



Dialog!

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Dues renewal

It's time to renew your STC membership. If you haven't already done so, why not take advantage of the quick, easy online payment option at < <https://www.stc.org/duesrenewal/>>?

OKC meeting

The Oklahoma Chapter's Oklahoma City-area kicks off 2007 with a networking and planning meeting at 12:30 p.m. Sat., Jan. 20. The meeting will be held at Andy's Akropolis Greek Restaurant, 1809 S. Air Depot Blvd., in Midwest City.

For details, see [Page 4](#).

The Chapter President's Report

A new year

Well, I'm not much for New Year's Resolutions so I can't dust off that theme. I do get philosophical when the holidays are over and a new year is upon us.

January is a good time for setting goals (I don't like to call them resolutions and then worry about not keeping them) and looking over the year and the changes that will come. It's also a good time for reflection and determining what worked and what didn't work.

The leadership of the Oklahoma Chapter of STC has spent a great deal of time trying to find out what works and doesn't work.

Two years ago, we did a comprehensive survey and took the results to heart. We asked what the membership wanted and then tried to change things in such a way as to support those needs. Last year and again this year, the meetings scheduled were on topics suggested by that survey and the changes in date/time/meeting place were also alluded to in the survey results.

Interestingly enough, it didn't change things. We didn't have increased numbers showing up for the meetings, most of the attendance remained static.

So, what can we do? What goal do we set for ourselves as an organization? What would make the local STC meetings more attractive to you as a member? We'd like to know.

In order to plan meetings that are convenient, we have tried to "localize" the Oklahoma Chapter, which is statewide, into three geographical groups that meet in Tulsa, Stillwater and Oklahoma City. At the time, traveling to another city was presented as a barrier to attendance for some. It is three times the work to schedule meetings with programs in different cities and frankly, it's hard to pull off with an all volunteer workforce. Does it make a difference to you? Are you more likely to attend a meeting that is more localized rather than a weekend workshop in one of the major metropolitan areas of Oklahoma?

Instead of surveying and finding out what you think you'd like in a survey, I'd like to invite you to contact me (or any other board member) directly by email or phone and let us know what would make STC more attractive to you. If it's a specific topic or program, giving us hints on how to find an expert might go a long way to getting us to get that program on the schedule. Any information you'd like to share will be evaluated and plans for this year will be made accordingly. I can be contacted at <spwagner1@cox.net> or 918-834-0431. Let me know what you think. It's time to make plans for this year and we could use your input.



Sandee Wagner
Oklahoma Chapter President

Sandee

Look for bylaws ballots in your mailbox

By Sandee Wagner, Oklahoma Chapter President

One of the basic requirements that the board of STC-OK must complete each year is a review of the bylaws. It is the board's obligation to annotate additions and/or corrections to the bylaws and provide those additions and/or corrections to the membership for a vote.

This is an annual requirement that, unfortunately, we discovered was a little overdue. To mitigate that, we created a committee to review the bylaws and make recommendations. The board met and discussed all the changes with the committee and those changes have been prepared for distribution.

You will be receiving a ballot of recommended changes to the bylaws in the mail sometime in the coming weeks. You will have the option to accept all the changes with a single box checked, or you may read each suggested change and vote individually.

These ballots will come to you with prepaid postage on the envelope included and we hope you will mark your votes and mail them back in a timely manner. We are REALLY delinquent in this process and need to complete it to stay legal with STC.

If you are interested in reading the bylaws before you contemplate the changed verbiage, they are available on our Web site: <<http://www.stc-OK.org>>.

The changes that are recommended will bring the bylaws more in line with how we do business today. Most of the verbiage changes are modest and will result in making the Bylaws more representative of our common practices. The effort for review was substantive, but the voting should not be onerous. Please read these ballots and respond. You should be seeing the envelope in the mail soon.

Fran's Footnotes

Butchering the Imperative Case

By Fran Danner



If the next time you see me I am bald, it's because there are people in this world who didn't listen to their 6th grade teachers, and I have torn out all my hair in frustration.

