

CHAPTER FOUR

Writing for Effect



Overview

- Need for effect
- Conversation style, rubber stamps, old language
- You-viewpoint
- Positive language
- Courtesy
- Emphasis
- Flow, transitional devices

Writing for Effect

- Effective business writing sometimes must create the right effect.
 - The right effect can help to build goodwill.
 - And it can help in achieving message goals.

Create the right effect by (1) using conversational style.

Stiff and Dull

Reference is made to your March 16 letter, in which you describe the approved procedure for initiating a claim.

Enclosed herewith is the brochure about which you make inquiry.

I shall be most pleased to avail myself of your kind suggestion when and if prices decline.

Conversational

Please refer to your March 16 letter, in which you tell how to file a claim.

Enclosed is the brochure you asked about.

I'll gladly follow your suggestion if the price falls.

Create the right effect by (2) avoiding rubber stamps.

- At an early date
- Attached please find
- Complying with your favor of
- Due to the fact
- Hit the road
- Bit the hand that feeds you
- Take it with a grain of salt
- Too many irons in the fire
- As per
- Neither here nor there
- A good man is hard to find
- You'd better believe
- Let her hair down
- Rat race
- Thanking you in advance
- Couldn't care less

Create the right effect by (3) avoiding the old language of business.

In Openings

- we beg to advise
- your esteemed favor
- this is to inform you

In Contents

- deem it advisable
- attached hereto
- please be advised

In Closings

- Thanking you in advance
- We beg to remain
- Anticipating your favorable response

Letter filled with old-style, rubber stamp wording

Dear Mr. Canfield:

In re: Policy 437 H721 411

Agreeable to your favor of September 6, we have consulted our actuarial department to ascertain the status of subject policy.

Inasmuch as said policy was due on September 1 and this classification carries a 31-day grace clause, I am pleased to advise that your period of grace does not expire until October 1.

Therefore, permission is hereby granted to delay remittance until said date. Trusting to have your payment by that time, I am.

Yours very truly,

Letter revised with contemporary wording.

Dear Mr. Canfield:

Subject: Your September 7 inquiry about Policy 437 H721 411

You are still covered by your policy. As it has a 31-day grace period, you have until October 1 to pay. So that you may be assured of continued coverage, you should mail your payment a few days before this date.

If I can help you further, please contact me again.

Sincerely,

Create the right effect by (4) emphasizing the you viewpoint. (1 of 2)

We: Our policy requires that you pay by the 10th of the month in order to earn the discount.

You: You can earn the discount by paying by the 10th of the month.

We: We are offering a special discount to all our loyal customers.

You: As a loyal customer, you will receive a special discount.

We: Send us your check for \$741 today so that our books will show you as current.

You: Will you please keep your account current by sending your check for \$741 today.

Create the right effect by (4) emphasizing the you viewpoint. (2 of 2)

We: Our research engineers have worked forty-four years to make Deere a safe mower.

You: You can use the Deere with the comfort of knowing that it is a product of forty-four years of intensive safety research.

We: On February 7 we will deliver the Bush desk and chair set your ordered.

You: You will receive your Bush desk and chair set on our February 7 delivery.

We: I look forward to receiving additional orders from you.

You: I look forward to serving you again.

You: Serving you again will be a pleasure.

Create the right effect by (5) accenting positive language.

Negative: Your misunderstanding of your policy prompts your accusation that we are at fault.

Positive: Section 3 of your policy makes us responsible only when we service the equipment.

Negative: I regret the inconvenience caused you by the breakdown of the equipment.

Positive: The repaired equipment should give you years of good service.

Negative: We must refuse your request to use our equipment.

Positive: As we are a state office, our equipment can be used for government purposes only.

Common Negative Words

- | | |
|--|---|
| <input type="checkbox"/> Afraid | <input type="checkbox"/> Alibi |
| <input type="checkbox"/> Allege | <input type="checkbox"/> Apology |
| <input type="checkbox"/> Beware | <input type="checkbox"/> Blame |
| <input type="checkbox"/> Careless | <input type="checkbox"/> Complaint |
| <input type="checkbox"/> Decline | <input type="checkbox"/> Difficult |
| <input type="checkbox"/> Disappoint | <input type="checkbox"/> Fault |
| <input type="checkbox"/> Fail | <input type="checkbox"/> Impossible |
| <input type="checkbox"/> Inconvenience | <input type="checkbox"/> Misunderstanding |
| <input type="checkbox"/> Unfortunate | <input type="checkbox"/> Ruin |
| <input type="checkbox"/> Waste | <input type="checkbox"/> Unfair |
| <input type="checkbox"/> Worry | <input type="checkbox"/> Wrong |

Create the right effect by (6) showing courtesy. (1 of 5)

Show courtesy by singling out the reader.

not this: Your training report for the third quarter has been received and has been judged to be satisfactory.

but this: Congratulations, Jane, on the good teaching indicated by the third quarter training report you submitted.

not this: A prompt reply will be appreciated.

but this: As the report is due on the 7th, Mr. Adami, will you please reply by that date.

Create the right effect by (6) showing courtesy. (2 of 5)

Show courtesy by refraining from preaching.

not this: Pay this invoice by the 12th and earn the 2 percent discount.

but this: You can earn a 2 percent discount by paying by the 12th.

not this: You must realize that we can be held responsible only when we install the equipment.

but this: You will agree, I feel certain, that we are responsible only when we install the equipment.

not this: You want to hire a person who can get along with the office staff.

but this: My three years of experience working with people will help me to fit in well with your office staff.

Create the right effect by (6) showing courtesy. (3 of 5)

Show courtesy by doing more than expected.

Little extras like:

- giving more than the minimum information requested
- making helpful suggestions
- wishing good luck
- making encouraging remarks

Create the right effect by (6) showing courtesy. (4 of 5)

Show courtesy by avoiding anger

not this: You failed to state whether you intend to use the equipment inside or outside.

but this: So that I can meet your needs exactly, please tell me whether you will use the equipment inside or outside.

not this: We have been very patient with your failure to reply to our letters.

but this: Probably there is a good reason why you have not answered our letters.

not this: Your negligence in this matter has caused us a loss in sales.

but this: Because corrective action was not taken, our sales declined.

