

CHAPTER 1 - BUSINESS COMMUNICATION

Communicating in the digital world

(fuel career success, vital skills a digital and social-media driven workplace)

Employability skills

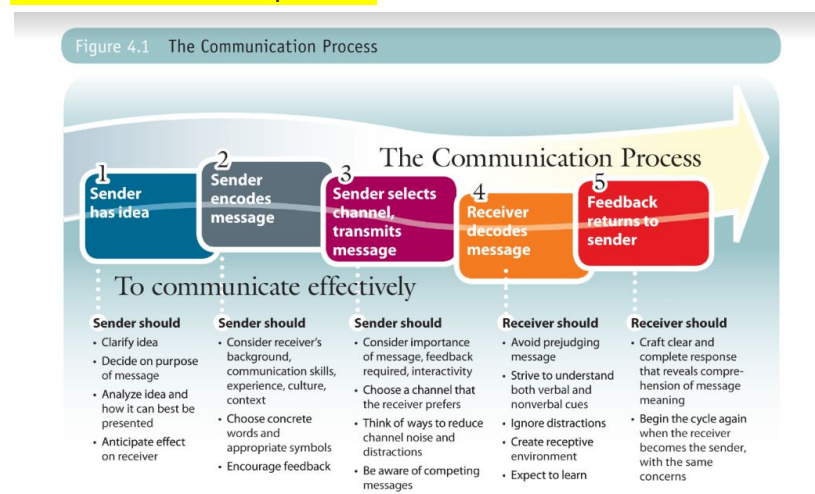
Writing skills (online media requires MORE of it NOT less.

Communication skills can be learned (Thriving in the business world depends on many factors that are not controllable.

Trends and challenges affecting you in the information age workplace

- Social Media Growth
- Word of Mouth (+ & - comments travel fast)
- New Skills (learn how to use tech effectively and properly)
- 24/7/365 availability
- Contact Anywhere
- Diversity & Distance
- Cultural Awareness and skills training (flexibility, patience and attitude)
- Flatter Organizations (fewer layers of managers)
- Communication challenge
- Independent contractors
- Growing workforce diversity
- Cooperative teams
- Multicultural society
- Gender perspective
- Communication and collaborative tech (mobile apps, social media, video conferencing, blogs, podcast, wikis)
- Older workers

The communication process



Barriers that create misunderstanding :

1. Bypassing(miss undeerstanding)
2. Lack language skills
3. distractions
4. different frames of reference

Info Flow

Media Richness

High to low : Meeting - video chat - phone - blogs/chat - letter/memo/mail - spam/news
letter/flyer/poster

Communication Effectiveness

High to low: F2F - video - audio - written - unaddressed doc

FORMAL communication channels

Downward : management → sub (policies/procedures/plans/directive/goals)

Upward: sub → management (data/feedback/suggestions/problem)

Horizontal : same level → same level(coordination/prob solve/ideas/team building)

INFORMAL

Grapevine (gossip)

Ethics

About gossip : RUN AWAY, end rumors, attack when its about you, confidence, limit info,
down bring people down

Ethical communication : Abiding the law, tell the truth, label opinion, be objective, clear
communication, inclusive language, give credit.

CHAPTER 2 - PROFESSIONALISM

COMMUNICATION NON VERBALLY

Body (eye contact, face expressions, posture, gestures)

Time / Space / Territory

Appearance (document presentation, personal appearance)

CHAPTER 3 - INTERCULTURAL COMMUNICATION

Trends fuelling globalization:

Favourable trade agreements

Emerging global middle class

advancements in transportation and logistics

growing info and communication tech

= workforce is becoming increasingly more diverse

CULTURE is...

Learned (passed down from genz)

Inherently Logical (reinforce beliefs, act as normative forces, behaviour differs)

Basis of self-identity and community(who we are and what we believe)

Combines visible + invisible (Visible : clothes, words, behaviours

Invisible: beliefs, values, biases, upbringing, feeling, fears)

Dynamic (changes overtime due to advance tech and comm, migration, disaster)

Strategies to IMPROVE Intercultural effectiveness

Building cultural self awareness(know where you are from and respect where others are)

Curbing ethnocentrism (your culture aint superior)

Understanding generalization, stereotypes and prototypes

Be open minded (empathy / patience / silence)

Saving face (image person holds in social network)

NON VERBAL intercultural comm

Deciphering body language

Increase awareness

Avoid judgement

Show support

Follow lead

IMPROVING INTERCULTURAL CONVERSATION

ORAL:

1. eye message
2. encourage accurate feedback
3. accept blame
4. listen without interrupting
5. smile when appropriate
6. follow up in writing

WRITTEN:

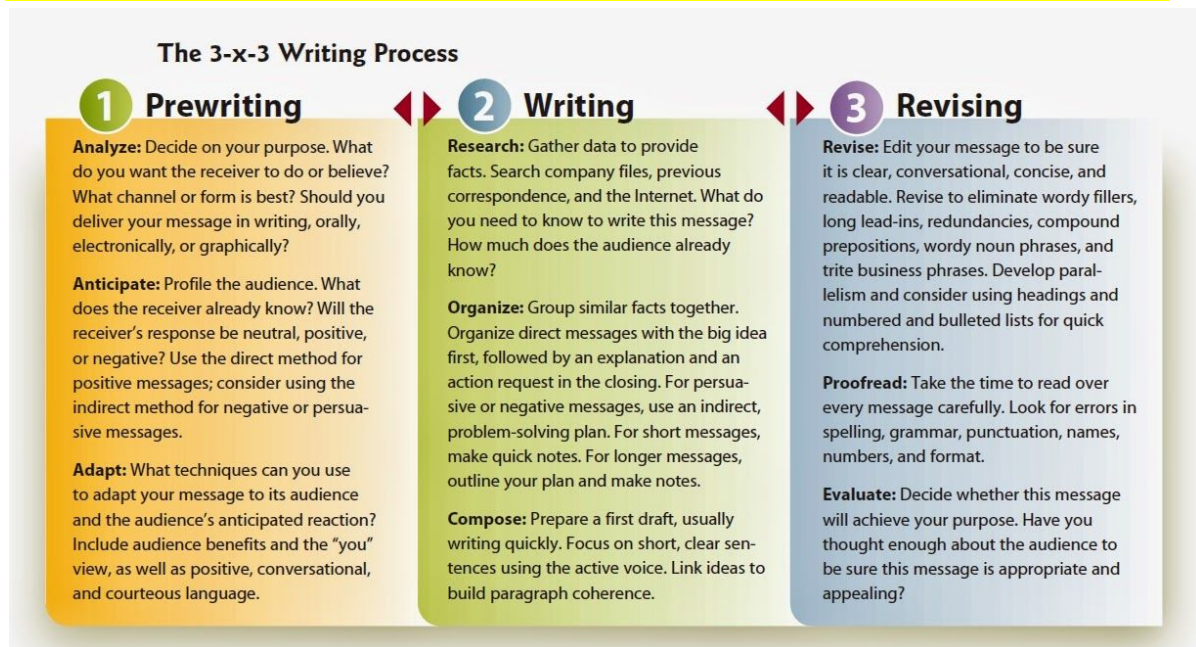
1. short sentence and paragraph
2. observe titles and rank
3. avoid ambiguous expressions
4. strive for clarity
5. use correct grammar
6. cite numbers carefully(use numbers not letters)

