

Chapter 1

Globalization has made it more important for communicators to position their messages for multiple audiences worldwide and to understand how their organization's finances impact their communications.

Soft skill : a social, interpersonal, or language skill that complements a person's technical skills.

Hard skill : a technical skill that a person requires for a specific job.

Communication: a transactional and relational process involving the meaningful exchange of information. It's sharing of symbols—words, images, gestures—to create meaning.

Today's workplace

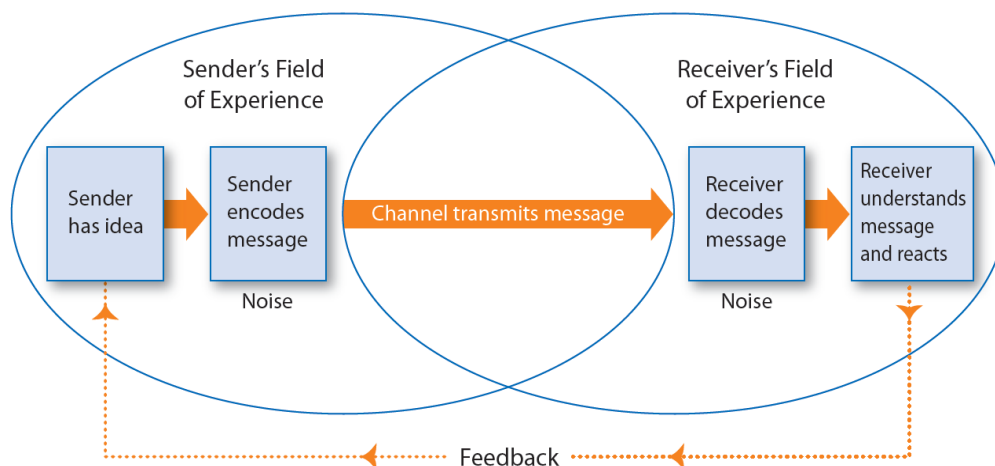
- a changeover to a knowledge-based Internet : spread of information via web 3.0, apps, and social media
- the adoption of revolutionary information and communication technologies (ICTs)
 - **ICTs** technologies, such as mobile phone systems and the Internet, used for transmitting, manipulating, and storing data by electronic means.
- the concept of the risk society
 - **Piracy** : the unauthorized reproduction and distribution of copyrighted material, including video games, software, music, and films.
 - **Cyberwarfare** : a form of information warfare, usually the conducting of politically motivated sabotage through hacking.
 - **Identity theft** : the act of acquiring and collecting an individual's personal information for criminal purposes.
 - **Risk communication** : an interactive exchange of information and opinion on risk among risk assessors, risk managers, and other interested parties.
- new team-based work environments with flattened hierarchies (less hierarchy, less costs)
 - **Diversity** the understanding, acknowledging, valuing, and celebrating of differences among people with respect to gender, race, ethnicity, age, sexual orientation, religious belief, and physical ability.

- expectations for sustainability, ethical practice, and corporate social responsibility (CSR)
 - **CSR** : a company's voluntary contributions to sustainable development through the support of non-profit organizations and/or the creation of socially conscious corporate policies.
 - **Sustainable development** : economic development that maintains natural resources for future generations and recognizes the relationship between economic, social, and environmental issues.
- highly competitive global markets

Communication defined

Communication studies :

- **Rhetoric** the use of language to persuade an audience.
- **Semantics** the study of the words and symbols we choose.
- **Semiotics** the study of how meaning is assigned and understood.
- **Cybernetics** the study of how information is processed and how communication systems function.



Barriers to effective communication

Noise : any form of physical or psychological interference that distorts the meaning of a message.

Communication barriers: problems that can affect the communication transaction, leading to confusion or misunderstanding.

Channel overload: the inability of a channel to carry all transmitted messages.

Information overload: a condition whereby a receiver cannot process all messages due to their increasing number.

Emotional interference: a psychological factor that creates problems with the communication transaction.

Semantic interference: Interference caused by ambiguity, jargon, language or dialect differences, or different ways of assigning meaning.

Bypassing : misunderstanding that results from the receiver inferring a different meaning from a message based on the different meanings of the words that are used.

Physical and technical interference: An interference external to the sender and receiver.

Mixed messages: conflicting perceptions of a signal or message that may result in miscommunication.

Channel barriers: inappropriate choices of channel that impede communication.

Environmental interference : interference that results from preconceptions and differing frames of reference.

Non-verbal communication

Non-verbal communication : communication that takes place through gestures, facial expressions, eye contact, and posture. It has different roles

- Repetition – use props
- Contradiction – mixed messages
- Regulation – tap on the shoulder to initiate attention
- Substitution – non verbal as sole means
- Accenting and complementing

There are different components :

- Use of space (proxemics)
- Use of time (chronemics)
- Paralanguage (vocalics)
- Body language (kinesics)

Skills you need to succeed

Reading

Active listening: listening that demands close attention to a message's literal and emotional meaning and a level of responsiveness that shows the speaker the message was both heard and understood.

Be aware of cognitive dissonance, the tendency to reject messages based on personal value systems.

Types of communication

Formal communications network a system of communication sanctioned by organizational management.

Informal oral network unofficial internal communication pathways that carry gossip and rumours—sometimes accurate, sometimes not (also known as a grapevine).

Flow of information

Formal communication channels official internal communication pathways that facilitate the flow of information through an organization's hierarchy.

Upward communication flow : the movement of information from subordinates to superiors.

Downward communication flow : the movement of information from superiors to subordinates.

Horizontal communication flow : the movement of information that enables individuals at the same organizational level to share ideas

Ethics

Business ethics: Be aware of how your communications affect others.

- Socially accepted moral principles and rules of business conduct
- May be based on code of ethics

Why do ethical lapses happen?

- Safety in numbers (everyone does it)
- Head in the sand (ignoring an ethical problem will somehow make it go away)
- Between a rock and a hard place (infractions are justifiable when committed out of necessity)
- "It's no big deal" (it's not important)
- Entitlement (deceive myself into thinking : my unethical actions are excusable)
- Team player (fear that confronting superiors about their transgressions will have repercussions on performance evaluation and career advancement)

To avoid ethical lapses :

- Tell the truth
- Communicate clearly, carefully, and respectfully
- Take responsibility for your communications
- Don't suppress, delay, or de-emphasize important information

Culture

Culture : the shared customs and patterns of behaviour of a particular group or society, including its language, rules, beliefs, and structures.

Ethnocentrism : the tendency to make false assumptions, based on limited experience, that one's own cultural or ethnic group is superior to others.

Hofstede principles Cultures differ in terms of :

- power distance
- uncertainty avoidance
- individualism vs. collectivism
- masculinity vs. femininity
- short-term vs. long-term orientation
- Indulgence vs. restraint

Low-context cultures cultures that favour direct communication and depend on explicit verbal and written messages exclusive of context.

High-context cultures cultures in which communication depends not only on the explicit wording of a message but also on its surrounding context.

Privacy

PIPEDA and the Privacy Act set down rules for the management of personal informations.

Organizations must

- provide accountability
- identify reason for collecting information
- gain consent
- collect only necessary information
- use information for intended purpose
- maintain accuracy
- provide safeguards
- tell people how information will be used
- give people access to their own information
- develop straightforward complaints procedures

Chapter 2

Writing in Context

Contextual factors : elements of a writing task, such as the situation, organization's procedures, and readers, that influence the writer's choices at every step.

Genres the agreed-upon forms of writing that develop in response to recurrent situations and that allow users to act purposefully in a particular activity.

Discourse community a group of communicators who share a goal or interest in adopting a way of participating in a public discussion, including the use of particular genres and terminology.