Create the right effect by (6) showing courtesy. (5 of 5)

Show courtesy by being sincere.

Honestly want to be courteous and friendly.

Create the right effect by (7) giving proper emphasis to contents. (1 of 5)

Emphasis by Position

beginning and
ending of the
message

beginning and
ending of the
paragraph

beginning and
ending of the
sentence

Create the right effect by (7) giving proper emphasis to contents. (2 of 5)

Emphasis by Volume

Topic A

Topic B

Topic A receives more space than Topic B -- thus more emphasis.

Create the right effect by (7) giving proper emphasis to contents. (3 of 5)

Emphasis by Sentence

Structure

These short sentences give equal emphasis to all items.

The Cc field is for courtesy copies. Courtesy copies are for the recipient's information. To send courtesy copies, put the recipients' addresses in the Cc field. They won't be expected to answer. They can answer if they choose. You can send yourself a courtesy copy for your file. Do this by placing your address in this field.

Create the right effect by (7) giving proper emphasis to contents. (4 of 5)

Emphasis by Sentence

Structure

Here some items get more emphasis than others.

Put the addresses of those to whom you want to send courtesy copies in the Cc field. Courtesy copies are for the recipients' information. The recipients have a choice whether or not to respond. By placing your address in this file, you can receive a copy for your file.

Create the right effect by (7) giving proper emphasis to contents. (5 of 5)

Emphasis by Sentence

Structure

This one emphasizes different items.

If you want others to have the information in your message, send them courtesy copies. Do this by placing their addresses in the Cc field. They have a choice whether or not to respond. Place your address in this field if you want a copy for your file.

Create the proper effect by (8) making the message coherent. (1 of 6)

Show coherence through tie-in sentences.

Initial Sentence

As always, we are willing to do as much as we reasonably can to make things right.

Abrupt Shift: The facts in every case are different.

Smooth Tie-in: What we can do in each instance is determined by the facts of the case.

Create the proper effect by (8) making the message coherent. (2 of 6)

Show coherence through tie-in sentences.

Initial Sentence

We sincerely hope that this progress will continue.

Abrupt Shift: There are many new regulators which you can
Smooth Tie-in: use.

To assure yourself of continued progress, you will want to use one of the various new electronic regulators.

Create the proper effect by (8) making the message coherent. (3 of 6)

Show coherence through tie-in
sentences.

Initial Sentence

We are eager to serve you whenever we can.

Abrupt Shift: The checks you authorized us to make were made.

Smooth Tie-in: In determining what we can do for you in this case, we made all the checks you authorized.

Create the proper effect by (8) making the message coherent. (4 of 6)

Show coherence through repetition of key words.

- Before buying plants you should know which varieties are adapted to your area. Adapted varieties usually are sold by local nurseries.
- Preferably you should state the problem in writing. Stating the problem in writing is good for many reasons.
- The state of order of your findings depends on much on the plan you followed in your research. This research plan probably was the product of the preliminary analysis you made of your problem.
- Nouns are the doers of action. As doers of action, they attract the reader's attention.

Create the proper effect by (8) making the message coherent. (5 of 6)

Show coherence through the use of pronouns.

- Transitional sentences are essential to good writing. They are the mortar that holds bricks of thought together.
- If you think Mr. James is most interested in the conclusion, begin with the conclusion. A direct beginning will permit him to make his decision without delay. If he has confidence in your work, he may not choose to read beyond this point.

Create the proper effect by (8) making the message coherent. (6 of 6)

Show coherence through the use of transition words.

- The promotion failed for two reasons. First, we had very little preparation time. Second, we were extremely short of experienced salespeople.
- For three years we had no funds for maintaining the equipment. As a result, we have suffered a succession of breakdowns.
- After the incident, we installed two additional video cameras. Nevertheless, theft losses continued to increase.
- They built the building on the site that had been filled. Consequently, the foundation cracked.
- Flights attendants at US Airways went on strike. Similarly, pilots and mechanics refused to cross the picket line.

Good business etiquette should guide the use of effect.

Whatever you write should be

true

fair

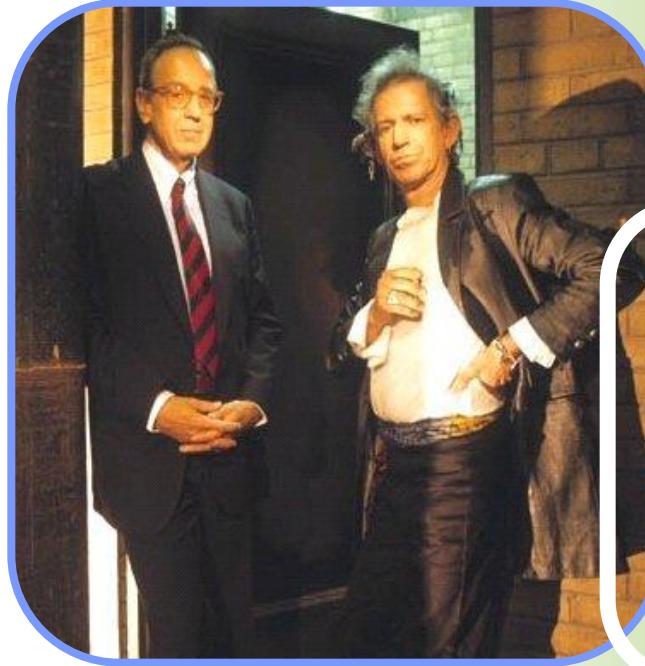
considerate

“Write as though you were addressing intelligent people you understand and respect. Don’t patronize them, but don’t talk over their heads.”

--Patricia T. O’Conner
Words Fail Me

CHAPTER FIVE

Introduction to Messages and the Writing Process



Overview

❑ Nature of Business Messages

- ❑ Text messaging

- ❑ Traditional letters

- ❑ Memorandums

- ❑ Email

❑ The Writing Process

Text Messaging

- The newest form of business communication
- Began as short message services (SMS)
 - By mobile phone users
 - Using handsets with text merging capability

Uses of Text Messaging

- Mostly non business
- But has some business use (promotions, brand awareness, customer relations, etc.)