IMPROVING COMMUNICATION AMONG DIVERSE WORKPLACE AUDIENCE

1. seek training
2. understand value of differences
3. make fewer assumptions
4. dont assume sexuality, gender, attitude towards sensitive subjects...
5. build on similarities

CHAPTER 4 - PLAN BUSINESS MESSAGES

3X3 WRITING PROCESS (systematic way of communicating broken down into 3 phases)



PREWRITING (25%)

DRAFTING (25%)

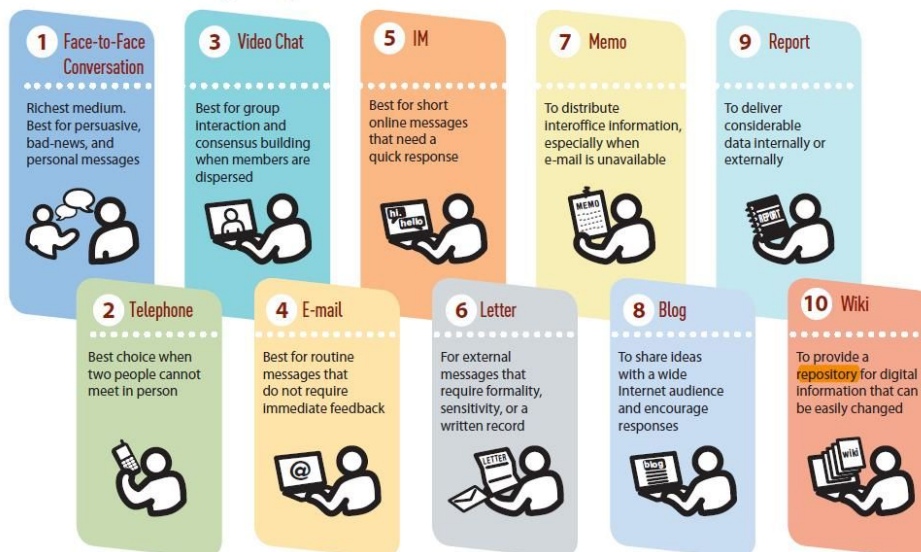
REVISING(50%)

AUDIENCE

1. Determine your purpose
2. Anticipate profiling your audience (who, what, why, how)
 - a) Primary audience (main target, purpose, position, expect response)
 - b) Secondary audience (who else? are they diff from primary?reshape? more?)
3. Select best channel:

Figure 2.5 Comparing Rich and Lean Communication Channels

Ten Levels of Richness in Today's Workplace Communication Channels—Richest to Leanest



Making the choice:

Tone / degree of formality

Importance, confidentiality, and sensitivity of message

Amount + speed required for feedback

Cost

Permanent record

Receiver preference and level of technical expertise

EXPERT WRITING TECHNIQUE (to adapt to audience)

Spotlight audience benefits (put yourself in their shoes, EMPATHY, understand receiver,

AUDIENCE FOCUS, NOT sender focus)

Develop "YOU" view (you, you're NOT we, we're)

Be conversational but professional

(Unprofessional/ low-level-diction : badmouth :(

Conversational/ middle-level-diction : criticize..... :)

Formal / high-level-diction : denigrate :/)

Be POSITIVE not NEGATIVE

Express COURTESY (avoid rudeness or giving orders like "you should do..." use "would you pls..." be helpful instead of critical)

BIAS-FREE language (ex: gender bias, racial, age, disability = NO)

Plain language + familiar words (better recognize, understand ex: use confuse instead of obfuscate)

Precise + Vigorous words (not "a change in profits" ... say "25% hike in profits)

CHAPTER 5 - ORGANIZE & DRAFT BUSINESS MESSAGES

INFORMAL research methods (for routine task, email, memo, report)

- search in your companies files
- talk with the boss
- interview target audience
- conduct informal survey(unscientific but useful)

FORMAL research methods (for long reports and complex business problems)

- access electronic sources (databases, websites, statistics)
- search manually (books, encyclopedia, magazines)
- investigate primary sources (blogs, newsfeed, social media page direct to source, focus group , questionnaires, interview)

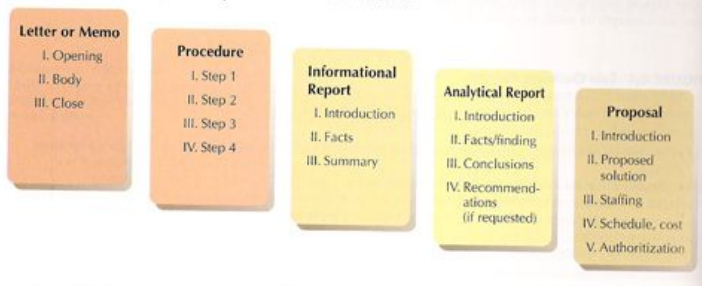
BRAINSTORMING & BRAIN WRITING

BrainSTORMING : Clarify the problem and explain background. set goals and time, requires all to contribute, quantity over quality, no criticism, note ideas, classify and rank

BrainWRITING : Define problem and explain its background. write out idea before meeting, present ideas to others, classify ideas and delete, discuss merits, vote and select.

BUSINESS OUTLINES

FIGURE 6.5 Typical Major Components in Business Outlines



DIRECT VS INDIRECT STRATEGIES (for audience)

DIRECT (NO SENSITIVE SUBJECT THAT CAN UPSET)

If pleased, interested or neutral → good news or main idea

- saves readers time
- sets proper frame of mind
- reduce frustration
- points main pt/purpose fast

(good for routine request, informational email/memo/report/oral)

INDIRECT

If uninterested, disappointed, hostile → bads news, persuasion, sensitive news

- respects feelings of audience
- facilitates fair hearing
- minimizes negative reaction (deliver news gently)

(especially used when transmitted to superiors, reveal main idea AFTER you offer explanation and evidence)

EFFECTIVE SENTENCES (4 types)

1. Simple (complete thought) ex : The entrepreneur saw an opportunity.
2. Compound (2 complete related thoughts) ex: She saw AND responded
3. Complex (independent thought + dependant thought) ex : When she saw, she responded
4. Compound-Complex (at least 2 independent clauses) ex : When she saw, she respond; however she need...