Rhetorical situations :

- exigence (the reason for speaking out urgently on a topic or issue)
- audience (those with an interest in reacting to the exigence)
- constraints (the limitations on what can be said and the factors shaping the content and nature of the message)

Writing Process



- **Organizing and outlining** entails mapping out the most strategic and logical arrangement of ideas and details.
- **Message planning** : purpose-driven, audience-focused, concise.
- **Drafting** is the writing of the actual message by choosing the precise wording and the style of organization that delivers information most strategically.
- **Revising and editing**

Scope : the breadth or limitations of a document's coverage.

Audience

Audience analysis : the process of assessing the needs and knowledge of readers and listeners and adapting messages accordingly.

Primary audience : the intended receiver of a message; the person or persons who will use or act on a message's information.

Secondary audience : anyone, other than the primary audience, who will receive a message and be affected by the action or decision it calls for.

Reader benefits : the advantages the reader gains by complying with what the writer proposes in buying products, following policies, or endorsing ideas.

Channels

CHANNEL	BENEFIT
Report or proposal	For delivering extensive data internally or externally
Letter on company stationery	For initial contacts with customers, suppliers, and outside associates, or when you need a written record of subsequent correspondence with them
Memos	For internal communication, when you need a written record to issue reminders, outline policies, explain procedures, or gather information
E-mail	For less formal communication replacing letters and memos; when you ask for feedback, solicit opinions, start discussions, collect data, or send information with or without an attachment; useful for communicating with large, decentralized groups; not appropriate for sending private or emotionally charged information
Fax	For recipients who do not have access to e-mail, when information must be received quickly and viewed in its original form
Telephone call	For gathering or sharing information quickly, or for negotiating and clarifying contracts when it is impossible to meet in person; for meeting with three or more participants via conference call as a less expensive alternative to a face-to-face meeting
Voice-mail message	For leaving a brief, uncomplicated message—a question, answer, request, or confirmation—to which the receiver can respond when it is convenient
Text message	For brief messages containing important or routine information; only when your organization authorizes the use of instant messaging
Face-to-face meeting	For establishing initial contact and rapport with clients, customers, and associates; for negotiating, brainstorming, problem-solving, or any other group communication where consensus is required
Face-to-face conversation	For delivering a personal message or negative news, or for communicating persuasively
Video conferencing	For meeting when travel is impractical; like a face-to-face meeting, it allows participants to both see and hear each other

Medium or channel : the physical means by which an oral or written message is transmitted.

Richness a quality of the types of cues by which meaning can be derived from a message.

Content generation

1. **Brainstorming** : a method of generating content by listing ideas as they come to mind.
2. **Mapping or clustering** a method of generating content by visualizing the main topic and its subcategories.
3. **Asking journalistic questions** : the essential questions (who, what, why, when, where, and how) that frame journalists' inquiries as they focus and prepare their stories.

Organizing & outlining

Sequential development : a method of organization that describes the arrangement of steps in a process.

Chronological development : a method of organization that describes events in the order in which they occurred.

General-to-specific development : a method of organization that begins with general information on a topic followed by specific details.

Cause-and-effect development : a method of organization that links events with the reasons for them.

Drafting

Writer's block : a psychological state of being unable to begin or continue the process of composition out of fear or anxiety over the communication task.

Freewriting : a method of generating content based on unstructured writing and the recording of ideas as they come to mind.

Collaborative writing strategies : Lead writing, Take a turn and pass it on, Puzzle, Side-by-side

Revising and editing

Revising or revision : the process of reviewing and making changes in a draft document—adding, deleting, reorganizing, or substituting—to transform it into a finished document.

Editing : the process of checking a writing draft to ensure it conforms to standards of good English, style, and accepted business-writing practice.

Chapter 3

Word choice

Plain style or plain language : a style of writing that places value on simplicity, directness, and clarity.

- Use common, everyday words
 - Use reasonable sentence lengths
 - Use active-voice verbs and phrasal verbs (=combines with prepositions to deliver its meaning)
 - Use personal pronoun
 - Use unambiguous language.
 - Place the subject as close as possible to the verb.
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- avoid -ize, -ization
 - avoid foreign words
 - use only job-related **jargon** (a term that describes (1) the specialized terminology of a technical field or (2) outdated, unnecessary words used in a business context)
 - avoid **buzz-words** (=fashionable, technical, or computer jargon)
 - avoid **clichés** (=overused, tired expressions that have lost their ability to communicate effectively)
 - eliminate **slang** (=words that are informal & have meanings specific to particular groups or localities)
 - avoid **acronyms** (=pronounceable word formed from the initial letters of other words)
 - prefer **concrete nouns** to **abstract nouns** (ex computer vs loyalty)
 - avoid **idioms** (=a word or phrase that has a meaning different from its literal meaning)
 - use **analogies** to clarify (=brain drain)
 - do not use **libels** (=printed character defamation)

Conciseness

- Eliminate long lead-ins
- Use verbs instead of nouns (reach a conclusion vs conclude)
- Avoid nouns conversions or **nominalizations** (=verbs that have been converted into nouns with the addition of -ment or -tion endings)
- Eliminate **redundancies** (=unplanned repetitions)
- Write in **active voice** (=writing style in which the grammatical subject of a sentence performs the action)
- Avoid **prepositional** phases (an error in computation vs a computational error)
- Eliminate **fillers** (there is, that...) that delay the introduction of the subject

Tone

Tone : the implied attitude of the author to the reader, as reflected by word choice.

Denotation : a word's literal or dictionary definition.

Connotation : a word's implied or associative meaning, often colored by emotion.

Formality : the level of writing; whether the writer is using the appropriate register based on an observance of the rules and conventions of writing. Keep it conversational.

Personal style : a style of writing that seems warm and friendly based on its use of first- and second-person pronouns

Impersonal style : a style of writing that seems objective and detached based on its use of third- person pronouns.

Be positive :

Negative attitude: You cannot use Verified by Visa until you have been issued a password.

Positive attitude: You may begin using Verified by Visa once you receive your password.

Stress reader benefits :

Develop a **positive you-attitude** : a writing style that focuses on the reader rather than the writer.

Develop a **we-attitude** : a writing style that focuses on the shared goals and values of the writer and reader(s)

Do not use **gender expression** (salesman, dear sir)

Write with **confidence** / avoid unnecessary apologies

Chapter 4

Effective sentences

Phrase a group of words containing either a subject or verb, which cannot stand on its own as a complete sentence.

Subject the word or group of words in a phrase, clause, or sentence that acts or is acted upon.

Verb the word or group of words in a phrase, clause, or sentence that describes an action, occurrence, or state of being

Clause a group of related words containing a subject and a complete verb; a clause can be either independent (delivers full meaning) or dependent (does not deliver full meaning).

Independent clause a clause that functions on its own as an independent grammatical unit.

Dependent clause (or subordinate clause) a clause that cannot function on its own as an independent grammatical unit

Sentence Type	Consisting of	Example
1. Simple sentence	one independent clause	We will vote on the issue.
2. Compound sentence	two or more independent clauses	John will present his report, and we will vote on the issue.
3. Complex sentence	one dependent clause and one independent clause	When we meet Thursday, we will vote on the issue.
4. Compound-complex sentence	one dependent clause and two or more independent clauses	When we meet Thursday, John will present his report, and we will vote on the issue.

Vary sentences

- Alternate long and short sentences
- Turn clause into a **prepositional phrase**(=a phrase beginning with a preposition that sets out a relationship in time or space) so combine 2 sentences.
- Use **appositive** (=apposition)

Types of questions

Closed question a question with a limited number of possible responses.

Open question a question with an unlimited number of possible responses.

