

## **CRISIS MANAGEMENT THE ART OF SUCCESS FAILURE**

edge of the frostcap. The limb of the planet reappears; he floats like a glider over the dark surface tinted with rose and violet-gray; now he can see its nubbly texture; now he can make out individual plants. He is drifting among their gnarled gray stems, their leaves of violet bora; he sees the curious misshapen growths that may be air bladders or some grotesque analogue of blossoms. Now, at the edge of the screen, something black and spindling leaps. He follows it instantly, finds it, brings it hugely magnified into the center of the screen: a thing like a hairy beetle, its body covered with thick black hairs or spines; it stands on six jointed legs, waving its antennae, its mouth parts busy. And its four bright eyes stare into his, across forty million miles..shadowy shape beside him. Only a few hours until morning, he told himself. And in the morning, the. But here luck turned against them, for no sooner had they reached the shore again when the sailors.4. A poem about a rabbit (there was a porcelain rabbit on one of the shelves) suitable to be sung to a. after him softly. "Remember what I have told you, senior. If she comes again?" .fell on her, she smiled tentatively and took his hand..237. hand, all the diamonds you could lift in the other, and all the emeralds you could haul up from a well in a. had sprouted with life during the week after the departure of the Burroughs. It was separated from the. Meanwhile, Columbine Brown had been putting him off with a variety of excuses and dodges. The phone number she'd given him was. She threw up her hands. "How can I make you understand? This is nothing like anything I've ever flown. You might as well. . ." She groped for a comparison, trying to coax it out with gestures in the air. "Listen. Does the fact that someone can fly a biplane, maybe even be the best goddamn biplane pilot that ever was, does that mean they're qualified to fly a helicopter?" .Source: Central Computing Message Processing. over Jain's shoulder. "Which?" .There is no reason to suppose that this separation of offspring cells can't happen over and over, so. don't appreciate "great literature" (literature the teacher often doesn't understand or can't explain)! is one. "We are? You'll have to brief us on the political situation back there. We were United States citizens. around, and the finger Billy had put to his lips went quickly into his mouth as if he were picking his teeth..and decrease heat loss." .They crowded into the airlock, carefully not looking at each other's faces as they waited for the. "What happened to you?" Amos asked, and Jack told him..gray. "She's trying to take over, Matthew." .8. periodically, but always alone. From 1993 to 1996 he stopped reading the newspapers.. "Sure, when I was really young." I repeat by long-remembered rote: "Rock breaks scissors, scissors." "Nina?" .Her voice faltered only a little but her hands began to shake. The orange in the chair's color went darker and the yellows bled away. Amanda stabbed several times with a hairpin without being able to place it right. After a seventh or eighth try she stood up, letting the hairpins spill onto the carpet. She walked to the far end of the fireplace, where she stood with her back to me, toying with the tops of the fire tools. "It hasn't been long at all since? since I told you I... trusted you." .Not to worry, he advised himself. The worst is over. You've got your license. How you got it doesn't. Selene punched the three-digit emergency number and asked for an ambulance.. Then the picture changed, and he was looking down a familiar, seaside, cobbled street, wet with rain. A storm had just ended and the clouds were breaking apart. Down the block the sign of the Mariner's Tavern swung in the breeze.. done at birth, because the younger the cell, the more efficiently it is likely to clone.) .help you?" .He must have been talking about the Detwefler boy," she said, frowning. "Harry's been kinda friendly with him, felt sorry for him, I guess." .screen, I was just sitting down to send you an explanation of the apparent schedule slip and computer overruns in the Headquarters reports. What you see are computer-generated summaries of our progress, mere pieces of paper that do not represent the full situation. For example, nowhere in those reports is the well-being of our programmers evaluated. Now I can say without equivocation that our morale down here has never been higher. Absence due to personal illness has dropped twenty-seven percent over the last two months. There have been no "Bitch to die Top" submissions from my department in the last four months.. Up with your glittering clothes for so long," said Amos. "Anyway, I I don't think it's lair of our grey friend to get your mirror with your I map. You should at least have a chance at it. Let me see, the first |place we are going is somewhere nearer than you think." "In the swamp then," said Jack.. Terrific, just terrific," Barry replied with authentic warmth. He'd always scored well at this preliminary stage of basic communication, which was why, at the time, he'd so much resented his examiner's remark about his handshake. There was nothing phoney about his handshake, and he knew it.. Congratulations, Fleet Captain! I am pleased to transmit to the facsimile printer in your area a copy." "Well, as you don't appear to be either a mugger or a rapist, there had to be some reason you. cracked ribs, a busted nose, a few missing teeth, and was stone-dead from internal hemorrhaging.) .fragment of the mirror. It is a long, dangerous, and treacherous climb. Shall I expect you back for. for three days. I had to pay a month's rent in advance anyway, but I put it down as a bribe to keep. inoffensive, invisible Harry Spinner right after he told me he had discovered something "peculiar" about. could possibly be involved in a string of bloody deaths. Maybe it was just a series of unbelievable. only three writers who have contributed as much fiction as Mr. Young (Poul Andersen, A warn. I got back in bed and pulled the sheet up to my waist, leaning beside her against the headboard. "I. He hadn't mentioned North Carolina except that once the day before, and I was extremely interested. judgment) that art and politics have nothing to do with one another, that artists ought to be "above". Amanda. Energy ran like a restless, self-willed thing under her skin. She could not even sit without that. A: The Day the Sun Stood Still. ?I?m continuously aware; she's only conscious when she's out." .Tom Rcamy. "What did you say to him?" asked Jack.. Caro rolled her eyes. Before she could express her opinion of running out of town on a working day, I left to pick up Amanda.. music.. "Not at all," laughed Jack. "They didn't even notice that the jailor was gone." For what they had done last night after we left them, was to take the jailor's key, free the prince, and tie up the jailor and put him in the cell under all the grey blankets. In the morning, when the sailor had come to exchange clothes, Jack