Doesn't anyone remember the imperative or command form of a verb?

In the last few months, I have happened on several procedures that use commands with no periods at the end. The owners of these documents explained that the procedural steps are not sentences. For example:

- Open the valve
- Time the meter
- Close the valve

In these sentences, *you* is the understood subject; therefore, each sentence must be ended with a period.

Did you also notice the steps are not numbered? AAAAWWWGGGGG! That's another battle I've been fighting. The reasoning I've been given is that numbers are not necessary. Mind you, some of these procedures have 25+ steps with no numbering.

To further aggravate me, the procedure owners have requested that I write new procedures using this style. Thanks goodness I get paid to make these mistakes!

The Little Red Book

Mend Your Speech by Frank H. Vizetelly, Litt.D., LL.D.; published 1920.

ei or ie. The following lines elucidate correct usage:

When ei and ie both spell e
How can we tell which it shall be?
Here is a rule you may believe,
That never, never will deceive,
And all such troubles will relieve,
A simpler rule you can't perceive.
It is not made of many pieces,
To puzzle daughters, sons, or nieces,
Yet with it all the trouble ceases.
After C, an E apply;
After other letters I.

- Tudor Jenks.

Until next time,

Fran

The Editor's Mark

A Code of Ethics

By Fred Stowell, *Dialog!* Editor

Last issue, I talked about the need for both an organizational and a personal mission statement. Mission statements help us focus on our primary goal and to effectively and efficiently allocate our organizational and personal resources. I even asked the membership to send me their personal mission statements and to suggest a mission statement for the Oklahoma STC Chapter.

Interestingly, only one person submitted a personal mission statement. The reason could be that she is a chapter officer; that we work together; that I stood in her office doorway until she gave it to me; or because she actually read the newsletter (All four. I checked.)

Here is her mission statement:

Priority: Have a positive attitude.

Work in my circle of influence to:

- *be a better listener.*
- *be a more loving person. (Initiate more contact with members of my family that I don't see often.)*
- *be a better student. (Practice what I'm taught.)*
- *be a cooperative and dedicated employee.*
- *be happy.*
- *genuinely smile.*
- *accept those things I can't control.*

As far as I can tell, she is adhering to her personal mission statement even though there are days she has every right to kill someone (me).

Next to a mission statement, organizations and individuals should also have a code of ethics. We are all familiar with the concept of the code of ethics: rules that define how we act. We generally hear it mentioned, though, when someone violates it. To be proactive, organizations should develop a code of ethics and ensure that everyone in the organization adheres to it. Individuals, too, should have a code of ethics to live by.

A code of ethics is based on our core values. Those values or beliefs are the things (ideas and concepts) that we hold dear. They come primarily from our families, passed down through the generations. Our values are also the result of our education, developed formally in school and religious institutions, our personal experiences, and our contact with others (friends, family, associates, or leaders). The values that are instilled by

these sources remain with the individual for life unless the person consciously alters them. Examples of ethical values include the following:

- Honesty
- Integrity
- Impartiality
- Fairness
- Loyalty
- Dedication
- Responsibility
- Accountability
- Perseverance
- Frugality
- Faithfulness
- Heroism
- Patriotism
- Morality

Personal codes of ethics are rarely written down and some people cannot state the values that are most important to them. As an exercise, try to think of the one value that you place the greatest importance on. How does that value affect the way that you act, how you interact with others, or how you make decisions? Is there a valid reason to violate your code of ethics?

Organizations should have a written code of ethics. Like the mission statement, the code of ethics should be easily accessible to all members. Topics contained in an organizational code of ethics should give employees an idea of what is expected of them in their internal and external relationships. Generally, topics that may be addressed in a code of ethics include the following:

- Relationships between employees
- Relationships with the public
- Use of organizational property
- Acceptance of gifts and favors
- Conflict of interest
- Financial disclosures
- Information management
- Discrimination in hiring, promoting, discipline, or relations
- Adhering to national, state/provincial, or local laws, statutes, or ordinances
- Upholding and supporting bylaws, rules, regu-

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The Editor's Mark

Continued from Page 3

lations, policies, and procedures of the organization

- Loyalty to the organization
- Professionalism
- Integrity
- Truthfulness
- Prohibition of criminal activity

As another exercise, take a look at your organization's code of ethics. Does it accurately reflect the values of the organization? Do the actions of the organization adhere to the code of ethics? Do you adhere to the code of ethics?