Hypothetical question a question that poses a supposition.

Clarity

1. Avoid broad references using this, that, and it. Check that the pronoun reference isn't ambiguous (=the relationship between a pronoun and the antecedent to which it refers)
2. Avoid embedding dependent clauses.
3. Limit multiple negatives

Write with consistency

1. Number. Don't switch from singular to plural when referring to a particular thing.
2. Person. Don't shift the frame of reference from first person I to second person you or third person he she/one.
3. Verb tense. Show time changes only when logic requires them.
4. Voice. Don't shift unnecessarily from active to passive voice.
5. Use **parallelism** (ex : always use verbs in -ing in a sentence with multiple verbs)
6. Use **emphasis** (=making facts and ideas stand out from surrounding text.) : bullet points, say it at the beginning or the end

Grammar errors

sentence fragment a portion of a sentence that is punctuated like a complete sentence but does not deliver full meaning

fused sentence (or run-on) two or more independent clauses erroneously run together without the use of required punctuation or coordinating conjunctions.

comma splice the error of connecting two independent clauses with a comma.

modifier a word or group of words that describes or gives more information about another word in a sentence.

misplaced modifier an incorrectly placed descriptive word or phrase that attaches its meaning illogically to another word in a sentence.

dangling modifier a phrase that does not clearly apply to another word in the sentence.

elliptical construction a sentence structure that deliberately omits words that can be inferred from the context.

faulty predication an error involving the illogical combination of subject and verb.

mixed construction the error of pairing mismatched grammatical structures in the same sentence, resulting in unclear or illogical meaning

Effective paragraphs

Single-sentence paragraphs

Short paragraphs of up to five or six sentences (or eight lines of text) are standard in most types of business messages.

Long paragraphs of up to eight sentences belong in reports, where the complexity of the material merits full and thorough development.

Topic sentence a sentence that summarizes the main idea in a paragraph.

Coherence the logical and semantic links between sentences

Use **transitional expressions** words and phrases that show logical, temporal, and spatial relationships and connect ideas to create coherence.

Proofreading

proofreading a process of checking the final copy of a document for errors and inconsistencies.

format a term for the parts of the document and the way they are arranged on a page

Chapter 5

Memos

Memo a specially formatted document that is sent to readers within an organization. The advantage of a typical memo is its simplicity. It is designed to be read quickly.

1. single-topic focus
2. brevity
3. two-part structure, consisting of a header (Date, To, From, Subject guide words) and message (divided into an opening, body, and closing)

header a block of text appearing at the top of a document.

headings visual markers consisting of words or short phrases that indicate the parts of a document and signpost its organization.

boldface a thick, black typeface used for emphasis.

bullets visual cues, usually large dots or squares, that set off items in a vertical list or emphasize lines

To write an effective memo, use the opening for your most important information, purpose for writing, or required action. Don't waste time mechanically restating the subject line.

opening the first paragraph of a memo; contains the most important information regarding the subject matter, the purpose for writing, and/or the action required by the reader.

subject line the part of a memo or e-mail that indicates the document's title, topic, purpose, and importance.

In the body of the memo, move on to particulars and more detailed information.

Body the middle paragraph(s) of a memo; provides necessary background and more detailed information about the subject matter.

In closing, summarize your request or call for action, clearly indicating who should do what, by when, and for how long.

Closing the final paragraph of a memo; summarizes the content and indicates next steps, invites feedback, offers further resources, and/or provides contact information.

Use bullet points (more than 3 no more than 8)

Chunking : the grouping of items of information together to be remembered as a unit.

Email

E-mail (electronic mail) messages distributed by a computerized mail service

Netiquette the informal code of conduct governing polite, efficient, and effective use of the Internet.

1. Keep it brief.
2. Remember that e-mail is not your only option.
3. Compose crucial messages offline.
4. Follow organizational rules for e-mail.
5. Don't use company e-mail systems for personal communication / protect from spam
6. Aim for a balance of speed and accuracy.
7. Keep your messages professional.
8. Understand that e-mail is not guaranteed to be private
9. Don't "write angry." Avoid **flaming** (=the act of sending out an angry e-mail message in haste without considering the implications of airing such emotions)
10. Don't send unnecessary messages. Be aware of the **distribution list** (= a group of e-mail recipients addressed as a single recipient, allowing the sender to e-mail many users without entering their individual addresses)

Clean up your inbox, schedule time for reading and writing email.

If this is a routine email, you can drop the **complimentary close** a formulaic closing, usually a word found after the body of a letter and before the signature.

Attachment an independent computer file sent with a regular e-mail message.

Reply asap, modify the distribution list.

Routine message

Informative memo a message to which the reader will react neutrally.

Request memo a message that asks the reader to perform a routine action.

Response a message that answers a request or query.

Goodwill message a message that enhances the value of a business beyond its tangible assets by creating a bond of friendship and establishing trust and mutual understanding between the writer and recipient.

follow-up message provides a record of a meeting, including its time, place, purpose, and any agreements that may have been made.

instant messaging (iM) the exchange of messages over the Internet between two or more users who are online simultaneously.

Chapter 6

Direct writing plan

Direct-approach message a message that presents the main point in the first paragraph.

- **Opening**—delivers the main message first. It answers your reader's most important questions; states the good news; makes a direct, specific request; or provides the most important information (from the reader's perspective whenever possible).
- **Middle**—explains details of the news or inquiry and supplies background and clarification when needed. If there are further points or questions, they are presented in parallel form in a bulleted or numbered list (maximum five or six items).
- **Closing**—ends pleasantly in one or more of the following ways: provides contact information; asks for action, input, or a response, often by a deadline; tells the reader what happens next; communicates goodwill; or shows appreciation.

Requests

Request memo a message that asks the reader to perform a routine action.

- Put the main idea first.
- Give a reason for the request or state its benefit.
- Introduce multiple requests or questions with a summary statement. Phrase your request as a polite question that requires no question mark: Will (or Would) you please answer the following questions about your executive search services
- Anticipate required details. Consider what the reader will need in order to process or act on your request.
- Strike a tone that is right for your reader. Be firm but respectful. Don't apologize or be afraid to ask for something to which you are entitled.
- Keep minor points to a minimum.
- Use a layout that focuses attention on your request. Incorporate bulleted or numbered lists.
- Close in a courteous and efficient way. Focus on the action you want the reader to take and use positive language to communicate goodwill and show appreciation.

Order request: a request for merchandise that includes a purchase authorization and shipping instructions

1. Authorize the purchase and specify the preferred method of shipment.
2. Itemize requested merchandise, using a list format.
3. Close with special instructions and thanks. State how you intend to pay for the merchandise...

Claim letter

Claim a demand or request for something—often a replacement or a refund—that is considered one's due.

Adjustment a written response to a complaint that tells the customer what will be done about the complaint in terms of solving the problem, correcting an error, granting a refund, or adjusting the amount due.

1. Make your request for an adjustment. State what you expect the reader to do to solve the problem.
2. Identify the faulty item or problem and explain logically and specifically why your claim is justified. State what the reader needs to know to assess the situation and include pertinent details and documents. Use objective, unemotional language to motivate the reader by showing how reasonable you are. Keep in mind that the person reading your request may not be responsible for the problem, so avoid succumbing to anger.
3. End positively and pleasantly. Restate the action you have requested and express confidence in the settlement of your claim. End-date your request if you require a speedy response.

Response

Response a message that answers a request or query.

- Determine if you are the right person to handle the response.
- Reply as soon as you possibly can.
- Begin with good news or the most important piece of information
- Design your response to be useful. Anticipate information your reader may need.
- Respond within your company's ethical guidelines.
- Make your closing work for you. Avoid clichés and expressions such as "I hope" or "I trust" that might convey a lack of confidence.