Text Messaging in Email Programs

- Most carriers have websites where users can send text messages.
- Typically they limit to 160 characters.
 - The result—abbreviated writing (b4, plz, gr8)
 - Need to take care

Summary: The Writing of Text Messages

- Cover all critical information
- Keep it short
- Strive for clarity

Traditional Letters

- The oldest form
- Their format (Appendix B)
- Their composition—discussed in the message content of this book

Email

- Explosive recent growth
- And the growth to continue

Advantages of Email

- Eliminates telephone tag
- Saves time
- Speeds up decision making
- May be ignored

Disadvantages of Email

- Not confidential
- No authoritative signature
- Doesn't show emotion
- May be ignored

Structure of Email (1 of 3)

□ Standardized elements

- To
- Cc
- Bcc
- Subject
- Message
- Attachments

Structure of Email (2 of 3)

▀ The beginning

- Name of recipient (first name if acquainted)
- Generic greeting sometimes used (“Greetings”)
- Letter salutations rarely used
- Purpose, company sometimes useful

Structure of Email (3 of 3)

□ Message organization

- As a general rule, most important first, remaining in descending order.
- More complex messages organized by the plans to be studied.

Formality of Email Writing

- Range is from highly formal to highly informal.
- Three general writing styles:
 - Casual
 - Informal
 - Formal

Casual Writing—Acceptable Between Acquaintances

- Highly informal

- Example: “*Hi ole buddy! Read your super proposal. IMHO, it's in the bank.*”

Informal Writing

- Retains some casual qualities (personal pronouns, contractions)
- Corresponds to proper conversation
- Example: *“I’ve read your excellent proposal. I predict the administrators will approve it.”*

Formal Writing

- Maintains distance between writer and reader.
- Avoids personal references and contractions.
- Example: “*The proposal is excellent. The executives are likely to approve it.*”

General Email Writing Considerations

(1 of 4)

1 Conciseness

- Make the sentences short—only the essentials.
- Use words economically.
- Paraphrase previous messages concisely.
- Quote selectively.

General Email Writing Considerations

(2 of 4)

② Clarity

- Practice clear writing techniques.
- Review from preceding chapters.

General Email Writing Considerations

(3 of 4)

③ Etiquette

- Be courteous and fair.
- Avoid “flaming” (anger displays).
- Practice courtesy techniques (as presented in Chapter 4).

General Email Writing Considerations (4 of 4)

4 Correctness

- Email's fast pace often leads to incorrect writing.
- Avoid a sloppy writing tendency.
- Error-filled writing conveys ignorance.

Closing the Email Message

- Usually just the writer's name is sufficient.
- In more formal messages, closing statement may be appropriate ("Thanks," "Regards").
- Traditional letter closes ("Sincerely") sometimes used in formal messages.

Emphasis Devices Sometimes Used in Email

- Some computer limitations make them desirable.
- The common devices are font variations, italics, bold type, color, asterisks, dashes, solid caps.
- But use them primarily in casual writing.

Use Initialisms with Caution.

- Some stand initialisms have developed
- For example:
 - BTW
 - FYI
 - FAQ
 - TTFN
 - TIA
 - LOL

Memorandums Are Internal Messages (within a company)

- Email is fast taking over.
- Typically they have a distinctive form:
 - Date, To, From Subject
 - Sometimes Department, Territory, Store Number, Copies to

Memorandums Vary Widely in Formality

- Some are casual.
- Some are formal.
- Most are in between.

Techniques for Writing Memorandums

- Techniques are much like those for email.
- They differ from letters in two major ways:
 - More likely to be in the direct order
 - Less need for concern about effect

The Process of Writing (1 of 6)

- Begins with planning
 - Determine the objective.
 - Predict your reader's reaction
(negative, positive, indifferent).

The Process of Writing (2 of 6)

- Next comes gathering the information needed.
 - Find past correspondence.
 - Consult with others.
 - Obtain records, warranties, etc..

The Process of Writing (3 of 6)

- Then analyzing and organizing the information.
 - In the direct order if positive or neutral reaction expected
 - In the indirect order if negative reaction is anticipated

The Process of Writing (4 of 6)

- Writing the message
 - Follow preceding chapters' clear writing instructions.
 - Present in good format.

The Process of Writing (5 of 6)

- Rewriting

- Rewrite.

- And rewrite, and rewrite.

- Get input from others.

The Process of Writing (6 of 6)

- Finally, editing, polishing, and presenting
 - The rewrite process is useful while you're learning (as a student).
 - In your eventual work assignment, you first draft may be the finished product.

“Remember not only to say the right thing in the right place, but far more difficult still, to leave unsaid the wrong thing at the tempting moment.”

--Benjamin Franklin

CHAPTER SIX

Directness in Good News and Neutral Situations



Overview

- Preliminary assessment
- A general direct plan
- Applications of the general plan to
 - Routine inquiries
 - Inquiries about personnel
 - Favorable responses
 - Personnel evaluations
 - Adjustment grants
 - Order acknowledgments
 - Claims

A General Guideline for Organizing Messages

- Short messages usually are written in the direct order.
- Long messages may require indirect order.

Preliminary Assessment

- Determine the reader's probable reaction – positive, neutral, negative
- If positive or neutral, directness usually recommended
- If negative, indirectness usually recommended

The General Indirect Plan

- Start with the objective.
- Include any necessary identification information.
- Cover the remainder of the objective.
- End with goodwill.

Preliminary Considerations in Writing Routine Inquiries

(1 of 2)

- You are asking for something your reader is likely to grant.
- Thus, a direct approach is justified.

Directness for Routine Inquiries (2 of 2)

The message plan:

Opening

- Begin directly with the objective.
 - Either ask a specific question or
 - make a general request for the information.

Body

- Include any necessary explanation--wherever it fits (as a separate part of the message or worked in with the questions).

- If a number of questions are involved, give them structure.

- May number them.

- Make them stand out.

Closing

- End with goodwill words--something appropriate that fits the one case.

Routine Inquiry-Bad Example

Dear Mr. Crifasi:

As you will recall, you recently returned merchandise to us. We at Hobsons sincerely hope that this transaction was satisfactory. In fact, we are in the process of making changes which will insure that such transactions are favorably handled. Thus, we would like the answers for some questions about your experiences returning merchandise to us.