Ethical conduct is essential to a strong and cohesive society. Without it, society would be cast into chaos.

If you have any comments on ethics or mission statements, I would welcome them. Examples of ethical situations and how you handled them would be very much appreciated.

Until the next issue, stay safe,

Fred

What is our mission?

From what we've been able to find, the Oklahoma Chapter seems to have two versions of a mission statement.

The following are statements found in the Oklahoma STC chapter brochure and in the proposed strategic plan. Both could be considered as mission statements or as the basis for one:

From the chapter brochure:

"The Oklahoma Chapter of STC provides a forum for Oklahoma's technical communicators to share information, learn marketable skills, and create community awareness of the profession."

From the proposed strategic plan:

"The Oklahoma Chapter's mission is to share information, acquire knowledge, and create awareness of the technical communications profession."

As a chapter, our mission statement should reflect and support the Society's mission and goals. The Society's mission statement, as stated on the Web site <<http://www.stc.org/about/>> is: *"Creating and supporting a forum for communities of practice in the profession of technical communication."*

Does one version of our mission statement better reflect the Society's goals and mission than the other? Do we need to start with those two and write a brand new mission statement?

What are your thoughts? Do you have a suggestions for a new one? Let us know what you think. We will include your suggestions in the next newsletter. Send your thoughts and suggestions to Fred Stowell at <stowellf@osufpp.org>.

Don't miss it!

STC Networking and Planning Meeting in OKC

The Oklahoma Chapter's Oklahoma City-area kicks off 2007 with a networking and planning meeting at 12:30 p.m. Sat., Jan. 20. The meeting will be held at Andy's Akropolis Greek Restaurant, 1809 S. Air Depot Blvd., in Midwest City.

Plans for the new year top the agenda, including how to proceed with the chapter Web site tasks, topics and speakers we'd like to hear, recruiting and much more. We need your input, so come with ideas and suggestions to help us kick-start the new year.

Reservations should be made by Wed., Jan. 17. For reservations, contact Eric Lowber at <elowber@msn.com> or call 405-606-5086.

Delegating for results

By Suzanna Laurent, STC Immediate Past President (2006-2007)

I presented a program recently that gave tips for becoming a more effective delegator. The tips explained the benefits of delegation and how to overcome common barriers.

Because you can use these tips whenever you are leading a chapter, a committee, a team, or a department, I want to share them with you. If you are not delegating properly, you are making your own life more difficult. In turn, your subordinates suffer because their interests and talents are being overlooked, however unintentionally.

Some of the benefits you can receive by delegating effectively are:

- Save your time and energy for other responsibilities.
- Bring more hands and minds to bear on the problems, which results in making more effective decisions.
- Improve the skills of individuals and the team productivity as well.
- Allow others to make contributions that give them self-satisfaction.
- Add to the overall organization's success by providing more productive people, higher productivity, improved morale, better communication and teamwork, and greater profitability.
- Studies indicate that most people want more responsibility, and they want the opportunity to grow and develop. The ways that people to whom you delegate can benefit are:
 - They become more productive and valuable to the organization and team.
 - By learning new things, they improve their self-esteem and skills.
 - They become resources for people who need help and function as backups when needed.
 - They become more knowledgeable and skilled at handling the details and problems of running a team.
 - You create barriers that prevent you from delegating when you:
 - Prefer to do the work yourself or think no one else can do it as well.
 - Feel a strong need to work at tasks with which you are familiar.

- Feel threatened by the possibility that someone else might not complete a task for which you are responsible.

- Fear the loss of power.

- Delegate without planning—it is very important to set deadlines, explain the task's objectives, and transfer authority.