AVOID

1. FRAGMENTS, RUN-ON, AND COMMA SPLICE (combine 2 independent thoughts with comma)

FAVOR

1. SHORT sentences

EMPHASIZE

1. Important IDEAS
 - a) use vivid words
 - b) label main idea
 - c) place important idea 1st or last
 - d) main idea under spotlight
 - e) de-emphasize when necessary

ACTIVE VOICE VS PASSIVE VOICE

Active : Actor → Action ex: Tony must make a pizza

Passive : Receiver ← Action ex : A pizza must be made by Tony

PARALLELISM (balanced sentences use similar structures to express similar ideas)

ESCAPE DANGLING / MISPLACED MODIFIERS (when word described is missing from its sentence)

Building well-organized PARAGRAPH

1. Topic sentence (primary idea)
2. Supportive sentence(illustrates, strengthens, explain main idea)
3. Limiting sentence(oppose primary idea, suggest contrast)

COHERENCE

- a) sustain key idea
- b) dovetailing sentences
- c) include pronouns (we, they, those)
- d) transitional words

CONTROL LENGTH

READABILITY

- a) white space
- b) margins + align
- c) typefaces
- d) font + size
- e) bullet/number list for quick comprehension

ADD HEADINGS FOR VISUAL IMPACT

CHAPTER 6 - REVISE (STEP 3 of 3X3)

- POLISH MESSAGE (CONCISE ,giving a lot of information clearly and in a few words; brief but comprehensive)
- REMOVE EXCESS EXPRESSIONS (feel free to → please \ in the event that → if)
- AVOID LONG LEAD-INS (be direct)
- OMIT is/are or is/was fillers(UNNECESSARY, delay point)
- REJECT REDUNDANCIES (combined together → combined)
- EDIT EMPTY WORDS (the fact, case, degree, instance)

MICROBLOGGING & CONCISENESS

Microblogging : short messages exchanged on social media networks (fb, twitter, ig)

Enterprise microblogging : Use platforms to collaborate, share info and communicate(useful but some companies prefer internal confidentiality and security)

Tweets : only main idea, concise words, personalize, draft, clear, correctness

IMPROVE MESSAGE CLARITY

- keep it short and simple
- slash trite business phrases (every effort will be made → we will try)
- cut clichés (below the belt, easier said than done, good to go = NO NO)
- NO slang words
- rescue buried verbs (make the assumption that → assume)
- eliminate intensifiers (definitely, totally, actually, absolutely = NO NO)

PROOFREADING (to catch errors)

(errors affect credibility and success of organization)

Check : spelling, grammar, punctuation, names, numbers, format

Complex Docs : slow, perfect, print copy, twice, time

EVALUATE EFFECTIVENESS OF MESSAGE

(best way to judge is through feedback)

CHAPTER 7 - SHORT WORKPLACE MESSAGE + DIGITAL MEDIA

EMAILS (appropriate for short, informational messages that request info + response to inquiry)

(some say its outdated, inefficient, too slow, people complain cause its not done well)

- not a substitute for F2F or telephone (not as enthusiasm, warm or complex situation)
- can be cover doc of longer attach

Figure 7.1 Formatting an E-Mail Message That Makes a Request



1. Draft compelling subject line
 - summarize main idea
 - labels
 - avoid empty
2. Include greeting
3. Begin with strong opening
 - state purpose for writing
 - highlight questions
 - supply info directly
4. organize body for readability and tone
 - explain details
 - enhance readability
 - apply document design
5. close effectively
 - request action

- provide goodwill statement or thought
- avoid clichés (avoid classic ex: ty for your coop, if more q's dont hesitate ask)
-

EMAIL (highlight parts)

Provides concise, clear subject line and REQ to remind receiver that a response is required

Opens with receiver's name and greeting to express friendliness and to mark the beginning of the message

Uses bullets to improve readability

Closes with full contact information

Tips for Formatting E-Mail Messages

- After *To*, insert the receiver's electronic address. In most e-mail programs, this task is automated. If done manually, enclose the receiver's address in angle brackets.
- After *From*, type your name and electronic address, if your program does not insert it automatically.
- After *Subject*, present a clear description of the message.
- Insert the addresses of anyone receiving courtesy or blind copies.
- Include a salutation (*Liz; Hi, Liz*) or honorific and last name (*Dear Ms. Sommer*), especially in messages to outsiders.
- Double-space (skip one line) between paragraphs.
- Do not type in all caps or in all lowercase letters.
- Include full contact information in the signature block.

MEMOS/MEMORANDUM (largely replaced by emails)

Use memo for internal messages that are....

- too long for email
- require permanent record
- demand formality
- inform employees who may not have access to email

(in a organization, memos deliver changes in procedures, instructions, and reports)

MEMO

Memorandum

To: Wagner Students
From: The Writing Tutors
Date: August 19, 2010
Re: Memo-Writing Guidelines

The purpose of this memorandum is to provide you with some guidelines for writing effective memos. Writing a professional memo is very different from writing a research paper. Although the details may vary somewhat depending on the memo's purpose and intended audience, these general guidelines should serve you well in virtually any context.

Begin by stating the purpose of your memo. The first sentence should identify the problem you are trying to solve or remind the reader of your assigned task. Effective ways to begin the first sentence include: "The purpose of this memo is..." or "In response to your request, this memo provides recommendations on..."

Summarize your conclusions in the introductory paragraph. A memo is not a mystery novel, nor is it a joke—do not wait until the end to deliver the punch-line! Since your reader may be too busy to read the entire memo, you must get your main point across immediately. Journalists refer to this style of writing as an "inverted pyramid"—the most important information appears at the top and is followed by less important details, so that the reader can leave the story at any time and still understand the main point.

State the basis for your conclusions in the introductory paragraph. Briefly summarize the considerations you took into account or the methodologies you used to arrive at your conclusions. For example, you might explain that your recommendations are "based on analysis of leading theories on education policy as well as empirical evidence on student performance in charter schools."

SIMILARITIES EMAIL & MEMO (4)

1. Carry nonsensitive information
2. Have guide words for a subject line, date, sender, and receiver
3. Should be organized with headings, lists, etc.
4. Close with action, deadlines, summary of message, and closing thought

WORKPLACE MESSAGE TEXTING

Instant messaging (IM) : Enables two or more individuals to use the Internet or intranet to "chat" in real time by exchanging brief texts. Is exchanged between two computers that are linked by servers and/or Web based (e.g., Google Talk, Skype, Facebook Chat)

Text messaging : Means for exchanging brief messages in real time using smart devices

Benefits of IM and Texting

- Real-time communication with colleagues anywhere in the world
- Low-cost substitute for voice calls, delivering a message between private mobile phone users quietly and discreetly
- User knows right away whether message delivered; avoids phone tag
- Co-workers can locate each other online ("presence functionality")

Risks of IM and Texting

- IM could be a work distraction.
- Fear that employees will reveal privileged company information and records
- The employer must ensure employees abide governing provincial legislation.
- Companies worried about phishing (fraudulent schemes), viruses, malware, and spam (IM spam)
- Messages can become evidence in lawsuits.