We'd like to know whether you were served promptly and courteously and whether the adjustment was satisfactory and in accordance with your wishes. Also, we'd like to know whether the salesperson offered assistance to you in selecting other merchandise.

Routine Inquiry--Good Example

Dear Mr. Crifasi:

Will you please help us to serve you better by answering the following questions.

When you returned merchandise at our store recently:

1. Were you served promptly and courteously?
2. Was the adjustment satisfactory and in accordance with your wishes?
3. Did the salesperson offer to assist you in selecting other merchandise?

Please write your answers--and any other comments you may wish to make about the service of this store and any other Hobson store--on this letter. Then return it in the enclosed stamped and addressed envelope.

We shall be most grateful for your help.

Sincerely,

Itemized statement for January

Date: Tue, 17 Nov 2005 09:11:15 -0800(PST)

From: Jadami1@aol.com

To: Sarah Brown <Sarah_Brown@trevorhardware.com>

Subject: Confidential report on Ms. Cindy Commons, requested July 2

Dear Ms. Brown:

Will you please send me an itemized statement covering my account for January? In voice file, the amount owed should be \$2,374.27. Your statement shows \$2,833.74 owed. Perhaps you did not record the \$427.17 of merchandise returned on invoice no. 3211C late last week. But even this possible error does not explain all of the difference. I shall appreciate your usual promptness in clearing up this matter.

Jane Adami, President
Two Sisters Antiques

Inquiries About People

- They are a special form of routine inquiry.
- They involve two differences:
 - Need to respect human rights
 - Need to structure around the one job

Thus the plan for this message becomes the following:

- Opening** □ Begin directly--with a general question seeking information, or with a specific question.
- Body** □ Explain the situation.
Cover the questions systematically, including explanations, as needed.
- Closing** □ End with specially adapted goodwill words.

DougBateman@yahoo.com
JanetBaker@travelcenter.com
Recommendation for Alice Barron

Dear Mr. Bateman:

Will you please assist me in evaluating Ms. Alice Barron for work as a district sales manager with us. In her application Ms. Barron

indicated that she worked for you as a salesperson from early 2001 to 2005. The work for which we are considering Ms. Barron involves supervision a staff of four salespeople plus an office staff of two. While with you, did Ms. Barron show the leadership ability such an assignment requires?

As a manager, Ms. Barron would need to know administration. She would be responsible for running the business end of an office. Does you feel she has the necessary knowledge and ability? Itineraries, conducting performance, and coordinating and

DougBateman@yahoo.com
JanetBaker@travelcenter.com
Recommendation for Alice Barron

Ms. Barron would also be responsible for managing the sales efforts in her district--activities like setting quotas, working out itineraries, evaluating performance, and coordinating and stimulating sales efforts. Does she have the ability to do these things?

In addition to the managerial duties, Ms. Barron would spend some time selling Kopy Kat equipment. This is hard selling and it requires both Ms. Barron and I will appreciate your early replies to these questions, plus many other information you feel we should have. Of course, I will hold your comments in strict confidence.

Janet Baker, Manager
Human Resources Department

Preliminary Considerations in Writing a Favorable Response

- You are complying with the reader's request.
- The news is good.
- Thus, directness is justified.



Directness for a Favorable Response

The message plan:

- Opening** □ Begin with the answer or state you are complying with the request.
- Identify the message being answered--incidentally in the beginning or in a subject line.
- Body** □ Continue to give what is wanted in an orderly arrangement.
- If negative information is involved, give it proper emphasis. Consider including extras.
- Closing** □ End with friendly, adapted words.

Indirect Approach and Grudging

Tone Produce Negative Effect (1 of 2)

Dear Sir:

We are in receipt of your favor of April 12 in which you request that we furnish you a copy of our current Baton Rouge directory with certain notations and emendations. In reply I wish to assure you that we are very much interested in your proposed online directory of Louisiana manufacturers and believe it is a project which should be supported by Louisiana industry in every possible way.

In order to ascertain whether or not a particular manufacturer listed in our directory is a producer or is only the sales agent for goods manufactured outside the State, it will be obviously necessary for us to put a responsible and capable clerk on the

Indirect Approach and Grudging

Tone Produce Negative Effect (2 of 2)

assignment to contact by telephone each manufacturer listed and to request information direct as to his classification and the nature of his operations. We are quite willing to do this, despite our own manpower shortage, in order to further your project, and in fact we have already selected the man and assigned his duties to him. He will start to work at an early date, and we will notify you in due course as to his progress.

Assuming you of our continued interest, and trusting that you will not hesitate to call on us in the future at any time we may be of service to you in any way, we are

Sincerely,

Jandrews@mclaughlinbody.com
Lisa.Miller@beeline.com
Manufacturers' Directory Assistance

Mr. Andrews:

Yes, sir, we'll gladly help with your manufacturers' directory, just as you have asked in your April 12 message.

To get the names and classifications up to the "directory" exactness, Mr. Stanley McLaughlin, of our own directory staff, has already started a by-name check of each listed industry. He will

label carefully the exact goods produced or processed; and he will Your completed online directory will certainly help Louisiana mark the sales agents as such. You can expect his report by the industry get a measure of itself and will help to "sell" Louisiana as a 20th I'm sure ripe field for many types of new enterprises. It's a fine job you are taking on. We'll be glad to see the finished product.

Preliminary Considerations in Writing a Personnel Evaluation

- You are giving the reader what he or she wants.
- Thus, directness is justified.

Directness for a Personnel Evaluation

The message plan:

- Opening** Begin directly by
 - saying that you are complying.
 - answering a question.

Body Refer to the inquiry either incidentally or in a subject line.

- Report fairly and accurately
 - arranging the information systematically,
 - giving each item the proper emphasis, and
 - stressing fact rather than opinion.

Closing End with adapted goodwill words.