The people to whom you delegate create barriers too. These hurdles are so prevalent that they have names:

Imposition - Since leaders look to their best people for help, they can rely on that person so much that it becomes an imposition.

Ignorance - You may need to point out how completing this task could help the person attain a personal goal.

Stagnation - Some people just don't want to change; they're in their own niche and want to stay there. They are the "good soldiers" who do what they have to—as long as they're out of the limelight, away from public notice, and performing jobs that can be done quickly and safely.

Fear - Some people reject new tasks out of fear. You may have to offer training or mentoring before they will accept a project.

Eagerness - Although you don't want to stifle enthusiasm, be aware of the problems created by too much enthusiasm or they can become overloaded. Just as you need the good soldiers, you also need these eager beavers; but you must move them along more slowly, while nurturing their enthusiasm.

Power playing - These people accept a delegated task only when there is something they want in return, such as a raise. Power players should be carefully monitored and controlled.

To summarize, delegation is the effective use of human resources. You must know when to back away from competent people and when to intervene if things start to go wrong.

Take time now to become a more effective delegator and make your life and the lives of the people around you easier. They will appreciate you for it.



Chapter Treasurer's Report

By Barbara Adams, Oklahoma
Chapter Treasurer

Oklahoma Chapter Financial Report January 2007

Expenses:

May 2006

Conference Registrations

| | |
|------------------|----------|
| Pam Eaker | \$245.00 |
| Barbara Harrison | \$245.00 |

Hosting Fee

| | |
|-------------|----------|
| Geek Rescue | \$240.00 |
|-------------|----------|

June, July 2006

None

Income:

| | |
|--------------------------|----------|
| Checking Balance: | \$919.14 |
| Savings Balance: | 5.00 |
| CD Balance: | 1,014.83 |

August 2006

Deposit for September Meeting

| | |
|---------------------|----------|
| Stillwater Hideaway | \$150.00 |
|---------------------|----------|

September 2006

150.00

Lunch Meeting (Stillwater)

| | |
|----------------------|----------|
| Additional for lunch | \$ 54.00 |
|----------------------|----------|

| | |
|---------------------|----------|
| Meeting Admissions: | \$168.00 |
|---------------------|----------|

October 2006

Administrative Expenses

| | |
|---------|---------|
| Postage | \$ 2.22 |
|---------|---------|

| | |
|-----------------|----------|
| Society Rebate: | \$645.00 |
|-----------------|----------|

Statewide Grant Writing Workshop

| | |
|---------------|----------|
| Oklahoma City | \$136.14 |
|---------------|----------|

| | |
|-------|--------|
| Tulsa | 120.17 |
|-------|--------|

| | |
|----------------------|-------|
| OSU-Tulsa Engr. Svc. | 60.00 |
|----------------------|-------|

| | |
|------------|-------|
| Stillwater | 88.41 |
|------------|-------|

| | |
|---------------|--------|
| OSU-Engr Svc. | 300.00 |
|---------------|--------|

| | |
|-------------|----------|
| Admissions: | \$290.00 |
|-------------|----------|

| | |
|-------------|--------|
| Admissions: | 265.00 |
|-------------|--------|

| | |
|-------------|--------|
| Admissions: | 180.00 |
|-------------|--------|

| | | |
|-------------------------|-----------------|-----------------|
| Workshop Totals: | \$704.72 | \$735.00 |
|-------------------------|-----------------|-----------------|

| | |
|------------------------|-----------------|
| Total Expenses: | \$910.94 |
|------------------------|-----------------|

| | |
|----------------------|-------------------|
| Total Income: | \$1,548.00 |
|----------------------|-------------------|

| | |
|--------------------------|-------------------|
| Checking Balance: | \$1,556.20 |
|--------------------------|-------------------|

Scholarship application deadlines near

The Society for Technical Communication is a professional organization for people developing technical information through such occupations as technical writing, editing, graphical design, interface design, and Web design.