DO: adhere to company policies at all times, organize contacts, update presence status

DONT: text and drive, disclose sensitive info, harassment, inappropriate photo/video, chitchat, slang, spelling errors

TEXTING : 1) timing 2) introduce identity 3) address correct person 4) express NO sad news or sensitive business 5) responding but dont expect imidiate response

PODCASTS & WIKIS

Podcasts can be used to send audio and video messages that do not require a live presence.

- Common in news and education
- Can be downloaded to a computer, smartphone, or MP3 player
- Can broadcast repetitive information requiring no interaction; can replace teleconferencing
- Features on media websites and company portals
- Can include short commercial segments

Webcasts allow users

- To create Web content;
- To interact with businesses and each other; and
- To review products, self-publish, or blog.

Collaborating With Wikis

- Feature of the interactive, participatory
- Allow multiple users collectively to create, access, and modify documents (wikipedia)
- Capitalize on crowdsourcing
- Eliminate the problem of version confusion
- Enhance reputation of expert contributors

4 USES OF WIKIS

The global wiki

For companies with a global reach, a wiki is an ideal tool for information sharing between headquarters and satellite offices. Far-flung team members can easily edit their work and provide input to the home office and each other.

The wiki knowledge base

Teams or departments use wikis to collect and disseminate information to large audiences creating a database for knowledge management. For example, human resources managers may update employee policies, make announcements, and convey information about benefits.

Wikis for meetings

Wikis can facilitate feedback from employees before and after meetings and serve as repositories of meeting minutes. In fact, wikis may replace some meetings yet still keep a project on track.

Wikis for project management

Wikis offer a highly interactive environment for project information with easy access and user input. All participants have the same information, templates, and documentation readily available.

Blogging for Business

- Website with journal entries usually written by one person, have the potential to reach a far-flung, vast audience.
- Businesses keep customers and employees informed and interact with them.
- Invite spontaneous consumer feedback faster and more cheaply than conventional research.

Purpose of blogs : Public relations - Customer relations - Crisis communication - Market research and viral marketing - Online communities - Internal communications - Recruiting

8 BLOG TIPS

1. Craft a catchy but concise title.
2. Ace the opening paragraph.
3. Provide details in the body.
4. Consider visuals.
5. Include calls to action.
6. Edit and proofread.
7. Respond to posts respectfully
8. Learn from the best (visit popular blogs)

CHAPTER 8 - POSITIVE MESSAGES

BUSINESS LETTERS : 1) Permanent record 2) Confidential 3) Persuasive (change actions, adopt new beliefs, contribute...)

DIRECT LETTER

The diagram shows a direct letter from Queen's Avenue Veterinary Hospital. Labels on the left point to specific parts of the letter:

- Letterhead**: Points to the hospital's logo and name: **QUEEN'S AVENUE VETERINARY HOSPITAL**, 180 Glenora Avenue, Victoria, BC V8T 3M1.
- Dateline**: Points to the date: **September 15, 2016**.
- Inside address**: Points to the recipient's address: **Mr. and Mrs. Michael Moreno**, 1235 Gladstone Avenue, Victoria, BC V8T 1G5.
- Salutation**: Points to the greeting: **Dear Mr. and Mrs. Moreno:**
- Optional subject line**: Points to the subject: **Subject: Welcome to Queen's Avenue Veterinary Hospital!**
- Body**: Points to the main text of the letter, which includes a welcome message, information about the hospital's accreditation (CVMA), and a call to action for a physical examination.
- Complimentary close**: Points to the closing: **Sincerely,**
- Organization name**: Points to the hospital's name: **QUEEN'S AVENUE VETERINARY HOSPITAL**
- Author's name**: Points to the signature: **Laura M. Bernstein, DVM**
- Reference initials**: Points to the initials: **LMB:ccl**

WRITING REQUESTS (IF u think positive, main idea first)

1. Polite command opening (ask question or summary statement)
2. Provide details (request info or action)
3. Close w/ appreciation + call for action (thks, connect to benefits, how info will help u, make easy to comply)

RESPONDING TO REQUESTS:

1. Subject Line(recognize topic immediately)
2. Opening (deliver info the reader wants, avoid “I am responding to email from 01/12/19 → Here is the info u wanted about...”)
3. Body (explain + additional info)
4. Closing (refer to info provided or to its use, avoid i i can be of further help → the attached list summarizes, we wish you well in ...)

REACTING TO CUSTOMERS COMMENTS ONLINE (important to get feedback on cmpany)

- BE POSITIVE (friendly, dont argue)
- BE HONEST (own up to problem)
- BE TRANSPARENT (state your name + position)
- BE HELPFUL (follow up + point to other helpful sources)

INSTRUCTION MESSAGE

1. OPENING (explain necessity of procedures)
2. STEP-BY-STEP instructions (divide steps, list in right order, number them, use imperative/command mood instead of indicative.

INDICATIVE MOOD: The first step involves downloading the app.

IMPERATIVE MOOD: Download the app first.

3. Closing (tie instructions to benefit)

REMEMBER : Polite Subject Line (please) - Action Verbs (imperative) - Parallelism

(comprehend quick, professional , efficient) - Positive Tone(explain changes, suggest benefits)

DIRECT CLAIMS & COMPLAINTS

(not everything always goes according to plan)

Claim : when customers must write to identify or correct a wrong

1. OPENING
 - use a compliment, point of agreement, statement of the problem, or a clear statement of what you want done.
 - When the remedy is obvious, state it immediately
 - When the remedy is less obvious, explain your goal:
2. BODY
 - Explain the problem and justify your claim.
 - Provide details objectively and concisely.
 - Don't ramble. Be organized and coherent.
 - Avoid becoming angry or trying to fix blame.
 - Include names of individuals and dates of previous actions.

3. CLOSING

- Concluding a claim with an action request
- End courteously with a tone that promotes goodwill and summarizes your action request.
- Request specific action, including end date, if appropriate.

POSTING ONLINE REVIEWS/COMPLAINTS

1. Establish your credibility
2. Check posting rules.
3. Provide balanced reviews.
4. Consider the Web's permanence.
5. Embrace transparency.
6. Accept offers to help.
7. Refuse payment for favourable critiques.

ADJUSTMENT MESSAGES

1. OPENING

- When approving a customer's claim, **announce the good news (adjustment) immediately (prove you are complying w/ message)**
- Do not begin your letter with a negative statement.
- Avoid sounding grudging or reluctant.

