NetworkNews

United we stand: IEEE staff contributes to the 11 Sept. relief efforts

by Mark A. Vasquez

11 Sept. 2001. We're all too familiar with the tragic events of that fateful day. The incredible horror has been surpassed only by an overwhelming show of international support and a renewed sense of camaraderie within the United States, the likes of which has not been seen in decades.

The IEEE still doesn't know the extent to which its members have been affected. However, many employees were directly impacted by geography alone, since the IEEE has offices in two of the three locations where the events took place, Washington, D.C., and New York City, and a third office close by in New Jersey.

IEEE staff have shown their loyalty and caring by contributing greatly to the ongoing assistance efforts. In addition to the many cash donations that were made to various charities, a number of employees and their family members took more active roles.

There are too many stories to cover in a single article. Here are just a few examples of how our co-workers and their families pitched in:

- Facilities staffer Scott Burns is quite proud of his 10-year-old son, Patrick, who along with a friend, independently canvassed their neighborhood for donations. They collected US$57 for the American Red Cross.
- Angela Capaldo, Customer Service, coordinated a collection at the Operations

The 2002 budget: Planning for our future

by Stephanie Ernst

This year, one would have been hard-pressed to escape news about some company's disappointing earnings and slashed budgets.

At the IEEE, concern about the economy has led to cost-cutting measures and a new

From left: Dan Senese and Bob Bailey

budget process. To learn more about this new approach, *Network News* sat down with IEEE Executive Director Dan Senese and Director of Financial Planning Bob Bailey to discuss how the 2002 budget was developed, how the IEEE is doing financially and what staff members should expect in an uncertain economy.

***Network News* (NN): Why did the IEEE approach the 2002 budget differently and what changes were made to the process?**

Dan Senese (DS): "In the past, we approached the budget as a roll-up of various organizational units. In other words, we took the figures submitted by each unit and totaled them. This year, the Executive Committee requested a top-down, target-driven approach and they asked staff to coordinate it. Our guidelines were to construct a net-zero budget with less dependence on investment returns. Based on these guidelines, we developed a target budget for each organization.

"The uniqueness was that instead of reacting to problems late in the process, we tried to identify them up front, find solutions and establish goals. The Board of Directors challenged the organizational units to meet financial goals, and they responded quite well. In fact, they exceeded those goals."

Bob Bailey (BB): "This year, we said, 'This is where we want to be, and how can your organizational unit help us get there?' And each unit cooperated to reach that top goal."

IN THIS ISSUE

NN: What was the greatest challenge you faced with this new approach?

DS: "The greatest challenge was trying to come up with fair targets that were consistent with the goals. It was tough. We started by trying to address a US$28 million problem, which was a daunting task. But we kept at it, looking at areas on both the revenue and cost sides, and we were able to work through it."

BB: "The key objectives were to achieve a net-zero budget and be less dependent on investment returns, while not disrupting the key IEEE products and services we provide. So far we've managed to accomplish that."

NN: Is the IEEE in a financial crisis?

DS: "When I gave a presentation at the 2001 May Finance Committee meeting, one of my slides was titled just that, 'Are we in a financial crisis?' I said that we could be, if we don't take prudent steps to deal with the realities of what's happening in the marketplace.

"We needed to appropriately increase our revenues and prudently deal with our expenses. I believe we've done these things, so we are not in a financial crisis.

"We're living in a volatile world right now, witnessing an unprecedented war and experiencing an economic downturn. But we can't lose sight of the fact that the IEEE has a strong business. It appears that our fundamental products are still strong in the marketplace. Our package products [IEL, ASPP and POP], where a good part of our revenue comes from, are still in demand during this difficult economic situation. Our advertising revenues have softened, but less so than in the marketplace in general. Our membership

numbers still appear strong, although we'll know a lot more by the end of January 2002.

"A major concern is our conference revenues, as many companies have put traveling restrictions on their employees. We're monitoring that closely, and we're taking steps to control costs. So, while there are uncertainties, we're dealing with the realities. If circumstances change, we'll respond to them. We're in a good position to do so at this point in time."

NN: How does what the IEEE is experiencing right now compare to what other organizations are going through?

DS: "If you look at the companies that are either laying people off or cutting salaries, they're not anticipating revenue issues — they're experiencing them. They're seeing fewer orders and less work in their factories. They're dealing with reality.