Inquiry a message that asks for or seeks information. (An inquiry or information response is a message that supplies information.)

Personalized form letter a letter in which the identical message is sent to more than one person; adapted to the individual reader with the inclusion of the reader's name, address, and perhaps other information, all of which may be stored in a database and merged with the form letter.

Order acknowledgement an informative letter that confirms the details of a merchandise purchase and shipment.

Claim adjustment a response to a claim letter telling the customer what a company intends to do to correct the problem.

1. Grant the adjustment. Open with news of the favourable adjustment, using positive and reader-focused language. Apologize for any significant error or problem that has cost the reader time or money. Avoid alibis, excuses, and especially admissions of negligence that could be used against your company in court.
2. Explain how you intend to make the adjustment. Give details of how you will comply—worded carefully to take into account legal issues and company policy. Consider how the language you use will affect the reader. Acknowledge that customer feedback, like the kind you just received, helps your company improve its products and service. Identify how you will prevent a recurrence of the problem, but do not admit fault or liability.
3. Close pleasantly. Don't remind the reader of the problem or refer to unpleasantness. Instead, look forward to a continuing business relationship and build on the goodwill your explanation has already helped to re-establish.

Goodwill messages

Goodwill message : a message that enhances the value of a business beyond its tangible assets by creating a bond of friendship and establishing trust and mutual understanding between the writer and recipient.

1. Personal. Specific details make the difference between an impersonal, store-bought greeting and a message that is meaningful because it is individualized.
2. Prompt. Send goodwill messages immediately, while the news and events that inspired them are still fresh in the reader's memory.
3. Spontaneous, short, and sincere. Avoid canned, clichéd expressions that suggest you are going through the motions just to win favour.

Thank-you messages

Thank-you letter (or letter of appreciation) : a message thanking someone for his or her help, hospitality, or business.

1. Thank the reader for what he or she has done, given, or provided.
2. Include a few details. Show that you are not just standing on formality. Detail the benefits you derived and why you are grateful.
3. Close with goodwill or a forward-looking remark. Consider ending with a compliment, further thanks, or good wishes.

Letter of congratulations

Letter of congratulations : a message conveying pleasure at someone's happiness or good wishes on someone's accomplishment.

Show that you share in the reader's happiness by using words that correspond to the occasion, not ones that sound falsely effusive or hollow.

Letter of sympathy

Letter of sympathy : (or condolence) a message expressing sadness at someone's bereavement and offering words of comfort.

Your first sentence should refer to the loss—and your reaction to it—in a tactful way. If you knew the deceased as an acquaintance or personal friend, recall positive attributes for which that person will be remembered.

Offer something you can do, such as personal help or business-related assistance. The reader may find it difficult to absorb more than a few paragraphs, so keep the message brief and its sentiments sincere.

Informative letter

Informative letters messages that provide important/relevant information and to which the reader will react neutrally. There are different types :

Announcement a message that makes something known about a company policy, event, or personnel change. When the news you have to deliver is positive or neutral, use the direct approach and keep in mind that announcement letters are opportunities not only to pass on information but also to promote goodwill.

If there are negatives, make them clear but try to present them as positively as possible. Explain any reader benefits, pointing out how a product, policy, or dealing with the company is good for the reader.

Cover letter / transmittal letter an informative letter that accompanies materials sent from one person to another explaining why those materials are being sent.

1. Identify what you are sending.
2. Briefly summarize the attached document or describe the enclosed materials.
3. Point out important details.
4. Offer further assistance or tell the reader what happens next.

Instructional memo Instructions systematically explain a process, activity, or operation and make it doable for the average reader.

- Clear and accurate
- Precise

- Complete: effective instructions are self-sufficient, with no need for the reader to seek information from another source.
- User-friendly: Audience analysis is important, use numbers or bullet points
- Action-oriented: The active voice and imperative (command) mood give instructions clarity and authority.

It must follow this guidelines :

1. Be sure you understand the procedure well enough to explain it, either from having performed it yourself or having seen an expert demonstrate it.
2. Assess your audience's familiarity with the procedure and determine the right levels of technicality and explanation. Think about how and in what circumstances the instructions will be used and whether you must persuade readers that the instructions are beneficial or necessary.
3. Include an introduction, a list of equipment and materials, a description of the steps, and a conclusion.
4. Provide warnings.
5. Explain the purpose (the what and the why) of the procedure
6. Organize your information in short, manageable numbered steps, each beginning with an action verb and arranged in chronological sequence
7. Use headings to divide long lists of steps into shorter sections.
8. Give warnings, but only when necessary, to show how mistakes can lead to damage
9. Use visuals to repeat or reinforce prose descriptions.
10. Put the procedure in perspective by commenting on the result or outcome it is meant to achieve.

Letter format

Letter balance A professional-looking letter is centred vertically and horizontally on the page, like a picture formed by blocks of text surrounded by an even frame of blank space.

Don't use justification. Use **ragged right margins (or unjustified margins)** margins that end unevenly on the right side of the page.

Letter layout There are three main styles:

full-block letter style a letter format in which all elements are aligned at the left margin.

modified-block letter style a letter format in which the return address, dateline, complimentary close, and signature block are aligned just to the right of centre page and all other elements are aligned at the left margin.

simplified letter style a letter format in which the salutation is replaced by a subject line and the complimentary close—except for the writer's name and signature—is omitted.

Standard Elements

Heading/return address
Dateline
Inside address
Salutation
Message
Complimentary close
Signature block

Optional Elements

Reference line
Delivery/confidential notation
Attention line
Subject line
Identification initials
Enclosure notation
Copy notation
Postscript
Continuation page heading

letterhead a printed heading on company stationery, containing the address of an organization or individual, but not the individual's name.

dateline identifies the date on which a message was written.

delivery/confidential notation an optional letter element identifying how a message is transmitted and who is authorized to open and read it.

inside address a standard letter element supplying the name and full address of the recipient.

attention line an optional letter element identifying the individual, officer, or department to whom or which the letter should be directed.

reference line an optional letter element identifying a file or policy number.

salutation a letter greeting identifying the individual for whom the letter is intended, including the recipient's personal title and surname (e.g., Dear Ms. Gill).

subject line an optional letter element that identifies the content or focus of a message.

complimentary close the word of formal closing (often Sincerely) after the body of the letter and before the signature.

signature block the part of a letter that includes the writer's name, title, and organization in a neatly formatted arrangement.

identification initials the part of a letter that indicates the writer (capital letters) and typist (lowercase letters) of a message.

enclosure notation the part of a letter that indicates enclosed or attached material that accompanies a document.

copy notation the part of a letter that indicates that copies of a letter have been sent to individuals other than the addressee.

continuation page heading a heading that identifies the second and succeeding pages of a letter; includes the name of the addressee, date, and page number.

Envelopes

- The return address should be formatted in the same way as the destination address and located in the upper left-hand corner.
- In both the return address and the address block, the municipality, province or territory, and postal code should appear on the same line.
- Postal codes should be printed in uppercase, and the first three elements should be separated from the last three by one space.
- Affix the stamp(s) in the upper right-hand corner.

Chapter 7

Goals of negative messages

Negative message a message that communicates negative information that may upset the reader.

Primary Goals

- To give the bad news in a clear, brief, and respectful way, and state it only once.
- To help readers accept the bad news by showing the logic of the decision, offering an explanation when it is possible to do so, and eliminating unnecessarily negative language.
- To maintain and build goodwill toward the reader and the reader's organization
- To get your purpose across the first time, without ambiguities

Secondary Goals

- To balance business decisions with sensitivity to readers by putting yourself in their position.
- To reflect promptness, accountability, and due consideration
- To protect yourself and your organization from legal liability.