Since 1971, STC has fostered the growth of the profession by awarding scholarships to students enrolled in technical communication programs at universities, colleges, junior colleges, and technical schools. Since the program's inception, the Society has awarded nearly \$360,000 to deserving students.

The application deadlines for two of these scholarships are quickly approaching.

Marian Norby Scholarship

The purpose of this scholarship is to assist United States federal government employees who are interested in obtaining training in technical communication to improve their employment opportunities.

One award of \$2,500 will be granted toward training costs/tuition and expenses. Awards are for the academic year (September - June).

Eligibility

- Applicants must be female.
- Applicants must be working full- or part-time for the federal government as a secretary or administrative assistant.
- Applicants should be interested in enrolling in a training or academic class related to technical communication.

Schedule

Applications must be received by Feb. 15 of the year for which the scholarship is needed. Applicants will be notified by mail of committee decisions by April 15.

To obtain application forms and additional information, contact:

Society for Technical Communication
Attn: Marian Norby Scholarship
901 N. Stuart Street, Suite 904
Arlington, VA 22203-1822
703-522-4114

For more information, see: <http://www.stc.org/edu/scholarshipInfo01_norby.asp>.

International Scholarship Program

The purpose of this scholarship is to assist students who are pursuing established degree programs in some area of technical communication. Awards of \$1,500 each will be granted toward school tuition and expenses. Two awards are granted to graduate students, and two to undergraduates.

Eligibility

- Applicants must have completed at least one year of post-secondary education.
- Applicants must be full-time students. They may be either graduate students working toward a Master's or Doctor's degree, or undergraduate students working toward a Bachelor's degree.
- Students should have at least one full year of academic work remaining to complete their degree programs, although under exceptional circumstances an award may be granted to a student for the final half-year.
- They should be studying communication of information about technical subjects. Other majors, such as general journalism, electronic communication engineering, computer programming, creative writing, or entertainment, are not eligible.

Schedule

Completed application forms must be received by Feb. 15 of the year in which the scholarship is to be given.

Graduate students must notify the committee of acceptance in a graduate program by March 20. Applicants will be notified by mail of committee decisions by April 15.

Students enrolling in a graduate program may not know their status by Feb. 15. They will be evaluated like accepted students, but their eligibility is contingent upon acceptance and notification by March 20.

For and application information and instructions, see: <http://www.stc.org/edu/scholarshipInfo01_national.asp>.

Creating positive team dynamics

By Suzanna Laurent, STC Immediate Past President

Do the people at work frustrate you repeatedly? Do they disappoint you by not following through on commitments or upset you with insensitive comments? If so, you're not alone. Creating positive team dynamics within a group of diverse people poses a significant challenge in today's workplace.

Professionals today must work closely with more people than ever before. On the job, teams are more common these days, and getting results is a challenge, especially when the team is diverse. As a team member, you're often charged with satisfying your customers, ensuring that the deadlines are met, and that the results meet certain standards.

Developing Commitment and Motivation

Anyone who is at least 2 years old knows that people don't always act the way we think they should. When our different expectations are not met, we become confused, frustrated, or even angry—and sometimes that results in conflict.

One powerful way to avoid confusion, frustration and conflict when working with others is to agree on what is mutually important to you and how you want to work together. Discussing motives, why people do what they do, and what each member expects of the others helps create positive relationships. Team members can then focus their attention on optimal performance: getting work done faster, with better quality and less cost.

The Expectancy Theory

To get commitment to the project, first you must understand what people want to get out of their work and their association with you. So, let's talk about the Expectancy Theory. Victor Vroom developed this theory long ago, and it is still very effective because it is mainstream psychology, it is simple and practical, and it works!

The Expectancy Theory is the universal key to what motivates people to be productive on the job. It explains that people, given choices, choose the option that promises to give them the greatest reward. So, to find people to do a particular job, all we have to do is find out what motivates them best. Sounds easy, but sometimes it is hard to do. More than anything else, it's a matter of getting to know your people and what they find rewarding! This is a prescription for greater motivation based on the Expectancy Theory.