"These other companies aren't developing contingency plans — they're executing contingency plans based on something that's truly happening. In our case, we're talking about the potential, but so far, we're not experiencing significant revenue shortfalls.

"In the scientific and educational association business, I'm hearing that organizations are experiencing similar circumstances to what we are — concerns over conferences, but no major impact on package product revenues or membership."

BB: "Every organization that takes their position seriously is taking prudent steps right now. Their process may be different than

ours, but the end result is the same. Throughout their budget processes, they're looking at every factor and making informed decisions based on where they see their business today. They're also looking at contingency plans, but not building them into the budget until they see something that triggers the need to. Everyone is being cautious and trying to figure out what is going to happen over the next six months."

NN: Is there anything else that staff should be aware of?

DS: "The major concern in people's minds is what this means for them in the long term. We're going to do everything we can not to negatively disrupt this place.

"We need to examine expenses. With every expenditure, we should really ask, 'is this critical?' That's the best way to deal with the unknowns.

"Because we will try to curtail as many unnecessary expenses as possible, some of us will be asked to do more than we're currently doing. I think that's prudent and appropriate, so we can get through this without any significant discontinuity with staff.

"Finally, the most important thing we can do is to keep doing our jobs well — serving members and customers, and partnering with volunteers. If our members and customers feel they need us, that they can't do without us, that's the best we can do in terms of securing the future. So, let's take this anxiety, if it does exist, and make sure that it doesn't get in the way of us getting our jobs done." ◆

Write in & win!

What year was an order form for this "Love an Engineer" T-shirt printed in the IEEE staff newsletter, *IEEE Intercom*?

Here are some clues: the shirts cost just US$3.95 each, staff were to pick them up on the 15th floor of the New York office and New Jersey residents were asked to add just 5 percent sales tax. If

that didn't help, "Star Wars" and "Saturday Night Fever" hit the box office that year, while The Eagles' "Hotel California" reached number one on the music charts.

Email your best guess to Stephanie Ernst at s.ernst@ieee.org. But do it fast! Only correct entries **received within one week of this issue's distribution** will be placed in a drawing. One winner will be selected; the correct answer will be announced in *Circuit Board*. Good luck! ◆

Center. Within just 24 hours, she collected more than US$700, which went toward items for the World Trade Center (WTC) rescue workers and a cash donation to the American Red Cross. Angela personally purchased these items and delivered them to the staging area at Shea Stadium in Flushing, N.Y.

- Peggy Kelly, Sales & Marketing, also initiated a collection within her department. After learning that several of her co-workers also felt a need to "do something," Peggy gathered US$200 for the American Red Cross.
- Kristin Mugan's, Human Resources, brother and Leslie Russell's, Corporate Activities, husband are firefighters who both worked at "ground zero" after the attacks.
- Mitch, IT, and Vera Sharoff, Regional Activities, invited a fellow staff member who lives in New York to stay with them

on 11 Sept. because the person could not get home that night.

- For several hours, Henry Shein, Strategic Planning, helped move supplies for those who were brought to Jersey City by ferry after sustaining injuries from the WTC attacks.
- Angela Wyckoff, Corporate Activities, and the Cub Scouts pack she leads organized a car wash and raised over US$4,600. Some IEEE employees also contributed.

> "That night [14 Sept.], we went into New York to drop off the merchandise. The Javits Center was overwhelmed with donations, and we were asked if we could take ours to Shea Stadium, which we did. Words cannot explain what we saw — the empty space and the thick white smoke where the World Trade Center was located at one time. But what was touching was how many people came together and contributed. You would not believe the amount of donations, volunteers, pictures of loved ones, and people just being there to support others. It was very overwhelming and extremely touching. I personally want to take the time to say THANK YOU to everyone who contributed."
>
> —*Angela Capaldo, Customer Service*

- The Somerville Fire Company, N.J., to which Linda Sibilia's, Standards, husband belongs, collected over US$30,000 to help the families of the firefighters lost in the WTC.
- Janet Swaim, IEEE Communications

Society, has been working with a volunteer organization that provides childcare services for individuals applying for recovery assistance at federal offices.