There are different categories :

- **Refusals** turn down invitations, suggestions, proposals, and requests for information, action, employment, and credit.
- **Announcements** disclose price increases, policy changes, delivery delays, cancellation of services, and product defects or recalls.
- **Assessments or appraisals** offer negative assessments of employee job performance or personnel issues.

Tone of negative messages

A tactful, neutral tone tailored to the situation puts readers in a receptive frame of mind and lowers their psychological resistance to a refusal or denial.

- Don't plead with the reader (please understand)
- Beware of mixed messages (I am sorry that we have chosen not to).
- Avoid statements based on assumptions that the reader will accept the bad news (you'll certainly agree)
- Stick to facts and keep your language jargon-free.
- Avoid statements of opinion that can expose you and your company to legal liability.
- Edit timid or overly apologetic statements that may weaken the reader's confidence in your decision
- Avoid unnecessarily writer-centred remarks (we cannot afford to)
- Use expressions of sympathy (sorry/I regret/unfortunately) carefully to avoid hinting at the bad news.

Subject lines

- **Positive subject lines** highlight solutions in problem-oriented messages and persuade readers of the benefits of potentially unpopular policies or changes. However, a subject line should never overstate positives to the point of misleading readers.
- **Neutral subject lines** signal the topic but without referring to the bad news. Use them in routine memos to peers and subordinates, especially when the bad news is minor or expected.
- **Negative subject lines** are uncommon but can be used to command attention for serious internal problems and issues that might otherwise be ignored. They sometimes headline brief e-mails alerting readers to situations for which the readers are not at fault.

Direct writing plan

- when you know the reader well enough to understand his or her preference for directness
 - when the bad news is expected or related to a known problem or minor delay
 - when critical information might otherwise escape notice
 - when the bad news is not serious, significant, or detrimental to the reader
 - when it is company practice to write all internal messages straightforwardly
 - when you intend to terminate a business relationship
1. Begin with a simple, well-phrased statement of the bad news.
 2. Provide an explanation that the reader can reasonably accept. Tell readers only what they need to know and what you need to say to justify a decision or relay basic facts.
 3. Offer an alternative if it is possible to do so. Promise only what is legally and realistically allowable for you or your company to do.
 4. Close with a goodwill statement that doesn't refer to the bad news. Avoid words and phrases such as difficulty, mistake, problem, or regrettable error.

However, an overly brief message constructed according to this plan can sometimes seem cold and brusque. To make your message polite without adding to its length, focus on using a tone that conveys respect and courtesy.

Indirect writing plan

Indirect writing plan a method of organizing a document so that the main message is delayed and presented toward the end.

- when you don't know the reader well
- when the bad news isn't anticipated by the reader
- when you anticipate a strong negative reaction from the reader

1. Begin with a **buffer** (meaningful, neutral statement that cushions the shock of bad news) Use a short statement that will grab attention, cushion the bad news, and guide the reader to the explanation.
2. Provide a solid, reasonable explanation
3. State the bad news. Phrase the bad news to minimize its impact, balance it with an alternative. Put it in a dependent clause. You can use the passive voice, make a long sentence.
4. Close with a **goodwill statement** (=the part of a message that draws attention away from the bad news and toward a positive and continuing relationship with the reader). End the message pleasantly, showing consideration for the reader, offer good wishes, don't invite to further conversation, don't apologize at the end.

When readers fail to find good or neutral news in the first few sentences, they may see through the delaying tactic of the buffered opening and explanation and suspect the true purpose of the message. Readers may see the lack of directness as manipulative rather than polite. Messages organized according to this pattern also tend to be longer, making greater demands on the reader's time and patience.

Apologies

- Don't apologize for minor errors that have been promptly corrected or when there is nothing to apologize for.
- Do apologize for any serious trouble or inconvenience for which you or your company is responsible. Be aware, however, that apologies not only convey regret or sympathy, but they can also be taken as admissions of responsibility or negligence. Don't apologize at the end 'cause it will remind the reader of the bad news.

Refusing request for information, actions...

1. **Buffer the opening.** Concentrate on information that is relevant to the message as a whole but isn't so positive that it misleads the reader.
2. **Give reason(s) for the refusal.** Limit your explanation to the main reason for refusing the request, focusing on what you can rightfully disclose in order to help the reader accept your decision.
3. **Soften or subordinate the bad news.** Avoid harsh, negative phrasing and use one or several de-emphasizing techniques to cushion the bad news. Your refusal should be unequivocal—not open to interpretation or so subtle that readers miss the point.
4. **Offer an alternative or compromise** if a good one is available.
5. **Renew goodwill in closing.** A sincere, forward-looking ending can renew good feelings, but it is unlikely to succeed if it sounds sarcastic or clichéd or if it doesn't fit the circumstances. Keep the closing pleasant and focused on the reader by maintaining a sincere you-attitude or making a comment that reduces the sense of limitation imposed by the bad news.

Refusing claims

1. ***Begin with a statement of appreciation***, common ground, or understanding. Opening with a refusal is enough to shock an unprepared reader. Instead, open neutrally.
2. ***Provide a concise, factual explanation***. Use emotionally neutral, objective language to review facts of a sale or dispute and explain why a claim must be refused. Remind the claimant pleasantly about a stated or unstated company policy but don't use it as a smokescreen. Avoid negative language that conveys distrust.
3. ***Don't apologize for saying no***. Apologize only if the situation truly warrants it. Even then, a brief I'm sorry early in your letter does the job. Unnecessary apologies can weaken your perceived authority.
4. ***End in a friendly, confident, conciliatory way***. Don't close by reminding the claimant of the refusal or by using language that implies the claimant will be dissatisfied with your decision and therefore stop being your customer. Assume the role of problem-solver.

Refusing credits

1. ***Buffer the opening***. Begin by referring to the credit application and expressing appreciation for the customer's business.
2. ***Use discretion in explaining the reason for the refusal***. Be careful in disclosing third-party information from credit agencies.
3. ***Soften the refusal with a passive-voice construction***. A refusal such as *credit cannot be extended to you at this time* is less likely to cause bad feelings than *we cannot extend credit to you* or *your credit application has failed*.
4. ***Offer incentives to sustain business***. Point out the advantages of doing business on a cash basis

Refusing applicants

1. ***Open by cushioning the refusal***. To avoid breaking the bad news too harshly, thank the applicant for applying or politely express appreciation for his or her interest. A general comment on the overall standard of applications is another common way to begin.
2. ***Give reasons for the company's selection***, if it is possible to do so. Never disclose details of the selection process or legally sensitive information that could embarrass your organization or invite litigation.
3. ***Quickly move on to the bad news***. State the bad news only once, using appropriate de-emphasizing techniques and a personal, humane tone.
4. ***Gently encourage the applicant***. Offer a positive message of good luck expressed with sincerity, not false flattery. Point to future employment possibilities if you are interested in hiring the applicant when there is a suitable opening (for example, mention that the application will be kept on file)

Announcing bad news to employees

- Opens with brief statement of benefits and direct statement of bad news and when new measure goes into effect
- Details and purpose of the change help to reduce resistance; language is factual and unapologetic
- Directs recipients to additional resources offering information and further interpretation of the change

Declining invitation

1. **Express appreciation for the invitation** or pay the reader a compliment. Recognize the significance of the event, event sponsor, or organization.
2. **Express your regret at not being able to attend** and, if appropriate, explain why you are unavailable. Use the passive voice or keep the reason vague if you need to soften a refusal that might be taken too personally.
3. **Propose a constructive alternative if one is available.** Name someone to speak in your place or express interest in attending a future event.
4. **End by renewing goodwill.** Close on a friendly note with good wishes for success, a word of thanks or praise, or a forward-looking remark. Don't backtrack to the refusal

Chapter 8

Write persuasively

Persuasion the process of gradually influencing attitudes and behaviours and motivating the audience to act.