2. Body

- Explain how you are complying with the claim.
- Strive to win back the customer's confidence; explain what went wrong (if you know) and how it will be fixed.
- Apologize if it seems appropriate, but be careful about admitting responsibility.
- Check with your boss or legal counsel first.
- Focus on how the problem occurred and how you can prevent it in future.
- Avoid negative language (trouble, regret, fault).
- Don't blame the customers—even if they are at fault.
- Don't blame individuals or departments in your organization. It sounds unprofessional.
- Don't make unrealistic promises you can't keep.

3. CLOSING

- End positively by expressing confidence in the solution and product.
- Show appreciation that the customer wrote to you.
- Express appreciation for the customer's business.
- Refer to your desire to be of service.

GOODWILL MESSAGES (5Ss)

Selfless: Focus solely on the receiver.

Specific: Mention specific incidents or characteristics of the receiver.

Sincere: Show genuine feelings.

Spontaneous: Keep the message fresh and enthusiastic.

Short: Try to accomplish your purpose in only a few sentences.

Saying Thank You

- Open directly with the purpose of the message.
- Ensure every sentence relates to the receiver and offers enthusiastic praise.
- Make the letter sound warm and conversational by using contractions + receiver name.

REPLYING TO GOODWILL MESSAGE

- Helps form professional and personal bonds
- Send a brief note expressing your appreciation.
- Tell the receiver how good the message made you feel.
- Accept praise gracefully. Avoid minimizing your achievements with comments suggesting you didn't deserve the praise: I'm not really that good.

Expressing Sympathy

- Refer to death or misfortune sensitively, using words that convey understanding.
- Praise the deceased in a personal way.
- Offer assistance without going into excessive detail.
- End on a reassuring, forward-looking note.
- Write e-mail messages only if you are sure the message won't get lost.

(in expressing thks + gratitude or responding to goodwill, handwritten notes are always better)

CHAPTER 9 - NEGATIVE MESSAGES

COMMUNICATING NEGATIVE NEWS EFFECTIVELY

1. Explain clearly and completely (readers should understand or accept)
2. Project a professional image (stay calm, polite language, clear explanation)
3. Convey empathy and sensitivity (less bad feelings, when appropriate accept blame + sorry)
4. Be fair (show u are impartial + rational)
5. Maintain friendly relations (demonstrate desire to keep relationship, regain confidence)

AVOID LEGAL LIABILITY

- a) ABUSIVE LANGUAGE (harms, attacks person reputation)
- b) CARELESS LANGUAGE (potentially damage, easily misinterpreted)
- c) GOOD-PERSON SYNDROME (statements that ease your own conscience to make u look good ex: I thought you were an excellent candidate, but we had to hire ...

(As an agent of the organization, express only the views of the organization.)

Negative DIRECT Strategy (saves time + preferred cuz more professional & more ethical)

- a) When the bad news is not damaging (price goes up)
- b) When the receiver may overlook the bad news (new policy)
- c) When the organization or receiver prefers directness (internal announcement)
- d) When firmness is necessary

Negative INDIRECT Strategy (easier for bad news to be broken gradually)

- a) When the bad news is personally upsetting (fired, GIVE REASONS FIRST)
- b) When the bad news will provoke a hostile reaction (angry, BEGIN W/ BUFFER)
- c) When the bad news threatens the customer relationship
- d) When the bad news is unexpected (cautious, REASONS FIRST)

(BENEFIT TO SANDWICH - & + NEWS BETWEEN STATEMENTS, BALANCE)

COMPOSING EFFECTIVE NEGATIVE NEWS (INDIRECT STRAT)

1. OPENING : BUFFER (Device to reduce chock of pain)

(Best news - Compliment - Appreciation - Agreement - Facts - Understanding)

Begin neutral and meaningful so reader keeps reading, stay relevant, provide natural transition

- dont raise false hope
- give compliments
- be ready to apologize

2. APOLOGY (if you or company made mistake)

(Sincere - Accept responsibility - use good judgement)

THE 5Rs

Recognition: Acknowledge the specific offence.

Responsibility: Accept personal responsibility.

Remorse: Embrace "I apologize" and "I am sorry."

Restitution: Explain what exactly you will do about it.

Repeating: Promise it won't happen again and mean it.

3. EMPATHY

4. REASONS

- Explaining clearly (be specific if not confidential or legal)
- Citing reader or other benefits (IF PLAUSIBLE)
- Explaining company policy (care about reader)
- Choosing positive words (keep attention)
- Showing fairness and serious intent
- Explain clearly why the request must be denied, without revealing the refusal.
- Show how your decision benefits the receiver or others, if possible.
- Explain company policy without using it as an excuse.
- Pick + words. Avoid - words such as cannot, claim, denied, error, failure, or unwitting.
- Show that the matter was treated seriously and fairly.

5. CUSHION THE BAD NEWS

- Position the bad news strategically—SANDWICH it between other sentences.
- Subordinate the bad news (Although we can't lend our equipment, we wish you well...)
- Use the passive voice (Although our equipment can't be lent ...)
- Accentuate the positive by describing what you can do, not what you can't do.
- Consider implying the refusal, but be sure it is clear.
- Suggest a compromise or an alternative, if available.

6. CLOSING

- Forward look (anticipate future relation or business)
- Alternative option(advice)
- Good wishes(appreciate interest of reader)
- Freebies(if complaint, offer gift to regain confidence)
- Resale information(if not devastating)
- Sales promotion(future, further info)

(AVOID If you have any more concerns...)

TYPES OF NEGATIVE NEWS

The INDIRECT pattern works well for..

- Rejecting requests for favours, money, information, and action;
- Declining invitations;
- Handling problems with orders;
- Announcing rate increases; and Denying claims.

DIRECT pattern works well when orders can't be filled.

DEAL W/ DISAPPOINTED CUSTOMER PRINT + ONLINE

- Call or e-mail the individual involved.
- Reply to online posts within 24 hours.
- Describe the problem and apologize.

Explain

- Why the problem occurred,
- What you are doing to resolve it, and
- How you will prevent it from happening again.
- Follow up w/ message that documents the phone call or acknowledges online posts.

MANAGING NEGATIVE NEWS ONLINE

1. Recognize social networks as an important communication channel.
2. Become proactive. (listen to customers + receive advice on how to improve)
3. Join the fun. (fb, twitter, youtube, linkedin, INTERACT W/CUSTOMERS)
4. Monitor comments. (monitor traffic, respond immediately)

HANDLING PROBLEMS W/OTHERS

Rate Increases & Price Hikes

Can be volatile and may incite customer outrage. With skills, explain reasons + hook benefits, and help customer understand why the rate increase is necessary

DENYING CLAIMS (p.223)

(customer might request something you cant grant or entitle to them, may misunderstand warranties and be unreasonable)

- Emotionally involved customers, very challenging, adopt right tone
- dont blame customer
- Avoid "YOU"
- use neutral, objective language + explain refusal
- consider offering resale info to rebuild customers confidence

Dear Ms. Trumbo:

We're happy to learn that you are enjoying the use of the Canon X1000 colour copier you've been leasing for the past 16 months.