Confidential report on Ms. Cindy Commons, requested July 2

Date: Tue, 9 Apr 2005 09:11:15 -0600(PST)

From: Chris Woods<cwoods@centralgrocery.com>

To: jvillas@yahoo.com

Subject: Confidential report on Ms. Cindy Commons, requested July 2

Mr. Villas:

From December 2002 through February 2005, Ms. Commons worked for Central Grocery, Inc., under my direction. She left us for employment in her hometown. We would welcome her back. While she was with us, she served first as a stock clerk, later as a checkout cashier, and for the last year as my assistant. During this

I feel also that Ms. Commons has the personal qualities the job requires. She is mature, stable, and personable. She has strong convictions and expresses them firmly--sometimes at the expense of harmony within the work group. But she is also sincere and open-minded. As far as I know, her morals are exemplary.

Confidential report on Ms. Cindy Commons, requested July 2

Answering your question about Ms. Commons' leadership ability is somewhat difficult for her work with us was primarily in a subordinate position. But from what I have observed, I feel that she has good leadership potential. She appears to like people and to have a genuine concern for them. And she appears to have other characteristics of good leadership--a sense of fairness, good communication ability, loyalty, and dedication to work.

In summary, I feel that Ms. Commons is well qualified for the work she seeks. I would not hesitate to put her in a similar position in this company.

If I can help you further in your evaluation Ms. Commons, please write me again.

Christopher Woods, Manager
Human Resources

Confidential ...

Preliminary Considerations in Writing an Adjustment Grant (1 of 2)

- The news is good.
- Something bad has happened, and you are correcting it.
- But even though the main message is good news, you have the need to regain lost confidence.

Directness for an Adjustment Grant

The message plan:

Opening □ Begin directly--with the good news.

- Incidentally identify the message you are answering.

Body □ Avoid negatives that recall the situation being corrected.

- Regain lost confidence through explanation or corrective action.

Closing □ End with friendly positive words.

Full credit for suit from Consort

Mr. McShane:

Crediting your account for \$321.40 is Consort's way of assuring you that your satisfaction is very important to us.

Because we sincerely want to please, we thoroughly examined the suit you returned to us. Our investigation showed that the likely cause of the fading was accidental contact with some form of chemical. We couldn't determine precisely what the chemical was or just how contact was made. But we suspect a liquid spill sometime after packaging, either in our warehouse or during shipment. Such unexpected happenings will occur in spite of our best precautions. Anyway, we were relieved to know that Consort's reputation for quality fabrics and craftsmanship remains good.

We want you to know that we sincerely desire to serve you. And we look forward to serving you with high-quality Consort suits in the years ahead.

Albert T. Hamm, Manager
Consumer Relations

Preliminary Considerations in Writing an Order Acknowledgment

- You have received an order.
- Now you must report the status of the order.
- The situation is good news--routine in business.
- Thus, directness is justified.

Directness for an Order Acknowledgment

The message plan:

- Opening**
 - Give the status of order.
 - Include some goodwill—acknowledging incidentally, reselling, sales talk, or such.
- Body**
 - Include a “thank you.”
 - If there is a problem (vague order, back order)--
 - Some businesses report frankly, assuming some problems are expected.
 - Others prefer to use tactful approach to get needed information on vague orders, or report back orders.
- Closing**
 - Close with adapted, friendly words.

Trevor Hardware Order Confirmation

Mr. Cotton:

By the time you receive this letter, you should have received the assorted pipe you ordered July 15. As you requested we shipped it by Zephyr freight, the J-4 Kotter Pipe Joint Clamps have been a very popular item recently. We have marked these clamps for rush shipment to you just as soon as our supplies are replenished. Our plant foreman tells me that his people are working overtime to catch up. He promises that we will have the clamps on the way to you no later than August 12. Thank you for giving us another opportunity to serve you with quality Kotter products.

Krystal Benko
Office Manager

Justifying Directness in Claims

- The reader wants to know.
- Directness lends strength.

Preliminary Considerations in Writing a Claim Letter

- A product or service has given you a problem.
 - You are in the right.
 - Probably the offending company will want to correct the matter.
 - You want to make a strong claim.
- These three facts of the case support directness.

Directness for a Claim Letter

The message plan:

- Opening**
 - Begin directly. Tell what is wrong.
 - Include all necessary facts in the text or in a subject line.
- Body**
 - Explain the facts—enough to permit a decision.
 - Seek corrective action, either by
 - stating what you want, or
 - letting the reader decide what to do.
- Closing**
 - End positively—on a friendly but firm note.

Wrong billing of shipment under Invoice X13771

Ms. Ott:

From your invoice of August 7, I see that you have sent my gifts C.O.D. I need your friendly help in restoring face. Please refer to my original order of July 31 (copy attached) to see that the Madam Butterfly jewel box for Ms. Mary Ellen Bannister and the Piper smoking jacket for Mr. Collis Bannister were clearly specified for prepaid shipment. You were to include the bill for these items in the C.O.D. shipment of the Black Diamond desk sent to me. Please correct this embarrassing error right away. I ask that you write each of the recipients of my gifts, refunding their money and explaining what happened. Then send copies of your letters and the total bill to me.

You have my grateful thanks for putting me back in the good graces

The Bannisters.
 ORDER731.DOC

“You have to expect things of
yourself before you can do them.”

--Michael Jordan

CHAPTER SEVEN

Indirectness in Bad-News Messages



Overview

- Why Indirect Order for Bad News Messages
- A General Indirect Order Plan
- Adaptations of the General Plan to Specific Situations
 - Refused requests
 - Refused Adjustments
 - Credit Refusals

Bad News Message Usually in Indirect Order

- Why?
- Bad news is received more positively when preceded by explanation.

But Exceptions Can Be Made

Examples:

- When the message will be routinely accepted
- When you know frankness is wanted
- When goodwill not a concern (a rare case)

The General Indirect Plan

- Begin with a strategic buffer
 - Words that set up your strategy and
 - Acknowledge any preceding messages
- Develop the strategy
- Present the bad news positively
- End with goodwill, specifically adapted.