1. Tell people what you expect them to do on a regular basis. Be as specific as possible, share your goals, and explain the standards of performance you expect.

2. Make the work valuable. When possible, assign work that they like to do. Give them work they can do well—work that helps them achieve their goals.

3. Make the work doable! This helps increase employees' confidence that they can do what you expect. Give them training, coaching, and really listen to what they say when they tell you what they need. You must also provide the resources they need to do the work.

4. Give them feedback. Remember to let them know how they are doing. Positive feedback means they should continue what they are doing. Negative feedback, of course, means they should correct mistakes. You may have to help them discover their mistakes before they can fix them.

5. Reward successful performance. Remember that rewards can be different for each person because after all we are all unique individuals. Rewards can be money, recognition, a heartfelt thank you, more responsibility, or even some kind of award or certificate.

You may have heard it said that you can't motivate anyone else, that motivation comes from within. I agree with that, but I also firmly believe you can inspire someone to do better. Being enthusiastic is important too. When people know what is expected of them, the benefits to be received if they complete the work, and receiving encouragement from others helps as well.

Team Dynamics

We are all unique individuals, so our values may be quite different from those held by other people on the team. I think everyone recognizes that people are different, and this is why we have to work harder to create positive team dynamics in a diverse group. Although we agree that people are different, only recently has identifying and valuing those differences become relevant. We know now that each individual usually has something unique that they can contribute to the team environment, and that we must value those individual differences.

Team values are the beliefs that are important to all members. Values are rules that can dictate the behavior of individuals. Ask your teammates what is important

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Creating positive team dynamics

to them; then write down their responses. Once you have a list of individual values, you can work on the team values. A list of team members' values can be very long. However, a list of team values should be concise. The list is short because it is important that each member believes strongly in them and is willing to live by the team values.

To build positive relationships, there are four types of differences to consider. The challenge for your team is to find the unique combination of values that the team supports and that meet individual needs, so each member follows them for the benefits of the entire team.

1. Interpersonal styles—whether a person talks fast, uses hand gestures, or withdraws quietly.

2. Personal work styles—how a person is organized or not organized, and how they set priorities. We all like to do certain tasks and not others, but we may not appreciate how our actions affect the people around us.

3. Experience and background—New people may come in and want to change everything; veterans can be unwilling to consider new ideas.

4. Communication styles—how people get information to others. As you are asked to participate more frequently on teams, your success will be increasingly dependent on your ability to work well with people who are different than you. Working effectively with people who are different is essential! Some examples of good individual values are:

- Honesty—being truthful with others
- Quality—striving to achieve the best results
- Friendliness—building positive relationships
- Thoroughness—completing whole jobs or projects in a thorough manner

Once your individual values are defined, you can start to define those of the team. Identifying team values involves looking at the lists from team members, listing those that everyone agrees are important, and determining company values that might pertain to the team. With your team values fresh in your mind, focus your attention on developing a list of team norms. There should be a lot of discussion about this. Team members must come to a consensus on the ways the team will operate.

Here's how to identify your team norms. Have team members brainstorm a list of how they want the team

Continued from Page 8

to operate. Thoroughly discuss each norm, and talk about the effects of each on the team's work. Mark those norms that everyone agrees will help the team and for that reason should be kept. These are things like beginning or ending on time, confidentiality, and respect for others. Identify other norms, such as how team decisions will be made and how disagreements will be handled.

The next hurdle to overcome is gaining commitment from members. Ask each team member individually to answer the question, "On a scale of 1 (low) to 10 (high), how committed are you personally to these team norms?" Asking them individually allows you to get commitment from everyone. Team members must publicly acknowledge their buy-in and commitment. Discuss any low level—don't just overrule it. If a person has a low commitment (below an 8), the reason should be discussed, because the norm may need to be tweaked a little.

Winning teams have buy-in and the commitment of all the members when it comes to norms! Norms become an important tool for self-management. Team values and norms provide a stable foundation for building positive relationships on teams. Values define what is important to you and what rules you expect team members to follow at work. Norms go one step further, describing specific guidelines each person is expected to follow when working with other team members. Winning teams identify and embrace values and norms that recognize individual preferences, but define how the team needs to work together to be successful.