Like our many other customers, Ms. Trumbo, you have discovered that Canon copiers supply remarkable versatility and reliability. One of the reasons we're able to offer these outstanding copiers at such low leasing rates and equally low purchase prices is that we maintain a slim profit margin. If our program included a provision for applying lease payments toward purchase prices, our overall prices would have to be higher. Although lease payments cannot be credited toward purchase price, we can offer you other Canon models that are within your price range. The Canon 600 delivers the same reliability with nearly as many features as the top-of-the-line Canon X1000.

Please let us demonstrate the Canon 600 to your staff in your office, Ms. Trumbo. Our representative, Seth Simmons, will call you during the week of May 5 to arrange an appointment.

Sincerely,

MANAGING BAD NEWS WITHIN AN ORGANIZATION

(interpersonal bad news to your boss, or confront employee about incompetence)

1. Buffer the opening with any good news.
2. Provide reasons for bad news.
3. Deliver bad news in person.
 - Gather all information. (cool down, collect facts 1st)
 - Prepare and rehearse (to be coherent and confident)
 - Explain: past, present, future. (cause, current situation, outcome/consequence)
 - Consider taking a partner
 - Think about timing. (dont do it if person already sad)
 - Be patient with the reaction (give time to vent)
4. Close positively.

REFUSING WORKPLACE REQUESTS:

- Buffer the bad news (e.g., with sincere praise, generous compliments).
- Provide reasons for the refusal.(middle paragraph, focus of positive elements)
- Deliver bad news either directly or imply the bad news.
- Close positively with a qualified alternative.(express gratitude)

BAD NEWS TO EMPLOYEE & PUBLIC (3x3)

Prewriting: 1) Analyze the purpose of the Internet blog

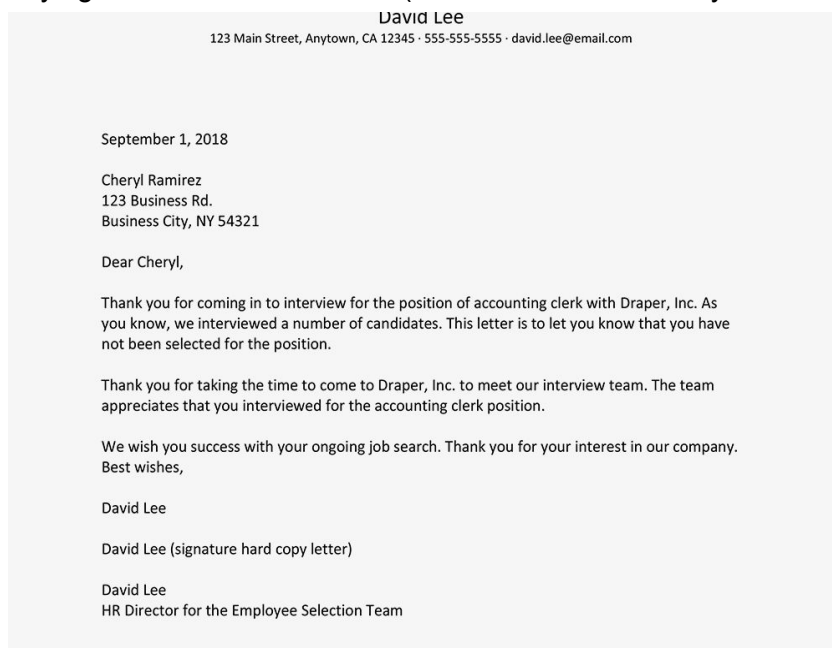
2) Anticipate your audience's reaction.

3) Adapt the message to the company intranet to disseminate internal news.

Blog Post Draft: Collect facts - compose 1st draft

Revising: Upbeat buffer - smooth transition to reasons - embedded bad news - positive closing - kind approach

Saying No To Job Candidates (switch 2nd and 1st so ty is before let u know no)



CHAPTER 10 - PERSUASIVE & SALES MESSAGES

Persuasion :

- Is a symbolic process
- Is self-persuasion
- Requires free choice
- Involves an attempt to influence
- Involves transmitting a message

Establish credibility - Avoid sounding preachy or parental.

- Make a reasonable specific request - Soften your words when persuading upward.
- Tie facts to benefits. - Don't pull rank - Recognize the power of loss.
- Avoid making threats - Expect and overcome resistance Be enthusiastic.
- Share solutions and compromise - Be positive and likeable.
- Maintain credibility and respect by being honest, fair, and objective.

AIDA

Attention : Summary prob, reader benefit, compliment, related facts, stimulating question (OPENING)

Interest : Facts, expert opinions, examples, specific details, DIRECT & INDIRECT BENEFITS (BODY)

Desire : Reduce resistance, anticipate objections, counter arguments, what if? demonstrate competence, show value of proposal (BODY)

Action : describe specific REQUEST, confidence, make action easy to take offer incentive or gift, no excuses, repeat main benefits (CLOSING)

CHAPTER 11 - REPORTING IN THE WORKPLACE

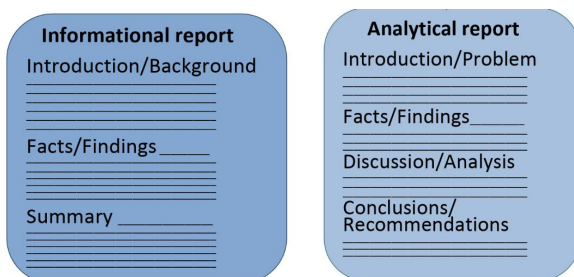
INFORMAL REPORTS : Reports that present data without analysis or recommendation.

Collect & Organize facts, no explanation. ex: routine operations, policies, procedures

FORMAL REPORTS : Reports that provide data or findings, analyses, and conclusions are analytical. + recommendation if necessary. Intend to persuade readers to act or change.

DIRECT STRATEGIES if...

1. Readers are informed
2. Readers are eager to have results
3. Readers are supportive



INDIRECT STRATEGY if...