Brief Review of a Procedure for a Refused Request

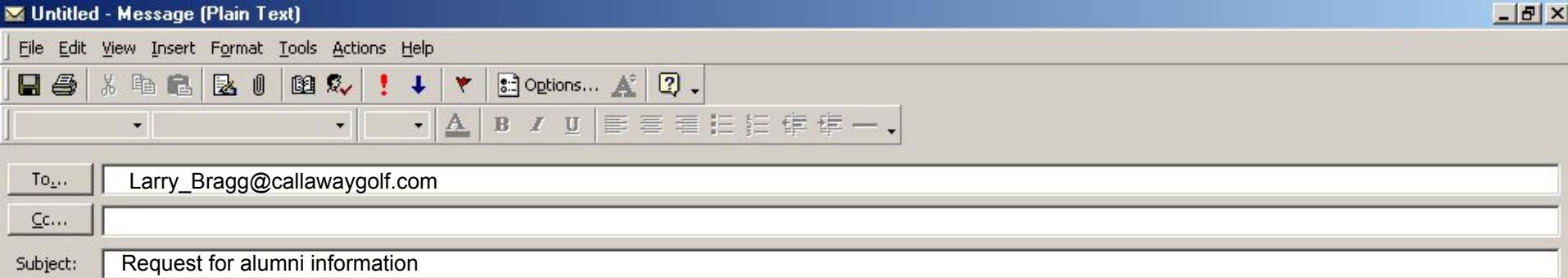
Preliminary considerations:

- The news is bad.
- The reader wants something; you must refuse.
- Your goals are:
 - to say no, and
 - to maintain goodwill.
- The first goal is easy; the second requires tact.
- You must present reasons that will convince.

Indirect Plan for Bad News

The message plan:

- Opening** □ Begin with words that identify the subject, are neutral, and set up the message.
- Body** □ Present reasons using positive language and you-viewpoint.
 - Refuse clearly and positively, embedding where possible to de-emphasize the negative.
 - Include a counterproposal or compromise when appropriate.
- Closing** □ End with an adapted goodwill comment.



Mr. Bragg,

**Your study of the progress of State University graduates is most commendable.
We are pleased that you would ask our help in your efforts.**

**In reviewing the requirements of your project, we find that it would be necessary
to search through the personnel files of each of our 10,000 employees. As our
regular staff is already working at capacity, may we suggest that we make our
files available to you or your representatives? We ask only that you protect the
confidentiality of the information in the files. We would be pleased to give you
working space in the records center. And we would assure you of the
cooperation and assistance of our records personnel.**

**As another alternative, may we suggest that you use a part-time student worker
who is already acquainted with our files. From time to time, Ms. Mary Mahoney
has worked in**



To... Larry_Bragg@callawaygolf.com

Cc...

Subject: Request for alumni information

center. And we would assure you of the cooperation and assistance of our records personnel.

As another alternative, may we suggest that you use a part-time student worker who is already acquainted with our file system. From time to time, Ms. Mary Mahoney has worked in our file center. We estimate that she could do your work in about five weeks, working her customary twenty hours a week. The cost would be about \$900. If you prefer this arrangement, we would be pleased to contact her for you.

We expect that these suggestions will help you in completing your project. We look forward to reading the results in the *Alumni Bulletin*.

Terry

Preliminary Considerations in Writing Adjustment Refusals

(1 of 2)

- The decision has been made to refuse an unjustified claim.
- The news is bad.
- The goal is to present the bad news in a positive way.
- Thus, you must think through the situation to develop a strategy to explain or justify the decision.

Brief Review of Procedure for Adjustment Refusals (2 of 2)

The message plan:

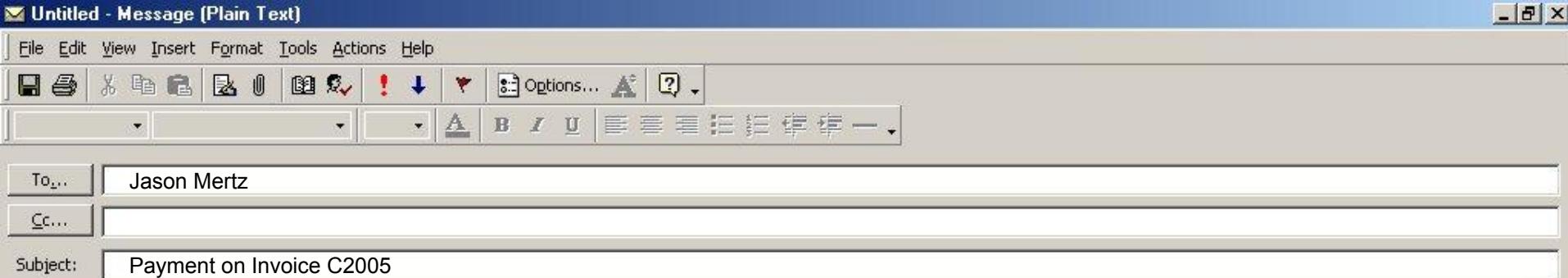
Opening □ Begin with words that

- are off subject,
- are neutral, and
- set up the message.

Body □ Present the strategy that will explain or justify.

- Make it factual and positive.
- Lead systematically to the refusal.
- Then refuse--clearly and positively.

Closing □ End with off-subject, friendly words.



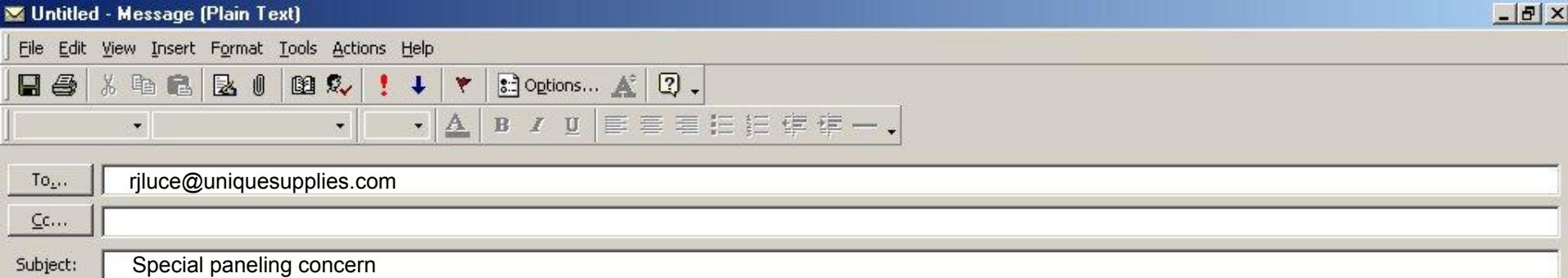
Mr. Mertz:

Thank you for your check for \$945.07 on Invoice C 2005.

