, serves as a mentor, contributes to the community through volunteer efforts and demonstrates a commitment to continuous learning.

All IABC/Phoenix members are eligible for the award except the chapter president and members of the nominating committee. The award presentation takes place at the Copper Quill program. Like to nominate someone? Go to www.iabcphoenix.com.

Past Communicators of the Year

2002 Jean McHale
2001 Danielle Sittu, ABC
2000 JoEllen Lynn
1999 DeEtte Person, ABC
1998 Kevin Snow, ABC
1997 Wilma Mathews, ABC
1996 Bridget O'Gara, ABC
1995* Susan Coffroth, ABC
1993 Carol Poore, ABC
1992 Linda Clarkon, ABC
1991 Fran Booth, ABC
1990 Trudy Thompson Rice, ABC
1989 Pamela Meyerhoffer, ABC

*Award presentation shifted from Fall 1994 to Spring 1995

BY THE NUMBERS

57 Percent of Internet users who went online from home in Nov/Dec 02. (Source: *Marketing News*)

160 Millions of households, worldwide, receiving *CNN*

\$1 M Amount Coca-Cola spends each day on advertising in the U.S. (Source: *Advertising Age*, Feb. 03)

2 Percentage of TV homes with HDTV (Source: *BusinessWeek*)

11,485,056 Number of complaints received by the FTC about SPAM in 2002. (Source: *Entrepreneur Magazine*, Jan. 03)

0.0762 cts Amount Webcasters must pay a record label in royalty per song for each listener (Source: *Wall Street Journal*, 04.04.03)

Business Books — Truth or Fiction?

By Linnea Maxwell, ABC

First a confession: I haven't read much fiction since high school. College pretty much cured me of that. In my career, I've tried to keep dialed in by reading all the recommended books of the day, from *In Search of Excellence* to the *7 Habits of Highly Effective People*. Then JK Rowling came along and I found myself sneaking downstairs to finish *Harry Potter* alone after my daughter fell asleep. It took a good story to rekindle my interest in fiction.

In *The Goal*, Dr. Eli Goldratt tells a story to explain his Theory of Constraints. "Whoa," I hear my fellow communicators thinking aloud, "Why would I want to read about the Theory of Constraints? Sounds boring."

If you are paid to explain concepts such as process improvement or supply chain management to your internal audience, you need to read The Goal.

The amazing thing is that he took what could be a boring subject and made it into a journey of discovery. Okay, so the plot isn't as exciting as *Harry Potter*, but think about how often you have to communicate a tedious subject without being boring. If you are paid to explain concepts such as process improvement, lean manufacturing, just-in-time or supply chain management to your internal audience, you need to read *The Goal*.


First published in 1984, it shows its age in some places, such as the reference to a Mercedes costing \$30,000, and the way technology is relegated to the data processing manager. But if you can get past these minor irritants, you'll relate to the business issues that form the basis of the story. And

justifying your unit's existence to senior management is something we all understand.

Goldratt has been called "a true thinker who provokes others to think." He has written several books, including another business novel called *It's Not Luck*, and *Late Night Discussions on the Theory of Constraints*. I probably won't read that last one, but you gotta love the title.

The E Myth by Michael E. Gerber is another book that's been around a while. It's strictly nonfiction, although the "myth" part relates to the belief that people who start businesses do so because their expertise at doing the work of the business will translate into entrepreneurial success.

Gerber gives examples: "You were a bookkeeper or a poodleclipper... a technical writer; a graphics artist or an accountant... but whatever your profession, you were doing technical work. And you were probably damn good at it. But you were doing it for somebody else." He goes on to describe how the technician decides to strike out on his or her own, "the idea of being your own boss, doing your own thing, singing your own song, became delightfully irresistible."

For some people, owning a business is profitable. For others, it becomes the new boss. In today's economy, the book is especially useful for communicators who think being self-employed is better than looking for a job. Anyone straddling that fence needs to understand the difference between starting a business and being a freelancer. If you don't understand the difference, go to e-myth.com and look at the various services available. Then ask yourself whether Gerber is a writer (technician) or an entrepreneur. 

Linnea Maxwell, our past-president, has her own firm, Maxwell Consulting, Inc.

QUICK FACTS: Pay Pal

If you have used PayPal to register for an IABC/Phoenix event, you'll know that it's one of the easiest electronic payment methods today. What you may not know is that vendors—small businesses, non-profits even independent contractors—who use the online credit-card processor save on commissions and set-up fees. PayPal is by no means a small-time dot-com. It operates in 38 countries, and now accepts foreign currencies such as Euros, Yen, Canadian dollars, and Pounds Sterling as well.

What's more, account balances in the U.S. are FDIC insured, and earn money market interest.

- 3 million business accounts
- 20 million registered users
- 28,000 new accounts a day
- 3.3% per transaction

Less known fact:

PayPal is now owned by eBay!

"FORTY UNDER 40" AWARD WINNERS

Congratulations to the IABC Phoenix members named to the 2003 *Phoenix Business Journal's* "Forty Under 40," Young Valley leaders on the fast track to success.

Tina Miller-Steinke, Corporate Communications Director, Universal Technical Institute, Inc., **edit** contributing writer.

Lorenzo Sierra, Arizona practice leader, Aon Communication Consulting Group, IABC/Phoenix President.

Len Gutman, ABC, President/founder, Open Door Communications, IABC/Phoenix Exec. VP and president beginning July 2003.

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