1. Readers need to be educated
2. Readers need to be persuaded
3. Readers may be disappointed or hostile

*****ANALYTICAL*****

Formal writing style

- No first-person pronouns; use third person
- Absence of contractions
- Use of passive-voice verbs
- Complex sentences; long words
- Absence of humour
- Reduced use of colourful language
- Elimination of editorializing

Informal writing style

- Use of first-person pronouns
- Use of contractions
- Emphasis on active-voice verbs
- Shorter sentences; familiar words
- Occasional use of humour, colourful speech
- Acceptance of author's opinions and ideas

FORMATS

★ **LETTER** : Short informational reports, address outside org

★ (Date, inside address, salutation, complimentary close)

★ **MEMO** : attached to email, posted online, or embedded in the body of an email. For short informal reports that stay within org, begin w/ essential background info + standard headings (Date, To, From, Subject)

**** Memo reports are DIFFERENT from NORMAL MEMORANDUMS!!!!
(length, headings, deliberate organization) often online pdf, nor paper

★ **EMAIL**

★ **MANUSCRIPT** : for longer formal reports, printed , without letterhead or memo form, can be pdf (TITLE, systematic displayed headings/subheadings)

WORKPLAN FOR FORMAL REPORT :

Statement of Problem

Statement of Purpose

Research Strategy(sources, data collecting)

Tentative outline

Work Schedule

SECONDARY SOURCES

(PRINT) Books: card catalogue, online catalogue

Periodicals: print indexes, electronic indexes

(ELECTRONIC) Electronic databases: ABI/INFORM, Factiva, EBSCO

Web search tools: Google, Bing, Yahoo. Search, Ask.com,

Useful Internet Search Techniques:

- Use two or three search tools.
- Know your search tool.
- Understand case sensitivity.
- Use nouns as search terms and up to eight words in a query.
- Combine keywords into phrases.
- Omit articles and prepositions.
- Use wildcards.
- Bookmark the best sources.

Credibility of Web Sources:

- Evaluating Web sources
- How current is the information?
- How credible is the author or source?
- What is the purpose of the site?
- Do the facts seem reliable?

Primary Research : Surveys, Interviews, Observation, Experimentation

CHAPTER 12 - INFORMAL BUSINESS REPORTS

- Table: systematic columns and rows
- Measures of central tendency
- Mean: arithmetic average
- Median: middle point in a range of values
- Mode: most frequent value
- Correlation: relationships between variables
- Grid: boxes of rows and columns to sort data
- Decision matrix: grid that allows comparison among weighted criteria

DIFFERENCE BETWEEN CONCLUSION & RECOMMENDATION

Conclusions : Explain what the problem is.

- Summarize and explain the findings.
- Explain what the problem is.
- Represent the heart of the report.
- Present sensible analysis without exaggerating or manipulating data.
- The goal is to remain objective.

Recommendation : Explain how to solve that problem.

- Are always of the result of prior logical analysis,
- Tell how to solve the problem,
- Should be specific and practical,
- Should provide details on how to implement suggestions,
- Should be written as a commands, and **AVOID** hedging words, such as *maybe* and *perhaps*.

ORGANIZING DATA

(Reader comprehension, not writer convenience, should govern report organization))

Time (chronology)

Component (Arrange data by classifications: location, geography, division, product, or part.)

Importance (Order data from most important to least important, or vice versa.)

Criteria (Arrange data by evaluative categories)

Convention (Organize data according to prescribed categories) ex: bckgrnd, problem, solution

PROVIDING THE READER CUES

(Intro, Transitions, Headings)

- a) FUNCTIONAL HEADINGS (Background, Findings, Costs, Conclusion)
- b) TALKING HEADINGS (Survey Shows Support of Environment)
- c) COMBINATION HEADINGS (asf hdf : ahf imje)

INFORMATIONAL REPORTS

1. Intro (identify report + purpose + overview + backgrnd detail)
2. Body (facts, findings, organized + add headings + informational, conversational writing style, formal tone)
3. Summary/conclusion (review points)

ANALYTICAL REPORTS

1. Intro (explain why u writing, limits, methodology, significance, summary conclusions)
 2. Findings (pros and cons, evaluate alternatives, support w/ proof + tables, graphs)
 3. Conclusions/recommendation (justify, highlights, explain action)
- a) Justification/recommendation reports (**DIRECT OR INDIRECT**)
 - Make recommendations to management.
 - Provide data to solve problems and make decisions.
 - b) Feasibility reports
 - Analyze problems and predict whether alternatives will be practical or advisable.
 - c) Yardstick reports
 - Establish criteria and evaluate alternatives by measuring against "yardstick" criteria.

Direct Strategy

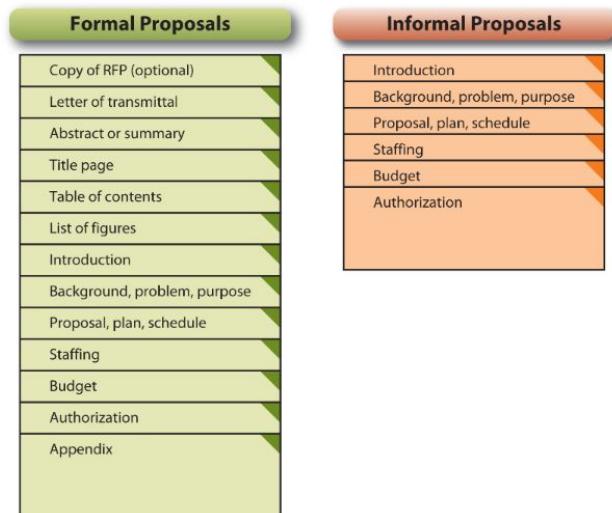
- Identify the problem or need briefly.
- Announce the recommendation, solution, or action concisely with action verbs.
- Explain more fully the benefits of recommendation or steps to solve problem.
- Include a discussion of pros, cons, and costs.
- Conclude with a summary specifying the recommendation and action to be taken.

Indirect Strategy

- Make general reference to the problem (not recommendation) in the subject line.
- Describe the problem or need fulfilled by recommendation (statistics, and/or quotes)
- Discuss alternative solutions, beginning with least likely.
- Present the most promising alternative last.
- Show that the advantages of recommendation outweigh the disadvantages.
- Summarize your recommendations + Ask for authorization to proceed.

CHAPTER 13 - PROPOSALS, BUSINESS PLANS & FORMAL BUSINESS REPORTS

Figure 13.1 Components of Informal and Formal Proposals



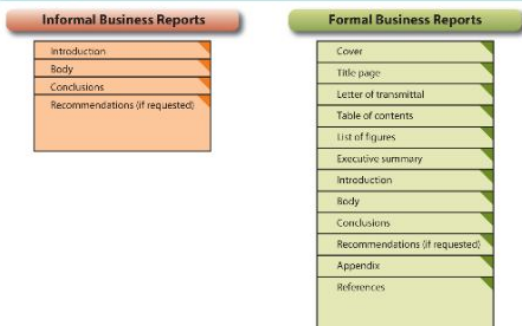
GRANT PROPOSAL : Formal proposal submitted to gov that explains a project, outline is budget, requires \$ in from of grant.

