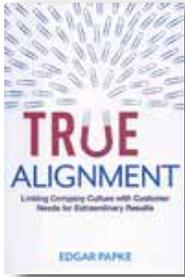## True Alignment: Linking Company Culture with Customer Needs for Extraordinary Results

Edgar Papke. 2014. New York, NY: Amacom. [ISBN 978- 0-8144-3336-7. 224 pages, including index. US$29.95.]

Read this book if you want to find out why bacon and eggs is America's breakfast and why that matters. *True Alignment: Linking Company Culture with Customer Needs for Extraordinary Results* is the result of Papke translating his business consulting and coaching practice into a written guide that includes a systematic approach to leveraging organizational culture for successful customer engagement. You will find plenty of examples from both small and large companies with whom Papke has worked and a model to apply within your own organization.

Influenced by seminal authors in the field of organizational culture such as Edgar Schein, Warren Bennis, Peter Drucker, and Peter Senge, Papke builds upon that deep knowledge base through use of a model he calls The Business Code™. Papke thoroughly discusses elements contained within the Code—customer, culture, intention, and leadership—while linking them to organizational culture. According to Papke, it is alignment of an organization's culture to these elements that fosters a high level of customer success.

Using a recipe analogy to explain the key linkages between culture and customer success, Papke guides the reader through his model. What seems to be lacking, however, is the order in which the ingredients are put together to ensure success. While he provides many examples about other accomplished organizations, the reader may still be unclear about how to apply the book's principles to his or her own organization. How ingredients are put together depends on you and your company. Gleaning additional information from the visual content of *True Alignment* will be a non-starter as the graphics are basic and elementary. They belie the work's complexity that must be done to truly align the customer and culture elements that comprise Papke's Code.

Read the book, but then plan to hire Papke to help you apply the model to your organization.

Liz Herman
Liz Herman, PhD, PMP, is a communications leader with demonstrated achievements delivering superior knowledge management solutions. She is a senior member of STC and is active in STC's Washington DC Chapter. She currently works for Battelle in its Health and Analytics business unit.

Writing for Science Journals: Tips, Tricks, and a Learning Plan

Geoffrey Hart. 2014. Point-Clare, Canada: Diaskeuasis Publishing. [ISBN 978-1-927972-01-4 (pbk.), ISBN 978-1-927972-02-1 (epub), ISBN 978-1-927972-03-08 (PDF). US$32.00 (softcover), US$26.00 (epub with PDF).]
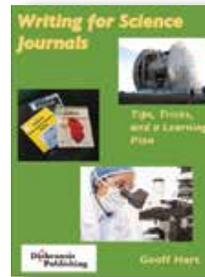
Your career as a working scientist depends on publication in peer-reviewed journals. Doing so shares your knowledge, establishes your reputation, and creates employment and networking opportunities.

Unfortunately, planning, writing, and shepherding a manuscript through peer review to successful publication is a complex process that requires specialized knowledge and skills, not just writing and mechanics, but social. Most journals receive more manuscripts than they can possibly publish, and many things besides the quality of your research—submission and formatting errors, infelicitous communication with editors and reviewers—can trip you up. In addition, with the advent of open- and online-publication and the globalization of science, the entire field of scientific publishing is rapidly changing.

Just as you could use guidance for your research, you could use guidance for negotiating the submission process. In *Writing for Science Journals: Tips, Tricks, and a Learning Plan,* Geoffrey Hart has produced a guide packed with good advice and insider knowledge on every aspect of the process from initial planning to final review, revision, and acceptance.

To do so, he draws on more than 25 years' experience both as a science editor and as a research submitter. He has worked with thousands of manuscripts, and has served on the editorial board of STC's *Technical Communication* journal.

He reveals what you need to know, including many tricks and unspoken secrets that "everyone takes for granted and therefore forgets to pass on to their younger colleagues or graduate students" (p. 3).

Hart leads off with preliminary material on research design, ethics, and journal selection. He thoroughly discusses the structure of journal manuscripts, gives detailed advice on the handling of each section, discusses the choices to be made, and warns of the many pitfalls that could lead to rejection.

With an eye toward the needs of a global audience, he discusses writing style, unusual aspects of English, and provides a glossary of terms that are likely to cause problems for translators and non-native speakers of English.

Moving beyond writing, Hart tells what to expect during the peer review process, gives advice on how to respond to comments, and provides a valuable inside look at the complex etiquette involved in the relationships between submitters, peer reviewers, and editors.

Because few manuscripts have space to fully explore the research, Hart discusses augmenting your report with online supplemental material.

Writing for Science Journals contains a list of useful software, a bibliography, is extensively indexed, and provides links to all mentioned software and Web pages and to updates and errata available on the author's Web site.

Whether you are an old hand or a new researcher contemplating your first submission, here's a chance to benefit from a wealth of Hart's hard-won experience. Give it a look. Your career may depend on it.

Patrick Lufkin

Patrick Lufkin is an STC Associate Fellow with experience in computer documentation, newsletter production, and public relations. He reads widely in science, history, and current affairs, as well as on writing and editing. He chairs the Gordon Scholarship for technical communication and co-chairs the Northern California technical communication competition.

Refusals in Instructional Contexts and Beyond

When theorists analyze communication, they look for patterns that explain why the communication fails or succeeds. Speech act is one popular theory. It looks at that part of the communication by a speaker or writer that requires a reaction from the intended receiver. When that receiver does not respond positively to the request, the communication is essentially over unless the originator modifies it and tries again. The crux of the matter is, "Refusals are inherently face-threatening acts and require a high level of pragmatic competence so as not to risk the interlocutor's face" (p. 1).

The manner in which the refuser replies is especially significant in cross-cultural communication. How do non-native speakers refuse the request politely and in such a manner so as to "save the [requester's] face"? Marti-Arnándiz and Salazar-Campillo's edited collection of essays, *Refusals in Instructional Contexts and Beyond*, examines how non-native English speakers are taught to respond appropriately.

The 10 essays are divided into three parts. In Part I (4 essays) the authors describe refusals in television episodes and a virtual world as they apply to non-native speaking students. They analyze these situations, then model other situations. Part II (3) looks at refusals in second language situations, especially in second language Spanish. Part III (3) focuses on how refusals are produced and the effect of researching on students' refusals.

The students involved in the research projects are all Spanish-speaking and have varying levels of proficiency in English from classroom studying to study-abroad.

The essays describe how teachers can help students understand refusals in English. They address how foreign language teachers help their students to understand how to refuse a request without seeming rude or impolite. One approach is to use TV episodes where there are refusals and analyze them based on speech–act theory. Another approach is through virtual world games.