Clearly, the effects of 11 Sept. were felt around the world. Members worldwide sent us letters, expressing their condolences and support. While many staff members in the United States were taking part in prayer and candlelight vigils, IEEE employees in Singapore and Belgium attended memorials in their countries for the victims in New York, Washington, D.C., and Pennsylvania.

Of course, it shouldn't surprise any of us to see that this sense of community is a part of the IEEE culture. The words of "America the Beautiful" are alive and well at the IEEE: our good really is crowned with brotherhood. ◆

Brushing up on technology: Member Services undergoes a revamp

by Stephanie Ernst

The types of questions Member Services receives from IEEE members are different today than they were just three years ago. When the IEEE made it a priority to conduct business electronically, questions shifted from, "How do I renew my membership?" to "I'm in Germany. Why can't I download this file from your Web site?"

"The expectations of our members have changed dramatically since the introduction of electronic communication and our encouragement for them to communicate

From left: Technical Team Project Manager Mary Laties; Team Members Elaine Webb, Dorothy Norman, Jean Miele, Jackie Obuch; and Member Services Call Center Director Marianne Schmidt.

with us this way," says Marianne Schmidt, Member Services. "Our members are engineers. When they call, they expect us to be on top of things with technology, to understand the Internet and electronic communication and to be quick with responses."

This realization prompted a revamp with-

in the Member Services department. Now, when members call for assistance, they no longer receive the first available caller as they had in the past. Instead, they speak with a representative who specializes in the area they need addressed.

"Before, we were generalists," Marianne says. "Now we work as specialists."

The process of moving to a skill-set structure took well over a year. Member Services associates were first given assessments to determine their level of knowledge in five areas — IEEE operations, membership and benefits, the Oracle database, the IEEE Web site and other technical issues. Based on the assessment results, general observation, performance evaluations and where associates wanted to take their careers, the staff was placed into three teams — a technical team, a membership team and a support team.

Composing an efficient technical team was one of the most important pieces in this transformation. After expressing interest, Jean Mielle, Dorothy Norman, Jackie Orbuch and Elaine Webb were selected to form this new group.

"We knew it would be more cost-efficient to train the staff we currently have, who know the IEEE, than to find new people who may have the technical skills, but don't know the organization," Marianne says. "We also recognized the talent that our staff possessed, and we were confident they could take on this challenge."

The team first took several Web classes from the Staff Learning Center, but also needed external training to bring them to a level where the associates would feel comfortable discussing technology with IEEE members. They're now completing the New Jersey Institute of Technology's Webmaster Certification Program. They've been attending classes on their own time, in the evenings and on weekends.

"Member Services had to change with the times to answer more technical questions concerning IEEE products and services, and still be able to handle all other membership inquiries," Dorothy says. "I wanted to join the technical team because I knew it would be challenging and rewarding. And that it is!"

To make it all work, Member Services also required a new telephone system that would support a skill-set structure. "With this new system, if a member presses a particular option, they're really telling us that they want to talk to someone who possess the skills to respond to their question, rather than to the first available associate," Marianne says.

Right now, the department is fine-tuning its new structure and determining how successful things have been from a service perspective.

"It's a work in progress," Marianne says. "The goal is to be in a position to respond to all of the questions our members are asking and to improve the level of service we provide worldwide. And I believe we're accomplishing that." ◆

UPP with IEEE

by John Platt

Not every program can be called a "tremendous success." But to Jay Bhatt, engineering librarian at Drexel University, the IEEE University Partnership Program (UPP) is just that.

"UPP has been a great tool for increasing support from our EE school for our library," Bhatt says. Electrical Engineering (EE) is the largest school at Philadelphia's Drexel University.

UPP brings together the IEEE, the EE and computer-science (CS) departments of participating universities, their libraries and local IEEE student branches. Participating schools subscribe to one of the IEEE's online products, like the IEEE/IEE Electronic Library or the All-Society Periodicals Package, and agree to increase the number of student IEEE members on campus. If they meet their membership goals, the IEEE will offer a rebate on part of their online subscription price.

The program began in 2000 with 10 schools around the United States. Most schools made their membership goals that year, and many are on track for making their 2001 goals, as well.

But UPP is about more than membership. It's helping to promote science and technology among students at a local level.