Systematic View

As teams become more predominant in the workplace, expectations of what teams can achieve grow. But the dilemma for many teams is that they are failing to achieve their expected results. Often breakdowns in communication create frustration and loss of productivity. In fact, poorly organized teams are actually slowing down progress—the exact opposite of the desired outcome of quicker, better quality and lower-cost expectations!

Task behaviors help a team accomplish its objectives or achieve desired goals. These are actions that are done, such as assigning work, presenting information, and making decisions.

Relationship behaviors are actions taken to build interpersonal dynamics, such as learning what skills

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Creating positive team dynamics

and abilities your teammates possess or providing feedback.

By using the correct mix of task and relationship behaviors at the appropriate times, your team can progress to its peak level of performance more quickly and with less difficulty. Actually, the task and relationship behaviors should stay pretty well balanced on the team for the best results.

Teams are frequently just thrown together and assigned a task. When they get off to a rough start like that, they have the odds stacked against them for achieving successful results. If you adopt a systematic view of teams, you can use these guidelines to help your team become the most productive.

Developing successful teams

There are six components in the development of a successful team.

1. Establish a mission—What are the team’s mutual goals and how committed are the team members to those goals? Having a common team mission and purpose is a key to achieving successful results. The mission must be established early in the formation of the team and then translated into achievable goals that all team members clearly understand.

2. Team design and leadership—How is the team structured? These are the individuals who make up the team. Effective teams are not simply groups of individuals thrown together; they are individuals who each play a critical role in the team’s success.

3. Team rules and guidelines—the values and norms you agree to for the team. One of the most important team building blocks is to immediately establish the rules and guidelines that will guide behavior and interpersonal dynamics. By focusing on team values and norms, you set the standards for the life of the team. It is critical that team members participate in establishing the values and norms, so they are commit-

ted to them. The values and norms must be consistent with those of the company.

4. Team dynamics—This is the team maturity. In this component, the team identifies the team life cycle or stages of maturity. Life cycle stages: Infant, Adolescent, Young Adult, Established Performer—as the team members gain confidence and maturity, the team moves from the Infant stage along to the Established Performer stage.

5. Team controls—If members are clear about their roles and how they contribute to the overall success of the team, an empowering climate is created. Much of the success of the team depends on how much responsibility can be delegated to team members. Individuals begin to take initiative to solve problems and complete tasks without being asked.

6. Evaluation—The measure of success depends upon whether the team achieves the desired results. An evaluation of the team’s output is conducted by an assessment of both its customers and management sponsors.

As we consider how all of this information applies to us today, the stage is set for teams to fill the gap left by change, including restructuring and downsizing. Teams have more responsibility than ever before to contribute to the success of the organization. Much of this responsibility falls on the shoulders of the individual team members who must work together. As a team member, you are responsible for ensuring that you clearly understand the goals of the team, as well as your own role and standard of performance. You must also make an effort to build relationships that support positive team dynamics.

In the organizations of the future, there will be less bureaucracy and less dependence on higher-level managers. You should consider yourself one of the critical success factors in building winning teams in this environment!

Chapter Newcomers

Welcome to the following new chapter members:

- **Jessie de Jong**, who works at Chesapeake Energy Corp. in Oklahoma City. Jessie is a transferee from the Houston Chapter. She has judged competitions and has won several STC awards over the years. Her most recent award was just announced for a Quick Reference Guide that she worked on for the Virginia location of her former company. The guide was submitted through

the Washington DC Chapter. Jessie looks forward to getting involved in Oklahoma Chapter activities.

- **Stacia Clayton**, who just started her second year in the tech writing master’s program at OSU. Her areas of interest include project management and the teaching of technical writing. Stacia is currently looking for an internship and hopes to “get her feet wet” in the industry as soon as possible.
- **Jeremy C. Rutledge**
- **Brian E. Phelps**



From left to right, Sandee Wagner, Oklahoma Chapter President; Pat Wade, membership chairman; Fran Danner and Jill Easterday at the Oklahoma Chapter Christmas Open House. The come-and-go event was held Dec. 2 at Sandee's home.