Although it is a small matter, I feel that you will want to look over this invoice. Probably you just looked at the wrong column, but you will see that you wrote the check for the amount less the discount. As you know, the discount is allowed only when payment is made within ten days of billing. As Invoice C2005 is now 45 days past this date, we are crediting your account with \$945.07, leaving an unpaid balance of \$29.23. I am confident you will understand.

Working with you and your excellent organization, Mr. Mertz, is always a pleasure. We look forward to serving you again real soon.

Ray Rojas

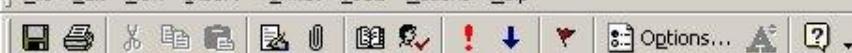


Mr. Luce,

Certainly we understand your concern expressed in your May 11 letter about getting just the right material for your new office building. We share this concern with you. And we are determined to do our part about it.

To see whether we have done our part about your special paneling, we reviewed the facts of the case. We find that your architect specified a most unusual and distinctive finish. His specifications were in careful detail, and we followed them to the letter. Although the finished paneling is genuinely beautiful, it is unique and could not go into our regular stock. For this reason, we feel that any adjustment in this case must be between you and your architect. I am confident that you will see the justice in our decision.

We are grateful for the role we have played in constructing your distinctive building.



To...

rjluce@uniquesupplies.com

Cc...

Subject:

Special paneling concern

be between you and your architect. I am confident that you will see the justice in our decision.

We are grateful for the role we have played in constructing your distinctive building. We stand ready to meet your future needs to the letter.

Dominic Terrado

Preliminary Considerations in Writing Credit Refusals (1 of 2)

- Refusals of credit are very negative, tending to reflect on one's personal qualities.
- They should be handled tactfully
 - because it is the friendly way to do it, and
 - because it is profitable.
- Begin by developing an explanation.
 - If finances are weak--can be fairly direct.
 - If morals are weak--should be tactful.

Brief Review of Procedure for Credit Refusals (2 of 2)

The message plan:

Opening □ Begin with words that

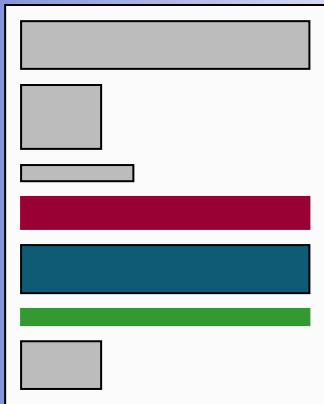
- are neutral, and
- tie in with document being answered.
- set up the strategy (explanation).

Body □ Present the explanation and/or justification.

- As a logical follow-up--refuse tactfully.
- If to a bad moral risk, may be by implication.
- If to one with weak finances,
 - should refuse positively, and
 - look hopefully to the future.

Closing □ Close with goodwill words that fit the one case and are friendly and forward-looking.

Tact in a Credit Refusal (1 of 3)



Click to view full letter at once.

Opening

Dear Ms. Herrera:

Your March 29 order and accompanying request for credit were genuinely appreciated. We are especially grateful for your pleasant frankness in presenting your request for credit. The statements, trade references, and explanations were most helpful.

Tact in a Credit Refusal (2 of 3)

Body

In checking over them, we find that you have an unusually heavy burden of invoices to pay within the next few months. As we see it, burdening you with more bills to pay at this time simply would not make good business sense. Thus, we can sell to you only for cash now. By buying for cash and taking advantage of the cash discount, you would be taking a sound step toward improving the financial health of your business. Just as soon as your situation is improved, we shall open your account.

Tact in a Credit Refusal (3 of 3)

Closing

We look forward to receiving your check for \$730.69 (\$745.60 less the \$14.91 discount). When we get it, we'll rush your merchandise to you.

Sincerely,

Susan Yassine

Susan Yassine

“To speak kindly does not hurt the tongue.”

--Unknown

CHAPTER EIGHT

Indirectness in Persuasion and Sales Messages



Indirectness in Persuasion and Sales Messages

- Persuasive Requests
- Sales

Preliminary Considerations in Writing Persuasive Requests (1 of 2)

- Your goal is to ask for something the reader is likely to oppose.
- You must develop a strategy that will convince the reader to comply.

Procedure for Writing a Persuasive Request (2 of 2)

The message plan:

Opening

- Open with words that
 - set up the strategy, and
 - gain attention.

Body

- Present the strategy (the persuasion), using persuasive language and you-viewpoint.
- As a logical follow-up, make the request clearly and without negatives.

Closing

- End the message with the request or with words that recall the appeal.

Good Strategy in a Persuasive Request (1 of 4)

Opening

Dear Ms. McLaughlin:

You'll agree, I'm sure, that college teachers of business communication need to be in touch with business leaders in the field. Established leaders like you can give the teachers that input from reality that is so very important in all practical coursework.

Good Strategy in a Persuasive Request (2 of 4)

Body

For this reason I believe that you can make a vitally important contribution to the national meeting of the Association for Business Communication, which will be held in New Orleans at the Sheraton Hotel, October 28-31. Specifically, I want you to speak to us Friday afternoon from 2:00 to 2:45 p.m.

Good Strategy in a Persuasive Request (3 of 4)

Body continued

What I'd like you to do is describe what you do as a correspondence supervisor at Winn Dixie. Whatever you can tell us that would help us as teachers is what you should include. Especially would the members like to hear about the writing problems of business people and what you think we should be doing in the colleges to correct them. I suggest that you speak for about 30 minutes, leaving the final 15 minutes for questions.

Good Strategy in a Persuasive Request (4 of 4)

Closing

Will you please accept this major part on our program, Ms. McLaughlin? By so doing you will be helping to improve instruction at the colleges represented by our 1,500 members. As I must have the program completed by the 15th, may I have your answer before the 10th?

Sincerely,

Why Write Sales Messages?

Sales messages are helpful in training you because

- Sales techniques are useful in your other activities.
 - in writing other messages
 - in actual sales work
 - in selling yourself

Preliminary Steps to Sales Writing

□ Learn the product or service you sell.