"Our being involved in UPP has prompted us to become more active outside of (Texas) A&M," says Steven Campbell, president of the IEEE Student Branch at Texas A&M University. The branch recently attended the Region 5 conference in Clear Lake, Texas. "It also is a great way for IEEE members to interact with student branches," Campbell says.

> ### University Partnership Program Participants
>
> University of California, Berkeley
> Columbia University
> Cornell University
> Dartmouth College
> Drexel University
> University of Michigan
> Stanford University
> Texas A&M University
> Virginia Polytechnic Institute
> Worcester Polytechnic Institute

Clara Shih, president of Stanford University's student branch, agrees the program offers many benefits. "The Stanford IEEE student officer core has certainly been working hard to boost awareness, interest and membership on campus with creative programming and speakers in order to help our university," she says. "We are committed to helping the EE and CS students at Stanford, and will continue to draw more members with our wide range of events and services."

Many of those events and services are organized by Adrienne Hahn, Sales & Marketing, who administers UPP. Adrienne recently helped the University of Michigan (U of M) when they wanted a female engineer to speak about the EE field. Hahn booked U of M alumna Mary Jo Cartwright, and also traveled out to present an overview of the IEEE and the benefits of membership.

"This is the part of my job that I love the most," says Adrienne, who participates in UPP events around the country. "I enjoy getting up there and talking to the students."

Adrienne also arranges demonstrations of IEEE Xplore™, and provides promotional materials to the university chapters. "Adrienne has sent us t-shirts and other IEEE materials that helps us 'advertise' our organization on campus," A&M's Campbell says.

The program has been successful in many other ways. Drexel librarian Bhatt points out how students from many other technology schools on campus — including Information Science, Mathematics and Biomedical Engineering — have been drawn to these events, and are joining IEEE or using IEEE Xplore as a result.

Visit www.ieee.org/membership/students/ for more information about IEEE campus activities. ◆

A closer look at the IEEE Computer Society

If you haven't visited the IEEE Computer Society offices in Los Alamitos, Calif., and Washington, D.C., *Network News* is bringing them to you. Here's a quick look at where some of your colleagues work each day. ◆

Los Alamitos, Calif.

10662 Los Vaqueros Circle houses the IEEE Computer Society's publications staff.
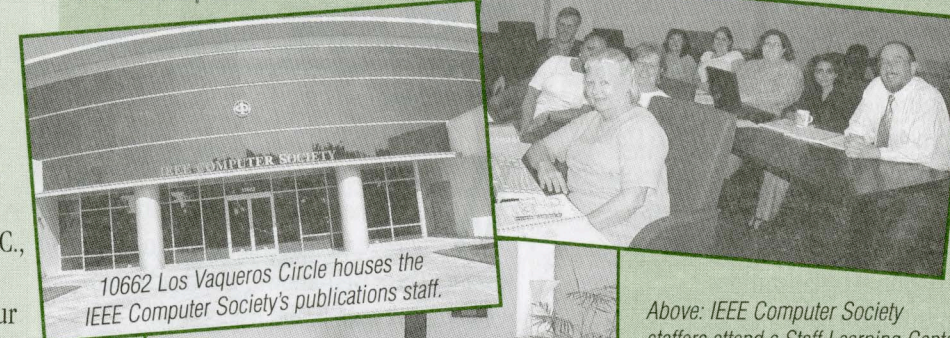
Above: IEEE Computer Society staffers attend a Staff Learning Center workshop in their conference room.
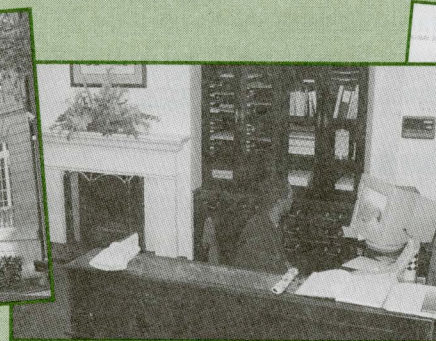
Left: Angela Wheeler greets visitors from the reception desk.

Washington, D.C.

The IEEE Computer Society headquarters resides at 1730 Massachusetts Ave. NW, Washington, D.C.

Visitors enter the building through this reception area, where Robert Young is seated.

Staff members gather for an on-site Flexible Benefits Plan meeting.

