

Writing Reports

Quick, Effective Results Using the Pyramid Method

Ron S. Blicq - Lisa A. Moretto

Writing Reports to Get Results

IEEE Press 445 Hoes Lane, PO Box 1331 Piscataway, NJ 08855-1331

IEEE Press Editorial Board Stamatios V. Kartalopoulos, Editor in Chief

M. Akay J. B. Anderson P. M. Anderson R. J. Baker J. E. Brewer M. Eden M. E. El-Hawary R. F. Herrick R. F. Hoyt D. Kirk

M. S. Newman M. Padgett W. D. Reeve G. Zobrist

Kenneth Moore, Director of IEEE Press Catherine Faduska, Senior Acquisitions Editor

IEEE Professional Communication Society, Sponsor PC-S Liaison to IEEE Press, Gene F. Hoffnagle

Books of Related Interest from the IEEE Press

The Essence of Technical Communication for Engineers: Writing, Presentation, and Meeting Skills Herbert L. Hirsch 2000 Softcover 89 pp. IEEE Order No. PP5854 ISBN 0-7803-4738-2

The Woman's Guide to Navigating the Ph.D. in Engineering and Science Barbara B. Lazarus, Lisa M. Ritter, and Susan A. Ambrose 2001 Softcover 105 pp. IEEE Order No. PP5883 ISBN 0-7803-6037-0

Hargrave's Communications Dictionary Frank Hargrave 2001 Hardcover 917 pp. IEEE Order No. PC5869 ISBN 0-7803-6020-6

Writing Reports to Get Results

Quick, Effective Results Using the Pyramid Method

Third Edition

Ron S. Blicq Lisa A. Moretto RGI International

IEEE Professional Communication Society, Sponsor





A JOHN WILEY & SONS, INC., PUBLICATION New York • Chichester • Weinheim • Brisbane • Singapore • Toronto

This text is printed on acid-free paper. @

Copyright © 2001 by the Institute of Electrical and Electronics Engineers, Inc. All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 750-4744. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158-0012, (212) 850-6011, fax (212) 850-6008, E-Mail: PERMREQ @ WILEY.COM.

For ordering and customer service, call 1-800-CALL-WILEY.

Library of Congress Cataloging-in-Publication Data is available.

ISBN 0-471-14342-1

Printed in the United States of America.

10 9 8 7 6 5 4 3 2

Contents

Preface xi

PART I A Practical Approach to Report Writing 1 1 How to Use These Guidelines 2 2 The Report Writer's Pyramid 4 Getting Started 4 Identifying the Reader 5 Identifying the Message 6 Using the Pyramid Method 7 Focusing the Message 8 Developing the Details 10 Expanding the Details Section 13 PART 2 Informal Reports 17 Incident, Field Trip, and Inspection Reports 3 18 Incident Reports 18 Incident Report: Reporting a Project Delay 20Field Trip Reports 22 Trip Report No. 1: Reporting an Installation 24 Trip Report No. 2: Reporting a Site Evaluation 26 Reporting Conference Attendance 26 Inspection Reports 28 Inspection Report No. 1: Inspecting a Contractor's Work 32 Inspection Report No. 2: Inspecting Electronic Equipment 34

v

4 Progress Reports, Project Completion Reports, and Short Investigation Reports 38 **Progress Reports** 38 Occasional Progress Report 40 Progress Report No. 1: Occasional Progress Report 42 Periodic Progress Report 44 Progress Report No. 2: Periodic Progress Report 45 Headings and Paragraph Numbering 49 **Project Completion Report** 49 Project Completion Report: Reporting a Project Is Finished 50 Short Investigation Reports 52 Short Investigation Report: Correcting an Electrical Problem 53 PART 3 Semiformal Reports and Proposals 55 5 Test and Laboratory Reports 56 Industrial Laboratory Reports 56 Industrial Laboratory Report: Testing a Water Stage Manometer and Digital Recorder 58 Academic Laboratory Reports 67 6 Investigation and Evaluation Reports 69 Semiformal Investigation Report: Study of High Gas Consumption 70 Comparison between Semiformal and Letter-Form Investigation Reports 80 7 Suggestions and Proposals 84 Informal Suggestions 85 Informal Suggestion: Proposal for a Study 86 Semiformal Proposals 86

Proposals That Present an Idea 88 Semiformal Proposal No. 1: Proposal to Install Videoconference Facilities in Three Capilano Group Divisions 90 Proposals That Offer a Service 105 Semiformal Proposal No. 2: Offering to Provide a Service 106 The Formal Proposal 117 Letter of Transmittal 119 Summary 119 Introduction 119 Description of Work, Problem, and Situation 119 Approach to Doing Work, Resolving Problem, or Improving Situation 119 Organization and Planning 119 Exceptions 120 Price Proposal 120 Experience 120 Appendixes 120 Proposal Appearance 120 PART 4 Formal Reports 121 The Formal Report 122 Traditional Arrangement of Report Parts 122 Alternative Arrangement of Report Parts 124 Analysis of a Formal Report 125 Cover Letter 125 Title Page 128 Summary 130 Table of Contents 132 Introduction 134 Discussion 136 Conclusions 146 Recommendations 148 References/Bibliography 148 Appendix 150 Dan Rogerson's Report Writing Sequence 154