- Know your purpose and what you want your reader to do.
- Understand what motivates your reader. Analyze your audience in terms of its perceived goals and needs. You can use **Maslow's hierarchy of needs** (=physiological needs, safety and security, social needs, esteem, and self-actualization—that motivate humans)
- Consider design and layout.
- Be positive and accurate
- Anticipate objections and plan how to deal with them.

Persuasive appeals

Appeal an attempt to persuade.

- Appeal to **Reason**: A cause– effect, problem–solution, or chronological pattern can help an appeal make more sense.
- Appeal to **Emotion**: Emotions are powerful persuasive tools. When facts alone fail to convince, an emotional appeal can motivate people to act and respond.
- Appeal to **Ethics**. If you want to influence people, it is important to establish your credibility beforehand or to create it during a message. Credibility has to do with the image you cultivate. You can get it from specialized knowledge, reputation, authority or familiarity.

Indirect writing plan

1. Obtain interest. Make a good first impression and provide incentive for the reader to pay attention to the rest of your message: define a problem, cite reader benefits, ask a pertinent question.
2. Prove your proposal or product can benefit the reader. Benefits may be direct (e.g., receiving an income tax deduction as a result of making a charitable donation) or indirect (e.g., the satisfaction of knowing that your donation will help someone else).

3. Ask for action and link it to reader benefits. An effective persuasive appeal ends with a specific and confident request linked to incentives that motivate readers to act immediately and decisively, sometimes by a set deadline chosen for a particular reason.

Favors and action requests

1. **Gain favorable attention.** Catch readers' attention with a genuine compliment or a fact that awakens their social conscience. Don't encourage readers to decline your request by providing them with a convenient excuse or making an apology.
2. **Persuade the reader to accept.** Readers won't feel obliged to help you unless they know background details of the request and understand what they have to gain. Help readers view the request positively by associating it with one of the following:
 - the chance to assume a leadership role or showcase talents
 - the chance to network, develop professional contacts, or gain exposure for their views
 - the chance to help others or bring about positive change in their workplace or community
3. **Ask for action.** Express your request with confidence and courtesy to encourage acceptance. Provide the information (telephone numbers, contact names) the reader will need to follow up. End with a reminder that you are looking forward to a response.

Persuasive memos

1. **Summarize the problem.** Identify the cause or source of a problem while suggesting that the problem is solvable. Keep readers interested by avoiding accusations and strongly negative language.
2. **Explain how the problem can be solved.** If a problem is relevant to them, readers will want to read on.
3. **Minimize resistance.** Anticipate objections readers might have (too expensive, too time-consuming, or a threat to someone's authority, professional status, or the status quo). Because you may have to acknowledge an alternative solution the reader may prefer, you should be prepared to offer convincing counter-arguments that show how your solution is superior to all others.
4. **Ask for a specific action.** Be firm but polite. Set a deadline for readers to act or respond as long as it won't seem aggressive and offer incentives (time or money saved) if you require action promptly.

Claim requests

1. Gain positive attention. Establish rapport or common ground with the reader by beginning with a compliment or your original reason for buying the product or service.

2. Prove your claim is valid. Describe the problem in a calm and credible way. Take steps to defend yourself against possible blame. It is a good idea to attach supporting documents that will help the reader investigate your claim.

3. Ask for a specific action. State how the claim can be resolved and what you expect the company to do. End positively, expressing confidence in the company's ethical standards and willingness to uphold its reputation.

Collection letters

Collection letters a series of increasingly persuasive appeals to a customer asking for payment for goods and services already received.

1. **Reminder:** First messages work on the assumption that the customer intends to pay but has simply forgotten and fallen behind. This stage calls for a friendly reminder letter that alerts the customer to the problem, and asks for a response.
2. **Inquiry:** Messages at this stage are firmer and more direct, but they work on the assumption that the customer has a legitimate reason for not paying—a cash-flow problem. The inquiry letter summarizes the situation, expresses concern over non-payment, and asks for an explanation or immediate payment. This request is reinforced by positive appeals to one or more of the following:

- **Fairness**— emphasize the customer's fairness in completing a transaction by paying for goods and services already received.
- **Reputation**— emphasize the benefits of debt payment to a company's good name.
- **Sympathy**— express concern while reminding the customer that prompt payment is crucial to your operations.
- **Self-interest**— show that prompt payment removes risks to credit ratings and keeps interest charges low.

3. **Demand:** The last letters in a collection series are unequivocal demands for immediate payment. The demand letter usually takes the form of an ultimatum, urgently asking for payment and warning of the penalties for non-payment. Refer to previous collection notices that have been ignored or overlooked. Impose a time limit for payment, usually 10 days.

Sales message

Sales letter a letter that promotes a product, service, or business and seeks prospective customers or additional sales.

1. Gain attention.
2. Introduce the product.
3. Make the product desirable.
4. Ask for action and make responding simple

To mention the price :

- Mention it only after you have created a desire for the product.
- Break the price down into smaller units (monthly instalment payments...)
- Make the product a bargain by calculating the cost after discount or rebate.
- Show savings over a competitor's product or, for subscriptions, over the per-unit purchase price.
- Link the price with benefits.

Fundraising

1. **Identify an important problem.** Explain why the reader should care about it.
2. **Show that the problem is solvable.** Hold out hope for even a partial, short-term solution. Link a need to your organization's ability to respond to it.
3. **Explain what your organization is doing** to solve the problem. Prove that funds will be going to a good cause, not just to the cost of fundraising. Outline past accomplishments and future goals.
4. **Ask for a donation.** Explain deficiencies in public funding that make private donations necessary.

Chapter 9

Analyze your career goals and qualifications

- Assess your skills and values
- Assess your work preferences and personality
- Assess your work history

Job Hunting

1. **Tap into the full potential of social media.**
2. **Master electronic job-search techniques.** Employers often post positions on job-bank websites and on their own company websites. Many job-bank websites allow you to post your resumé online and browse through thousands of ads by occupation or geographic area.
3. **Read the career pages.**
4. **Learn to network.** Networking is an essential business tool that involves meeting new contacts and cultivating relationships that could lead to personal and business success. Doing so will increase your number of potential contacts and give you the opportunity to promote yourself and your accomplishments
5. **Use the hidden job market.** Only a small percentage of jobs are advertised. Unadvertised jobs are part of a hidden job market that can be accessed via **cold calls** (=an unsolicited telephone call in which a job-seeker introduces himself or herself and asks about job openings).
6. **Visit career centres or employment agencies.** Take advantage of the job placement services at your college, university, or government employment agencies by registering early.
7. **Think ahead.** Look into the possibility of getting a summer internship or co-op job while you are still a student.
8. **Polish your interpersonal and communication skills.** Your ability to communicate can make or break your first contact with a company.

Writing persuasive resumé

Resumé a persuasive written document in which job applicants summarize their qualifications and relate their education, work experience, and personal accomplishments to the needs of a prospective employer.

- Use capitals and/or boldface for headings.
- Use consistent indenting. Be consistent in setting off details in each section.
- Leave space between sections. Use wide margins to make information stand out.
- Proofread to catch errors. Ensure that your resumé is free of misspellings, typos.

Resumés commonly contain the following sections, usually in the order given. Categories marked with an asterisk (*) are optional.