Photos by Timothy Sotomayor, Human Resources, and Henry Buchheit, IEEE Computer Society

Victory: 15 years in the making

by Sharon Richardson

"I experienced a very real sense of excitement, satisfaction and accomplishment when the final votes were recorded in Congress on 26 May, and when President Bush signed the legislation into law on 7 June," says Vin O'Neill, IEEE-USA.

The law Vin is referring to is the Economic Growth and Tax Relief Reconciliation Act (Public Law 107-16). It improves the portability of pension benefits and expands tax-favored retirement savings opportunities for U.S. members and staff of the IEEE.

IEEE-USA Vice President for Career Activities John Steadman (left) and President Ned Sauthoff (right) congratulate Vin O'Neill after the U.S. Congress passed the major retirement savings/pension legislation he helped promote.

"Legislative victories of this magnitude don't come quickly, easily or very often," Vin says. "They require persistence, determination, enthusiasm and persuasiveness on the part of all concerned."

Vin began working on pension issues shortly after joining the IEEE staff in 1986.

At that time, the U.S. Congress had just passed the Tax Reform Act of 1986 and IEEE members were determined to expand their eligibility for tax-deductible contributions to Individual Retirement Accounts (IRAs) and improve pension portability. As a result, in 1988, IEEE-USA made IRA expansion and portability improvement a top legislative priority. Vin's work was cut out for him.

Throughout the 15 years he spent working on pension issues, Vin covered plenty of ground. He monitored legislative developments and identified targets of opportunity. He developed strategies for mobilizing grass-roots and U.S. congressional support for legislative proposals. He prepared legislative alerts, suggested text for

IEEE member communications with the U.S. Congress, and drafted policy recommendations. He scheduled U.S. congressional visits for IEEE-USA volunteer leaders and committee members, and served as a liaison between IEEE-USA and the U.S. Congress at administrative agencies, such as the Labor, Treasury and the Pension Benefit Guaranty Corporation, as well as other national organizations.

Vin humbly recognizes IEEE-USA's other professional and support staffers, it's volunteer leaders and committee members, the sponsoring U.S. congressmen and other engineering societies, educational institutions, the financial community, government employees and labor unions for all playing a role in getting this legislation signed into law.

"I didn't do it on my own," he says.

However, his persistence, determination, enthusiasm and persuasiveness hasn't gone unnoticed. At a recent IEEE-USA Board meeting, Vice President for Career Activities John Steadman and President Ned Sauthoff awarded Vin a plaque to congratulate him for promoting the congressional enactment of a major retirement savings/pension reform legislation.

"Some things seem to take longer than others," Vin says. "But it was worth the wait." Congratulations from all of us, Vin. ◆

Clarification

In the last issue of *Network News*, it was reported that IEEE standards assure "the public that the item they're using meets specific requirements." To clarify, the IEEE name on a product currently means that the manufacturer of an item declares that it was engineered to meet the minimum requirements outlined in a standard.

Protecting our property: the IEEE Master Brand

by Debra Schiff

What do the names GE, IBM, GM and Coke mean to you? More importantly, did you recognize them in an instant? These well-known, worldwide companies didn't gain brand recognition overnight. Recognition grew out of, among other things, their employees' consistent and correct use of their master brand.

Like the big names above, in the field of technology, the IEEE is a highly recognizable brand worldwide. And, just like commercial brands, the name and symbol of the IEEE need to be used correctly and consistently to reinforce and ensure that recognition.

Show me the value

The IEEE Identity Standards were issued in early 2001 to provide staff and volunteers direction for using the IEEE symbol (the kite) and letters "I-E-E-E."

Why is it so important to follow these standards? Because the estimated worth of the IEEE master brand is between US$1 and US$2 billion, according to Sonny Barber, Corporate Strategy and Communications. This rough estimate is based on a number of criteria, including the brand's strength in communicating its mission, the brand's economic worth (how much a customer would pay for a product or service) and how much money the brand is likely to earn in the future.

But it's not just a dollar amount that determines our brand's value. Throughout the history of the IEEE and its predecessors, hundreds of thousands of volumes of technological information have contributed to the "promise" of the IEEE brand. "The promise is what members and customers expect from the IEEE brand — our reputation," Sonny says.

Publications and conferences that wear the IEEE master brand are sources of highly credible and valuable information. "Because that promise is at stake, it's our responsibility as staff members to do everything we can to protect the brand and use it properly," he adds.