Wanted: Technical Writer in OKC

Current Opening – Technical Writer

Location – Tinker Air Force Base

Job Duties:

Provide technical writer support, technical editing, writing and establishing documentation guidelines, procedures and templates, word processing and coordinate final production of deliverables. The deliverables are as follows:

- Software Requirement Specification (SRS)
- Software Test Plan/Descriptions (STP/D)
- Software Design Document (SDD)
- Customer monthly status reports
- User manuals, training materials, and other deliverables as required, all of which must meet customer and software industry documentation standards and requirements.

Requirements:

Understanding of software development processes and procedures, experience with technical writing and editing

*** Must be a U.S. citizen and must be eligible for a security clearance.

Excellent pay and benefits package available.

Contact:

Ryan Alexander
Addison Technical

Office: 405-843-5700 x207 Cell: 405-615-6953 Fax: 405-843-5706 Email: <ralexander@addisontechnical.com>

The Addison Group specializes in connecting people. Addison focuses on identifying technical professionals in the areas of information technology and engineering, and placing these individuals with top-level employers in the Tulsa and Oklahoma City areas. Since its inception, Addison maintains high standards and principles that continue to drive the success of the company. Addison's goal is to provide the highest level of customer service and value for our clients by matching talented professionals with industry leaders. Web site: <<http://www.addisongroup.com>>.

Oklahoma Chapter Activity Calendar 2006-07

| January | | |
|-------------|----------------------------------|---|
| 9 (Tues.) | Stillwater | Luncheon networking meeting |
| 20 (Sat.) | Oklahoma City | Luncheon networking and planning meeting at 12:30 p.m. The meeting will be held at Andy's Akropolis Greek Restaurant, 1809 S. Air Depot Blvd., in Midwest City. Order from the menu. For reservations, contact Eric Lowber at |
| February | | |
| 16 (Thurs.) | Oklahoma City, Stillwater, Tulsa | Statewide Video Conference Workshop ; Details to be announced |
| March | | |
| 13 (Tues.) | Stillwater | Luncheon networking meeting; Details to be announced |
| 14 (Wed.) | Tulsa | Luncheon networking meeting; Details to be announced |
| 17 (Sat.) | Oklahoma City | Networking meeting; Details to be announced |
| April | | |
| 10 (Tues.) | Tulsa | Luncheon networking meeting; Details to be announced |
| 11 (Wed.) | Stillwater | Luncheon networking meeting; Details to be announced |
| 14 (Sat.) | Oklahoma City | Networking meeting; Details to be announced |
| May | | |
| 19 (Sat.) | Oklahoma City, Stillwater, Tulsa | Statewide Video Conference Workshop ; Details to be announced |

**Meeting points of contact:*

Stillwater Barbara Adams <Barbara@osufpp.org> Pam Eaker <pam_eaker@mercmarine.com>

Tulsa Sandee Wagner <spwagner1@cox.net>

OKC Eric Lowber <elowber@msn.com> Phone: 405-606-5086

Chapter Contacts

Comments? Suggestions? Ideas for meetings? Questions? Contact us. Let us know what's on your mind.

- President: Sandra Wagner <spwagner1@cox.net>
 Vice President: Pam Eaker <pam_eaker@mercmarine.com>
 Treasurer: Barbara Adams <Barbara@osufpp.org>
 Secretary : PJ Raymond <pwidget_one@yahoo.com>
 Dialog Managing Editor: Fred Stowell <stowellf@osufpp.org>

Information about the Dialog!

Staff

- **Fred Stowell, Managing Editor**
- **Pat Wade, Electronic Distribution**
- **Linda Stark, Assistant Editor, Layout**

Oklahoma Chapter logo courtesy Hui Zeng

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Letters to the editor are always welcome, as are articles. Please send letters and articles to Fred Stowell <stowellf@osufpp.org>.

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