Name and Contact Information (do not use a heading)
*Objective/Career Profile
*Summary of Qualifications
Education
Experience
*Skills and Capabilities
*Awards and Activities
*References

Alternative headings may also be used, depending on your field of expertise:

Publications
Advanced Career Training
Licences and Accreditations
Language Proficiency/Foreign Languages
Presentations
Professional Affiliations/Memberships

Chronological resumé a document in which a job applicant's work experience, education, and personal achievements are presented in reverse time sequence, with the most recent experience in each category listed first.

Functional resumé : a document in which a job applicant's qualifications are presented in terms of notable achievements and abilities rather work experience.

Combination resumé : Mix of a functional and a chronological resumé.

1. **Tell the truth.** A resumé is a legal document and purports to be the truth.
2. **Keep your resumé up to date.** Make sure your resumé is fresh and reflects recent accomplishments.
3. **Create different versions of your resumé.** Have one that can be scanned into a resumé database and one that you can e-mail to company contacts.
4. **Revise your career objective statement** to link it to the job for which you are currently applying.
5. **Avoid gimmicks.** Your resumé should invite further reading by looking well prepared and professional but not necessarily flashy.

Scannable resumé a paper or electronic resumé that is prepared for scanning through uncluttered formatting and inclusion of a keywords section.

DO

- List your name and address at the top of every page of your resumé.
- Use white space as your main formatting tool, leaving blank lines around headings.

DON'T

- Use horizontal or vertical lines.
- Use hollow bullets.
- Use italics, underlines, boxes, columns, graphics, borders, or shading.
- Use unusual fonts and typefaces
- Print your resumé on coloured or textured paper.

Email resumé

1. Read application instructions carefully. Some companies advertise positions online but do not accept resúmes via e-mail.

2. Attach a resumé when specifically requested.

3. Use keywords. Your document may end up on a resumé database essential to the screening process.

4. Include a cover letter. Send both your letter and resumé in one e-mail message.

5. Make your subject line specific. If you are responding to an advertisement or job posting, put the job title and/or reference number in the subject line of your message.

6. Use computer-friendly formatting methods. You can easily convert a resumé formatted in MS Word to plain text.

Writing a persuasive application letter

Cover letter (or application letter) a letter that accompanies a resumé to summarize a job applicant's qualifications and value to a prospective employer.

- Opening—gets attention and clearly identifies the position for which you are applying
- Body—builds interest with a summary of your qualifications, as much as possible matching your strengths to the requirements of the job
- Closing—asks for an interview and provides a contact number

1. Camouflage I, me, and mine. Avoid placing it at the beginning of consecutive sentences.
2. Get the company name right.
3. Use keywords from the job ad or posting.
4. Use the same font that you used for your resumé.

5. Avoid dense, overloaded paragraphs.
6. Don't plead, apologize, or exaggerate.
7. Avoid a cookie-cutter approach. Make your letter relevant to the job you are applying for.
8. Strive for a tight, clear writing style.
9. Keep a copy of your letter and a record of jobs you have applied for.

Writing a persuasive application letter

Solicited application letter a letter in which a job-seeker applies to an advertised position and asks for an interview.

1. **Introductory paragraph:** Gain attention. Name the specific job for which you are applying and indicate where you learned about the job.
2. **Middle paragraphs:** Show that you are qualified by relating your skills to what the company requires. Using action verbs (managed, designed, organized, upgraded), describe the skills, schooling, achievements, and experience that would make you valuable to the company.
3. **Closing paragraph:** Ask for action. A call for action takes the form of asking the recruiter to call you to arrange an interview or telling the employer that you will take the initiative to call.

Unsolicited application letter a letter in which a job-seeker introduces himself or herself and asks about job openings.

- Show some enthusiasm.
- Use the indirect approach (for persuasive messages).
- Do research that enables you to demonstrate your interest in and knowledge of the company.

Email application letter

- Include a specific and meaningful subject line.
- Keep it short and succinct. Clearly identify the position for which you are applying and make an attempt at communicating your value to the employer. Remember to ask for an interview.
- Limit yourself to the characters on a standard keyboard. Send the message to yourself to see how well it transmits before you submit your document to an employer.

Job Interviews

Before

1. Prepare in order to minimize job interview anxiety. Do advance research on the potential employer and what the job entails.
2. Become familiar with your non-verbal communication habits. Presentation style and appearance are important at interviews.
3. Dress for the job. Match your attire to the type and style of organization you are applying to by dressing in a conservative manner.
4. Anticipate what questions you might be asked.
5. Be prepared to talk about your experiences and how you handled problems.
6. Prepare several good questions to ask the interviewer. Use the information you have amassed to prepare insightful questions that will help you understand more about the company
7. Practise. Rehearse what you can.

During

1. Arrive on time or a little early.
2. Go alone.
3. Bring an extra copy of your resumé and a reference list.
4. Mind your manners.
5. Make a poised and confident first impression. Greet interviewers with a firm but not crushing handshake. Extend your hand, make eye contact, and introduce yourself.
6. Be seated when a chair is offered to you, and make sure that any small talk makes sense.
7. Listen carefully to the interviewer's questions, and don't interrupt.
8. Use correct English.
9. Concentrate. Your body language should show interest.
10. Avoid being negative.
11. Make intelligent use of your research.
12. Don't obsess over salary or benefits.
13. Don't expect an immediate response.

After

1. Follow up with a letter.
2. Consider your options carefully. Express appreciation for the offer, then ask for a day or two to decide.

Chapter 10

Business report

Business report a document in which factual information is compiled and organized for a specific purpose and audience.

Informal report a report using a letter or memo format, usually ranging from a few paragraphs to ten pages in length.

Formal report a business document of ten or more pages based on extensive research and following a prescribed format or pattern that includes elements such as a title page, transmittal or cover letter, table of contents, and abstract.

Informational report a short report that collects data related to a routine activity without offering analysis or recommending action; its three parts are introduction, findings, and summary/conclusion.

Analytical report (or recommendation report) a report that interprets and analyzes information and offers recommendations based on findings.

Periodic report an informational report that is filed at regular intervals.

One-time report a report that presents the results of a special or long-term project.

Memorandum report a short, internal report presented in memo format.

Letter report a short, external report presented in letter format.

Headings

Heading title or subtitle, usually a word or short phrase, within the body of a document that identifies its parts and gives clues to its organization.

Functional heading each of a series of generic headings that, when taken together, show a report in outline.

Descriptive head (or talking head) a heading that describes the actual content of a report and provides more information about it.

Elements of informal reports

Introductory statement : The first section in the body of a report, which provides readers with the information they need in order to understand and evaluate the report itself; it must include either the report's purpose or a statement of the problem the report addresses.

Findings : the most substantial part of a report, in which qualitative and numeric data is presented and organized by time, convention, order of importance, or component.

Summary the closing or second-last section of a report that briefly restates its main points.

Conclusions and Recommendations the closing section of an analytical or recommendation report in which specific actions are proposed to solve a problem or aid decision-making.

Visual aids materials such as charts, graphs, tables, and illustrations that present information in visually appealing ways to show trends and relationships, represent numbers and quantities, and make abstract concepts concrete.

Table a chart that presents data, usually numerical, in a compact and systematic arrangement of rows and columns.

Matrix a word table that presents qualitative information in a rectangular format or arrangement.

Pie chart a circular chart divided into sections, where each section represents a numerical proportion of the whole.

Bar chart a visual consisting of parallel horizontal or vertical bars of varying lengths, each representing a specific item for comparison.

Gantt chart a bar chart that is used to show a schedule.

Flow chart a diagram that maps out procedures, processes, or sequences of movement.

Organizational chart a diagram that shows how various levels or sectors of an organization are related to one another.

Types of informal reports

Situational reports are informational reports written in response to two specific types of non-recurring situation.