Help protect our brand

All staff members have a role to play in protecting the IEEE Master Brand. There are four primary ways you can help:
1. Use it properly all the time.
2. Use it for official IEEE business only.
3. Verify that you have the correct image file. Purge your old files and download new ones at www.ieee.org/about/documentation/copyright/logos.htm.
4. Make sure the volunteers you work with are aware of the standards.

The IEEE Identity Standards include such details as location, color, minimum size and prominence. Here are some highlights:
• The master brand must be placed prominently on all IEEE materials, print and electronic.
• Minimum size: 1 1/8 inches (28 millimeters) wide and 3/8 inches (10 millimeters) high (at the top of the "kite")
• The vertical version is approved for use on book spines only. Permission must be obtained for all other uses.

For the complete standards, visit www.ieee.org/about/documentation/copyright/IDStandards.pdf.

Making progress

Since the master brand identity standards were introduced to staff and volunteers, examples of correct use have shown up everywhere. You'll find the master brand on the cover of *IEEE Spectrum*, on 2002 membership renewal materials, on the new IEEE Flexible Benefits Plan brochure and on the front page of *Network News*, among other places. However, there's still progress to be made.

"I'd say we're about halfway there," Sonny says. "In 2001, we focused primarily on publicizing the identity standards internally and on helping staff grow accustomed to using them. In 2002, we'll be working more closely with our volunteers to do the same."

The standards set a compliance date of 31 Dec. 2001. Unfortunately, since the brand went through some subtle changes, many individuals believe they are using the correct file when, in reality, they aren't. To obtain the correct files visit www.ieee.org/about/documentation/copyright/logos.htm. This new Web page was created to ensure that staff and volunteers have faster access to authentic images of the IEEE Master Brand. ◆

Combating stress and keeping your sanity

by Charlotte McCue

In light of the extraordinary local and world events that have occurred over the past few months, employees everywhere are experiencing unusual amounts of stress and anger, both at home and in the workplace. The problem is, if left untreated or unmanaged, stress can lead to lasting physical and emotional side effects.

According to the IEEE Employee Assistance Program provider, Horizon Behavioral Services:
• An overwhelming majority of Americans, 92 percent, agrees that personal problems often spill over into work, decreasing productivity.
• Sixty percent of American workers say they have experienced stress-related problems.
• Between 75 and 90 percent of visits to primary care physicians are related to stress.
• Two out of 10 people suffering from clinical depression start out with stress-related problems.
• Stress-related problems are among the top personal problems considered by employers to be harmful to productivity.
• Stress costs American employers approximately US$200 billion a year in absenteeism, lower productivity, rising health-care and workers compensation costs, and other expenses.
• The International Labor Organization characterizes work stress as "the disease of the modern workplace."

So how does one effectively manage stress? The University of Maryland recommends the following:
• good, solid emotional support
• regular exercise
• sleep
• a well-balanced diet
• relaxation and meditation
• positive self talk
• goal setting
• keeping a journal or log
• rewarding oneself

Some IEEE employees have their own way of coping with stressful situations at work.

"In following the first IEEE Basic Principle, I try to focus on the situation, issue or behavior — not the person," says Carol Heaney, Customer Service. "You should acknowledge the person's emotions, but try not to get caught up in them. Listen to what they are saying. And take deep breaths."

"But if a situation really gets out of hand, I will request that the conversation be moved off the department floor," she adds. "If I'm really that upset, I will excuse myself from the situation, cool down and address it later. Sometimes, that's really hard because emotions can get the best of you."

"I deal with stress by playing with my dogs when I get home from work," says Christine Santos, Customer Service. "After dinner, I'll bring my 'girls,' Terra and Nala, to play in the field behind my house. When we're all tired out, I'll sit on my deck and brush them while I listen to some music."

To fight the daily onslaught of stress, corporate motivational speaker Jeff Justice suggests using your sense of humor. "Nothing relaxes and refreshes the body like a good hearty laugh. It makes you feel good. There are no bad side effects and it's non-fattening," he jokes. "The ability to take your job seriously and yourself lightly will go a long way in the battle against stress." ◆

The Employee Assistance Program

The IEEE Employee Assistance Program (EAP) is designed to help IEEE employees and their families address problems that can compromise their personal satisfaction and, sometimes, job performance. The IEEE has partnered with Horizon Behavioral Services (HBS) to provide staff and their eligible dependents with a professional and confidential resource.