had freed himself again when the sailor left, then slipped off the ship to join Amos..adapted to these longer cycles. It hibernates in spores during the cold cycle, when the water and carbon.I am fortunate in that, unlike Hollywood, F&SF seems to be largely immune from trends. The magazine has a reputation for offering variety, and to uphold that image, it seems to me that it must carefully avoid trends and formulas in an effort to publish a balance of different types of fantasy and sf. And so we continue to look for good writing and fresh ideas and entertaining narratives, and once those general criteria are satisfied, we take on whatever seems to be pleasing our writers at the time. That's the best way I know of pleasing our leaders..She looked thoughtful, which produced two vertical punctuation marks between her slanted eyes..Paramount once Loew's, now Downtown Cinema (or something) at the west end got good openings..and another calling herself Selene Randall. The revelation, and their decision to remain dissociated, had.Then before them was a rushing and a rumbling and a rolling like thunder, and from the blackness a voice said, "I am the North Wind, and I am very much at home."I rolled and lit a cigarette to see how bad my hands were shaking. Pretty bad, I saw. I blew out a.4. Everyone's entitled to his own opinion..?I?m from pioneer stock. But you?" She shrugs. "Too delicate?" .54.Now Amos asked, "Why are you worthy of a prince? And how did you get where you are?".He watched the disaster unfold before his eyes, silent except for the rhythmic beat of the alarm bell in his ears. The dome was dancing and straining, trying to fly. The floor heaved up in the center, throwing the black woman to her knees. In another second the interior was a whirling snowstorm. He skidded on the sand and fell for-.By the end of July he had refined and miniaturized the device and had extended its sensitivity range into the infrared. He spent most of August, when he should have been on vacation, trying various methods of detecting sound through the device. By focusing on the interior of a speaker's larynx and using infrared, he was able to convert the visible vibrations of the vocal cords into sound of fair quality, but that did not satisfy him. He worked for a while on vibrations picked up from panes of glass in windows and on framed pictures, and he experimented briefly with the diaphragms in speaker systems, intercoms and telephones. He kept on into October without stopping and finally achieved a system that would give tinny but recognizable sound from any vibrating surface?a wall, a floor, even the speaker's own cheek or forehead.."Fust you have to understand that all this you see"?she waved around at the meters of hanging soft-sculpture, causing Ethan to nearly lose the nipple?"was designed to contain .beings who are no more adapted to this Mars than we are. They need warmth, oxygen at fairly high pressures, and free water. It isn't here now, but it can be created by properly designed plants. They engineered these plants to be triggered by the first signs of free water and to start building places for them to live while they waited for full summer to come. When it does, this whole planet will bloom. Then we can step outside without wearing suits or carrying airberries."."Of course," said Jack. "But how?".garden, he put all his reward in the wheelbarrow, went back to the small door and knocked..natural, effortless result of any vital relationship. Ideas are what happen when people connect with each.the others, I find them ghastly when uncorrected by i comedy, or satire (Morris, sometimes), or (in.on, Matty)."."I hope m be gone before then. I'm just on holiday until I decide what to do with my life." .probably turn grey in no time with all that mist. Are there any bright-colored clothes on the ship, glittering."I thought you'd write something about me." "Would you like me to do that?" "It's too late now." "Not at all." .Ninety-five. There's only a little travel left in the console slides..brown eyes. All you need do is go to Hidalgo who owns the Mariner's Tavern and ask her who has red.Q: Why has this letter taken 1732 years to be delivered?.order of business?".He grinned and blitzed me. "Yeah, I guess. Most of the things you read about it are pretty nearly true..rasp. "You take us to these God-damned Sreen of yours and let us talk to them." .until my acquaintances gently but firmly informed me they would rather the endings came as a surprise.."What is it a map of?" Amos asked. He knew you should ask as many questions as possible when there were so many things you didn't know.."Cars are freedom. And so what all this talk about an energy crisis boils down to is?" He stopped short. "I think I'm having a fugue." .had not gone off through the Diana Mountain Stargate on some interstellar artists' junket, they might.just about the way Lorraine Nesbitt had described it If you called central casting and asked for a male.summer residents had gone back to jobs in the city or followed the sun south, and the winter influx of.automatic machinery. The inner door opened and Lang pushed forward?and right back into the airlock..Window 28 was the window that issued licenses: he had passedl."Alas," sighed the North Wind, "mirrors are always kept inside people's houses where I am never invited. So I never had a chance to look in one. Besides, I have been too busy." ."Yes?" She had a breathless voice. Her eyes quickly traveled the length of my body. That happened."In a way it's about time," she said, tossing her clothes in a corner. "The only thing to do with these.sex cells, eggs and sperm, retain the lack of genetic specialization required to produce a new organism.She shakes her head. "Just my pa." I guess I look curious because she looks away and adds, "My.\*Tm big and I'm cold and I'm blustery. . . ." .either Ike or I were, and by the time we reached the apron he was halfway up the scaffolding that flanked.fascinating documentary on calcium structures and then Celebrity Circus, with Willy Marx. Willy had four.In the afternoon:."Oh, that is so terrible," she commiserated at the end of his tale. "That is so unfair." .I drove, not paying any attention to where I was going, almost as deeply in shock as he was. I finally.So he'd started to drink. First the good bourbon from the company's stock, then the halfway-decent.Amanda," .The poly flattened into a lower, broader shape and turned an intense, pulsating blue. It was odd to.140.problem is cars. Know what I mean?".Message sent represents an invalid communication and has not been dispatched to addressee. Please."I certainly would," said Jack. "But tomorrow .evening it will not be so easy, for there will be no mist to hide me if I come with you." .on "bodily functions," but why was shitting worse than sneezing?.Under her cloak she wore a scarlet cape with flaming rubies that glittered in the lightning. Now she loosed her scarlet cape and that too fell to the floor..asked Lida Mullens whether she would consider giving him an endorsement. He promised to pay her."The true and indisputable masters of the universe," the Intenne-.and told me that he and his nearest and dearest Mend would find the mirror all for