Compliance reports disclose information to governing bodies and government agencies in compliance with laws and regulations.

Incident reports a short report that documents problems and unexpected occurrences that affect a company's day-to-day operations.

Investigative report a report written in response to a request for information about a specific problem or situation.

Recommendation report an analytical report that recommends action, often in response to a specific problem.

Justification report an analytical report that justifies the need for a purchase, investment, policy change, or hiring.

Feasibility report an analytical report that evaluates whether a project or alternative is advisable and practical.

Summaries compress longer information and condense it to what management needs to know: primary ideas, conclusions, and recommendations.

To-file reports provide a permanent written record of decisions, discussions, and directives. Left on file for future reference, they summarize decisions made and list the individuals involved in making them.

Proposal a document presenting plans and ideas for consideration and acceptance by the reader.

Chapter 11

Proposal

Proposal a business document that suggests a method for solving a problem or that seeks approval for a plan.

Internal proposal a persuasive document that attempts to convince management to spend money or to implement plans to improve the organization.

External proposal a proposal issued to governmental or private industry clients outside an organization as a means of generating income.

Request for proposals (RFP) a detailed document requesting proposals and bids on specific projects.

Informal Proposal

Introduction : The introduction should offer an overview of the proposal and its scope and highlight your qualifications to do the job.

Background : The background section defines in some detail the problem you aim to solve or the opportunity you wish to address.

Proposal, Method, and schedule The proposal section details your solution to the problem. Explain (1) the products or services you are offering, (2) how the proposed method for solving the problem is feasible, (3) how your company intends to proceed with it and perform the work in the available time, (4) what special materials and resources you will use, and (5) when each phase of the project will be completed

Costs and Budget The outline of costs and the budget are key.

Staffing and qualifications : The staffing section shows that you, your team, and your company are credible and have what it takes to do the job well. You can supply additional proof of project leaders' qualifications.

Benefits : The benefits section summarizes the reasons for accepting the proposal so that the client will be motivated to action.

Request for authorization Depending on the situation, the closing request—asking for authorization to proceed.

Formal Proposal

Front matter the parts of a proposal or report that are included before the main body and contain introductory information.

Back matter : the parts of a proposal or report that follow the main body and contain supplemental information.

Cover letter or letter of transmittal : The cover or transmittal letter, bound inside the proposal as its first page, explains the proposal's purpose, major features. The letter should be addressed to the person responsible for making the final decision.

Executive summary : a synopsis of the body of a proposal or report specifying its highlights and recommendations. It is intended for decision-makers and gives the proposal's highlights in persuasive, non-technical language.

Title Page : A front-matter page of a proposal or formal report that includes the title of the document, the names of the intended recipient(s) and the author(s), and the date of submission.

Table of contents (tOc) a front-matter list of the first- and second-level headings that appear in a proposal or formal report, all of which constitute an overview of the material to follow.

List of tables/figures/ illustrations a front-matter list of the titles and page numbers for tables, figures, and other graphics included in a document.

Introduction : If the plan you are about to describe is complex, you can use the introduction not just to offer an overview but also to tell a client how the proposal that follows is organized.

Appendix a section of the back matter of a proposal or formal report in which specialized supplemental materials are archived.

References or works cited a section of the back matter of a proposal or formal report that lists, in alphabetical order, the source material cited in the text.

American Psychological Association (aPa) style a documentation system used by writers in the social and physical sciences.

Modern Language Association (MLa) style a documentation system used by writers in the humanities.

Formal Reports

Formal report an account of a major project written according to a prescribed structure defined by formal elements such as a title page, letter of transmittal, table of contents, and executive summary or abstract.

Work plan a document that defines the approach, personnel responsibilities, resource needs, and schedule for a major project.

Team writing the practice of multiple writers working together to produce a single document.

Cover
Title page
Letter of transmittal
Table of contents
List of tables
Executive Summary

Introduction
Discussion of findings
Conclusions
Recommendations

Appendix
References

Chapter 12

Oral presentation

Oral presentation an informative or persuasive speech delivered using only notes and visual aids to guide the speaker's performance.

Three types : logical (build your points sequentially), narrative (tell a story), formal (tell them what you have to say)

Analogy – comparison of similar traits between dissimilar things

Simile – comparison that includes the words *like* or *as*

Metaphor – comparison between otherwise dissimilar things without using the words *like* or *as*

Personal Anecdote – A personal story

Personalized Statistics – Statistics that relate directly to the audience

1. **Dress appropriately.**
2. **Arrive early.** Allow time before the presentation to familiarize yourself with your surroundings.
3. **Maintain good posture** and move in a relaxed, controlled, natural way
4. **Pause to collect yourself before beginning.** Adjust your notes, take a breath. Look at the audience, not at your notes.
5. **Maintain eye contact** and use it to build rapport and gauge audience interest. The eyes of your audience members are a barometer of their interest.
6. **Avoid long sentences.** Use concrete language and short, active-voice sentences that follow natural, conversational speech patterns.
7. **Speak in a clear, audible voice.**
8. Pace yourself accordingly.
9. Shape your phrasing and use inflection to give meaning and add interest.
10. **Never use slang or bad grammar.**
11. Pause briefly to collect your thoughts and create emphasis
12. Remember that you are a living, breathing human being, not a statue.
13. Bring your presentation to a close. Thank your audience and take questions.

Deal with questions

1. Listen carefully to the entire question.

2. Separate strands of complex or two-part questions.
3. Ensure your answers are long enough but not too long.
4. Don't feel you have to answer every question.
5. Never put down a questioner.
6. Be firm with overzealous questioners.
7. Stay on topic.
8. Don't start by assuming a question is hostile.
9. End by thanking the audience for their questions and feedback.

Meetings

Internal meeting a formal meeting that involves only personnel from within an organization.

External meeting a formal meeting that involves outsiders in addition to company personnel.

Formal meeting a scheduled meeting that operates according to a pre-set agenda under guided leadership for the purposes of achieving specific goals.

Informal meeting a small, sometimes unscheduled meeting that may operate without strict rules.

Groupthink the practice of thinking or making decisions as a group, whereby conformity is rewarded and dissent punished; the result of groupthink is often poor decision-making.

Meeting minutes a written record of what occurred at a meeting, who attended it, and when and where it was convened.

Groupware software designed to facilitate group work by a number of different users.

Web-conferencing synchronous web-supported communication allowing for the real-time transmission of sound and images to other locations.

Virtual meeting a meeting that uses particular software or a website to allow participants in various locations to share ideas and hold discussions in real time.

Sound bite a short, quotable extract from a recorded interview that is edited into a news broadcast.

Chapter 13

Web 2.0

Social media the interactive Internet- and mobile-based tools and applications that allow users to post and exchange information in real time, facilitating connection, collaboration, and creation of user-generated content.

Rich site summary or really simple syndication (rss) a web-based feed that publishes frequently updated information such as news headlines, blog entries, audio, and video; allows users to receive the latest alerts and updates from favourite websites or aggregate data from many sites.

Participatory culture a culture in which a person is both a consumer and producer.

Types of social media

Blog similar to a diary, a web page on which a person posts his or her writings, opinions, and/or other information, usually on a regular basis.

Social network a website (such as Facebook) that facilitates communication and interaction between two or more people by allowing them to create profiles, send messages, write status updates or posts, and share photos and videos.

Micro-blog a blog whose entries are shorter than those of a traditional blog; Twitter posts are examples of micro-blogs.

Photo- and video-sharing site : a website (such as Instagram) that allows users to post and share photos, videos, and multimedia.

Measuring social media performance

Social media analytics the gathering and analyzing of social media data, which is used to determine usage trends and measure customer interest.