To contact Horizon:
• Call +1 800 865 3200.
• Visit their Web site at www.myeap.com. Login as "IEEE" and use the password "EAP."

For more information, call Elaine Pitcher, Human Resources, at +1 732 562 6349.

You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This New Jersey employee began communicating his strategic plans at a rather young age.)

Email your answer to Stephanie Ernst at s.ernst@ieee.org. But do it fast! All correct entries **received within one week of this issue's distribution** will be placed in a drawing; one winner will be selected. Prior contest winners are ineligible. The employee's identity and the winner will be announced in *Circuit Board*. Good luck! ◆
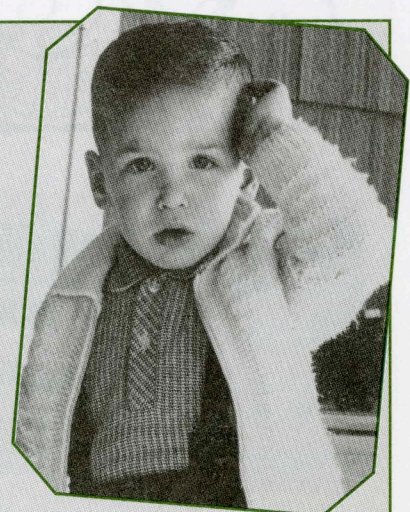
When Network News asked five IEEE employees, "How do you deal with stress in the workplace?" we received startlingly similar answers. Take a look:

Marnie Clark-Poole, IEEE-USA: "When I stress at work, I usually have to walk away from whatever is stressing me at that time. I will take a walk, breathe and go over the situation in my mind. I wasn't always that way. I find that this method helps me a lot more!"
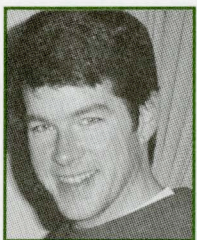
Ty Manuel, IEEE Computer Society: "Thankfully, I don't have to deal with stress very often in my job. But there are, of course, those times when there is a software crash, problems with a Web page, etc. When those types of stressful situations occur I generally find that just taking a few moments away from the situation is very helpful. I normally go outside and walk around a bit and then can return to the problem with a clearer head and a refreshed outlook on the situation."

Arlene Klimik, Customer Service: "When I am getting stressed at work, I usually leave my desk on break or at lunchtime and, if it is a nice day, I usually go outside and walk around the parking lot. Venting to another co-worker sometimes helps, too, even though they can't resolve anything."

Carrie Loh, Corporate Activities: "When stressed, I find that taking a deep breath and a quick walk is a very effective technique for winding down. After the walk, I'm usually more relaxed and able to restructure priorities and focus on positive outcomes. Stress can be positive, as well as negative. Appropriate and controllable stress provides interest, excitement and motivation, allowing you to achieve more, while lack of stress may lead to boredom."

Jose Saravia, Controller's Office: "Well, we all know that stress at work is something we cannot run from, but running would probably be my favorite way of dealing with stress. On a more serious note, I usually deal with difficulties in the following manner: If the situation allows for it, I will walk away for a few minutes, talk to my co-workers about something different, and then return to the issue at hand and try to resolve it — after my heartbeat has gone down to its normal level."

Five out of five IEEE employees agree. A quick walk is sure-fire stress buster! ◆
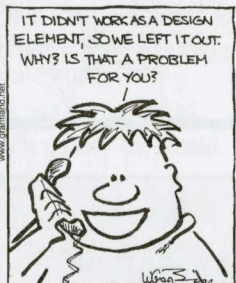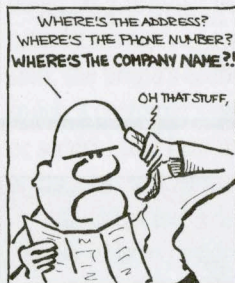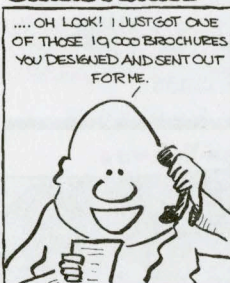
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