themselves." "What's VTP?" says Stella..They even, for a wonder, talked to each other. He told her about his various encounters in pursuit of his.He considered it. "All right, Commander Mary." She punched him playfully. She had barely known him before the disaster. He had been a name on a roster and a sore spot in the estimation of the Astronaut Corps. But she had borne him no personal malice, and now found herself beginning to like him..forever. No sense getting uptight; everything was going to be all right..She pointed out the window at a passing group who were sporting a rainbow of fanciful hair colors and wearing leotards and tights beneath coats thrown casually around their shoulders..He stayed all the day with her and taught her words she had never known. He drew pictures in the equipment different from the other. What results are "fraternal twins" who need not be of the same sex.around, and Song and Ralston were nodding sympathetically. Relieved to see that she was not the only.That must be where you got your gift of gab. You must have kissed the Blarney stone."?Chris Leithiser.I know it's painful to be told that something in which one has invested intense emotion is not only bad art but bad for you, not only bad for you but ridiculous. I didn't do it to be mean, honest Nor did I do it because the promise held out by heroic fantasy?the promise of escape into a wonderful Other world?is one I find temperamentally unappealing. On the contrary. It's because I understand the intensity of the demand so well (having spent my twenties reading Eddison and Tolkien; I even adapted The Hobbit for the stage) that I also understand the absolute impossibility of ever fulfilling that demand. The current popularity of heroic fantasy scares me; I believe it to be a symptom of political and cultural reaction due to economic depression. So does Robin Scon Wilson (who electrified a Modern Language Association seminar by calling Dune a fascist book), and Michael Moorcock (see his jacket copy for Norman Spin-rad's The Iron Dream, a novel which vehemently denounces the genre in the same terms Wilson does), and the writers of Bored of the Rings, the Lampoon parody, from which came "Arrowroot, son of Arrowshirt".one-man show. So if he thought he could do it, he'd be down here in a minute to bail us out and grab the."Because if you do I'll kill you. If you want a divorce, OK, get a divorce. But don't lay a hand on her.He nodded. "First time tonight. In fact, this is my first time ever in any speakeasy. I just got my.Fm wired to a test set fully as powerful as the costume JainTl wear later?just not as exotic. I slide a track control forward until it reaches the five-position on a scale calibrated to one hundred..Crawford looked away from the madly whirling rotors of the windmill farm. He was with the rest of.below, Dr. Asimov takes up the subject with his customary energy and intelligence. Imagine, if.world where you long to be..Pretend then. And don't make it anything flip like that last one. Make it sad and delicate and use some rhymes.".(He peeked into Barry's file.) ". . . Barry?".Amanda cried, "Matthew, don't?" Her eyes widened with horror. Her mouth moved again.. "That's no use. The doctor says it's a miracle he's still breathing. If he wakes up at all, he won't be anything like you knew him. The telemetry shows nothing like the normal brain wave. Now I've got to talk to Commander Lang. Have her come up." The voice of Mission Commander Weinstein was accustomed to command, and about as emotional as a weather report.understand why certain other citizens have put their personal interests above the common interests of the

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