CREATING EFFECTIVE BUSINESS PLAN

- Is critical for securing financial support of any kind;
- Description of a proposed company that explains how it expects to achieve its marketing, financial, and operational goals;
- Will likely secure the funds it needs if it is well-written.
- Enthusiam + dedication

1. Letter of transmittal
2. Mission statement
3. Executive summary
4. TOC + company description
5. Product of service description
6. Market/financial analysis
7. Appendix
8. Reference

Figure 13.3 Components of Informal and Formal Reports



Executive Summary

Look for strategic words and sentences.

Prepare an outline with headings.

Fill in your outline.

Begin with the purpose.

Follow the report sequence.

Eliminate nonessential details.

Control the length.

CHAPTER 14 - PRESENTATIONS

Types of Business Presentations

- a) Briefing: concise overview or summary of an issue, a proposal, or a problem
- b) Report: progress, status, convention, and similar oral reports
- c) Podcast: an online, prerecorded audio clip delivered over the Web
- d) Virtual: use tech to accomplish task online w/ others
- e) Webinar : web based, w/ or w/out video
 - KNOW YOUR PURPOSE
 - KNOW YOUR AUDIENCE (age, gender, education, knowledge)
 - 4 audiences (friendly, neutral, uninterested, hostile)

Making Calls Professionally

Be brisk if you are rushed. Identify yourself immediately.

Be cheerful and accurate. Be responsive and helpful.

Bring professional and courteous. Practise telephone confidentiality.

Bring the call to a close. Take messages carefully.

Avoid telephone tag. Leave the line respectfully.

Leave complete voice mail messages.

Receiving Calls Professionally

Using Smartphones for Business

Be courteous to those around you.

Observe wireless-free quiet areas.

Speak in low, conversational tones.

Take only urgent calls.

Drive now, talk later.

Choose a professional ringtone.

Text with caution.

Voicemail On the caller's end

On the receiver's end

Don't overuse voice mail.

Prepare a professional, concise, friendly greeting.

Respond to messages promptly.

Plan for vacations and other extended absences.

On receiver end

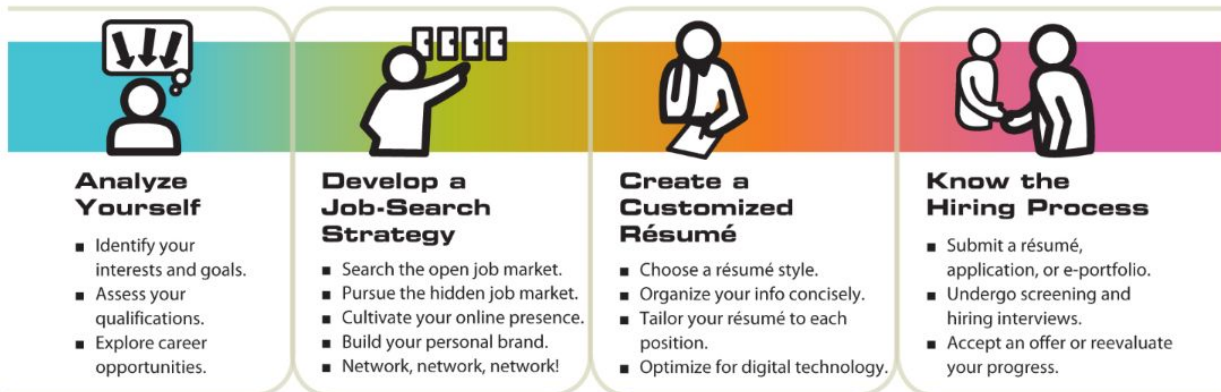
Be prepared to leave a message.

Leave a concise, thorough message.

Speak slowly and be articulate.

Be careful with confidential info

Figure 15.1 Job Searching in the Digital Age



FUNCTIONAL RESUMÉ

- Focuses on candidate's skills rather than on past employment
- Groups skills and accomplishments in special categories
- Works for people who frequently change jobs or new graduates with no related employment experience

Why Create a Career E-Portfolio?

- Demonstrate your technology skills.
- Support and extend your résumé.
- Present yourself in a lively format.
- Make data instantly accessible.
- Target a specific job.

Relevant course work

Updated résumé and cover message

Real work examples

Recommendations

Images, links, or whatever showcases your skills

COVER MESSAGES

Gain attention in the opening: Solicited jobs

Refer to the name of an employee in the company.

Refer to the source of your information precisely.

Refer to the job title and describe how your qualifications meet the requirements.

Gain attention in the opening: Unsolicited jobs

Demonstrate an interest and knowledge of the reader's business.

Show how your special talents and background will benefit the company.

Promoting Strengths in the Body

Demonstrate how your background and training fulfill the job requirements.

Choose your strongest qualifications and show how they fit the targeted job.

Avoid repeating specific data from your résumé.

Refer to your résumé.

Motivating Action in Closing

Ask for an interview. Consider hooking the request to a statement reviewing your strongest pts
Make it easy to respond. Tell when you can be reached (during office hours). Some recruiters prefer that you call them.

CHAPTER 16 - INTERVIEW & FOLLOW UP

INTERVIEW PURPOSE:

- To convince the employer of your potential
- To find out more about the job and the
- company
- To expand on the information in your
- résumé

Types of Employment Interviews

- Screening interviews
- One-on-one interviews
- Hiring and placement interviews
- Panel interviews
- Group interviews
- Sequential interviews
- Stress interviews
- Online, video, and virtual interviews

BEFORE INTERVIEW

- Ensuring professional phone techniques
- Make sure your outgoing answering machine message is concise and professional; no distracting background noise.
- Tell those who might answer your phone about your job search.
- Prevent children from answering the phone.
- Don't answer your cell phone unless in a good location to carry on a conversation with employer.
- Use voice mail to screen calls.
- mAKING FIRST CONVERSATION IS IMPRESSIVE
- make sure time date details
- RESEARCH COMPANY (mission, customers, locations)
- Study and practice job description
- DRESS NICE

HOW TO ANSWER QUESTIONS :

- keep answers short
- stress strengths related to job, give success stories
- yourself or other? ... middle ground answer
- weakness.. nothing to do with that job, or suggest ameliorate, transform into strength (workaholic)
- convert negative into discussion of positive
- ASK YOUR OWN QUESTIONS

AFTER INTERVIEW

- Make notes on the interview as soon as you leave.
- Alert your references that they might be called.
- Write a thank-you letter to the interviewer.
- Remind the interviewer of your visit. Show that you really want the job and that you are qualified for it.
- If you don't hear from the interviewer within the specified time, call.(FOLLOW UP)
- Prepare additional employment documents