8

PART 5 **Report Writing Techniques and Methods** 155 Appearance and Format of Memorandum, Letter, and 9 Semiformal Reports 156 Sample Reports 158 Notes about Figures 9–2 and 9–3 158 Notes about Figure 9-4 161 Improving the Body of the Report 162 Redesigning the Page 162 Choosing a Font 162 Justifying Text Only on the Left 164 Avoiding All Caps 164 Using Tables to Display Information 164 10 Developing a Writing Style 166 Get the Focus Right 166 Identify the Reader 167 Identify the Purpose 167 Write to Inform 168 Write to Persuade 168 Be Direct 168 Use the Pyramid Structure 169 Write in the First Person 170 Use the Active Voice 172 Avoid "Clutter" 174 Use Simple Words 174 Remove Words of Low Information Content 175 Eliminate Overworked Expressions 177 Avoiding Gender-specific Language 178 Be Consistent When Referring to Men and Women 178 11 Writing a List of References or a Bibliography 180 How to Write References 181 **Bibliographies** 186 Footnotes 187 Planning for Reference/Bibliography Entries 189

12 Inserting Illustrations into Reports 190 Some General Guidelines 191 Using Computer Software to Produce Graphics 191 Tables 192 Graphs 193 Bar Charts 197 Histograms 199 Surface Charts 200 Pie Charts 201 Flowcharts, Site Plans, and Line Diagrams 202 Photographs 204 The Size and Position of Illustrations 204 13 Guidelines for Spelling and Handling Abbreviations and Numbers 206 Spelling 206 Abbreviations 207 Numbers 208 Metric (SI) Units 209 References 209 14 The Report Writing Process 210 Preparing to Write 210 Organizing the Information 212 Writing the Words (Draft) 214 Editing the Information 216 Initial Proofreading 216 Detailed Editing 217 Revising the Text 220 Doing a Second (or Subsequent) Edit 220 Obtaining an Objective Opinion 220

15 Guidelines for Working with a Report Production Team 222
Working with Management 223
Working with Other Writers 223
Using Email to Communicate with Others 225
Working with Illustrators, Draftspersons, and Graphic Artists 226
Working with a Printer 227

Index 229

Preface

We have prepared these guidelines as an easy-to-consult reference handbook, designed especially for people who work in a business or technical environment and have to write reports. Its tailor-made writing plans can help you, as a manager, business administrator, researcher, supervisor, engineer, scientist, technician, computer specialist, or student, start writing more readily and continue writing more easily.

The writing plans cover the three general categories of reports written in business, government, and industry. Short reports include informal incident, field trip, job progress, project completion, and inspection reports; semiformal reports comprise laboratory reports and medium-length investigation and evaluation reports; and formal reports cover analytical and feasibility studies, as well as major investigations. There are also writing plans for three types of proposals, from single-page suggestions to full-length formal presentations.

All of the writing plans are based on a unique modular method of report organization called the pyramid method, which is described in Chapter 2. This chapter will help you identify the most important information you have to convey and focus your readers' attention on it. The pyramid method then groups the remaining information into compartments that develop your case logically and coherently.

For each type of report, the guidelines provide

- an individual writing plan,
- detailed instructions for using the writing plan,
- a model report (in some cases there are two examples), and
- comments on how the writer has used the suggested writing plan to shape his or her report.

A writing techniques section at the end of the handbook provides useful suggestions for "sprucing up" the appearance of your reports and getting better mileage from your words. It also describes how to construct a list of references or a bibliography; how to present numbers, abbreviations, and metric (SI) symbols; how to prepare illustrations for insertion within a report's narrative; and how to work collaboratively as one of several members engaged in writing a comprehensive report or proposal.

RB and LM

This page intentionally left blank

A Practical Approach to Report Writing

- Chapter 1. How to Use These Guidelines
- Chapter 2. The Report Writer's Pyramid

How to Use These Guidelines

There are two ways you can use these guidelines: you can read them right through from start to finish, or you can read only the parts that apply to the kind of report writing you do. If you are a busy person, you are more likely to read selectively.

If you choose to dip into sections of the book, we recommend you follow this reading plan:

- 1. Be sure to read Chapter 2 first. This is a particularly important chapter because it describes the basic structure on which all the reports in Chapters 3 through 8 are modelled.
- 2. From the Table of Contents identify which report types listed in Parts 2, 3, and 4 (Chapters 3 through 8) you write now. Also identify any report types you think you might have to write over the next 12 months.
- 3. Turn to each of the reports you have identified and then:
 - Read the introductory remarks and recommended writing plan.
 - Read the model report. You will find most model reports are printed on righthand pages, and most comments about the reports are printed on the facing lefthand pages. We recommend you first read the model report right through once and resist the temptation to glance across to the cross-referenced comments on the facing page(s). This will give you a better "feel" for the report.
 - Read the comments on the facing page(s) and cross-reference them to the report.

Note: For some reports you write, you will find an exact writing plan to use and a comparable model to follow in the guidelines. For others, you may have to search