□ how it is made

□ how it works

□ what it will do

□ Learn about the prospective customers.

□ their economic status

□ their nationalities

□ their ages

□ etc.

Determining the Appeal (1 of 3)

Two broad categories:

- Emotional

- appeals to the senses (feeling, tasting, smelling, hearing)

- Rational

- appeals to the thinking mind (saving money, making money, doing a better job, getting better use)

Determining the Appeal (2 of 3)

Select the appeals that fit product or service.

□ Some better suited to emotional

music

cosmetics

fancy foods

□ Some better suited to rational

work tools

tires

industrial goods

Determining the Appeal (3 of 3)

Select the appeals that fit the prospects.

- Sales to retailers (for resale)
 - probably rational
- Sales to ultimate consumers
 - either rational
 - or emotional

Organization of the Sales Message

- Many variations are used.
 - whatever works
- But there is this conventional pattern:
 - gain attention
 - create desire
 - cover all necessary information
 - drive for the sale
 - possibly add a postscript

Conventional Organization Pattern of the Sales Message in Detail

The message plan:

Opening

- Begin with words that set up the sales presentation and gain attention.

Body

- Present the sales message using imagination, persuasive language, and you-viewpoint.
- Include sufficient information to convince.

Closing

- Then drive for the sale, making it clear, and using appropriate strength.
- Urge immediate action.
- May recall basic appeal in final words.

A Rational Sales Message (1 of 4)

Opening

*Would you like to save up to 12 cents
a gallon on your bill for fuel oil?*

Does your monthly oil bill make you wince? Wouldn't you like to beat the high cost of heating--cut your annual fuel bill by as much as 30-40 percent? Then, I think you'll be interested in our Catalytic Carburetor Assembly. Complete details are yours for the asking . . . as explained below.

A Rational Sales Message (2 of 4)

Body

Installed on your present oil burner, the Catalytic Carburetor Assembly permits burning of the present type of catalytic fuel oil at highest efficiency . . . and with a clean fire. What's more, it easily pays for itself in fuel oil savings and brings your burner completely up to date. A little simple arithmetic with your current oil bill will show you how substantial these savings are. Figure you might save up to 12 cents on every gallon, and see what a difference that makes.

A Rational Sales Message (3 of 4)

Body continued

But there's no need to take our say-so about the savings you can make--because we back our Catalytic Carburetor Assembly with a written money-back guarantee. You can't lose--you either get the savings we guarantee, or the assembly is removed and your money refunded in full.

Scores of satisfied users throughout the state are enjoying more efficient, more economical heating--thanks to the Catalytic Carburetor Assembly. We believe that you, too, would benefit by installing this device on your oil burner.

A Rational Sales Message (4 of 4)

Closing

To receive full information on the Catalytic Carburetor and how it can save fuel dollars, just check the enclosed postage-paid card for correctness and drop it in the mail. I'll see to it that you get complete details right away . . . without cost or obligation.

Sincerely,

A Message Selling Quality Candy (1 of 4)

Opening

Dear Ms. Wingler:

Soon your clientele and new customers will be coming to your shop for the new, exciting *Bonnes Bouchées*. Get ready to answer all their demands for this nationally advertised candy now!

A Message Selling Quality Candy (2 of 4)

Body

Bonnes Bouchées, made in the French manner, are going on the market in exclusive shops soon. The success of an advertising campaign in *New Yorker* and *Ladies Home Journal* magazines has speeded up our constantly stirring mixing bowl—to fill all reorders. Distinctive *Bonnes Bouchées* are fast—they speed from our kitchen to your shop, pause on your shelf only long enough to get tagged, then dash on to the customer. Refill orders and adjustments are given quick attention.

A Message Selling Quality Candy (3 of 4)

Body continued

Pick the candies you want from the six kinds pictured in the enclosed brochure. You'll find wholesale prices, order blanks, and a postage-paid envelope addressed to us there, too. Look at the "special" day features. Would you like to have the Easter display sent with your first order?

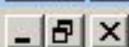
Templates for newspaper advertising are sent to you free. These individual templates and our national magazine advertising are your grateful salespeople. They'll keep demand for *Bonnes Bouchées* among your customers.

A Message Selling Quality Candy (4 of 4)

Closing

Send your order for fast-moving *Bonnes Bouchées* today! Your customers will be the first in Ohio to sample these new-fashioned candies.

Sincerely,



PRIORITY EXPRESS

**REPLY WITHIN
7 DAYS OR RISK
FORFEITURE!**



ATTENTION: marie.flatley@sdsu.edu

You have been selected to receive a FREE* DIRECTV Satellite Entertainment System with FREE* standard professional installation! You pay only a \$39.95 shipping and handling charge-saving you more than \$250!

[CLICK HERE NOW!](#)

This strictly limited-time offer will enable you to enjoy hundreds of channels of movies, sports, pay-per-view and more--TV as it's meant to be, with digital quality audio and video!

Opens with an attention-getter

Reasons stress reader benefit

There is no mistake. Your FREE DIRECTV Satellite Entertainment System with FREE standard professional installation is waiting for you-but you must respond soon. If I do not hear from you within 7 days this offer will go to someone else. Please do not allow that to happen! [CLICK HERE NOW!](#)



Stacie Miller
Authorization Manager
Satellite Concepts

P.S. This may be your final notice regarding the FREE DIRECTV Satellite Entertainment System.

* For free satellite system: must activate system within 30 days of receipt or you will be subject to a \$125 penalty. For installation offer: Limited time offer for new residential customers only who purchase a DIRECTV system, schedule an installation by 06/17/01, and activate DIRECTV programming (\$21.99 a month or above) by 07/14/01. This offer is for one free standard professional installation per household. Installation of additional receivers and custom installation available for a charge. Programming, pricing, terms and conditions subject to change. Hardware and programming sold separately. Pricing is residential. Tax is not included. DIRECTV, Inc. and the cyclone design logo are trademarks of DIRECTV, Inc., a unit of Hughes Electronics Corp. Offer may not be valid in all areas. Shipping and Handling fee is \$39.95 and is not refundable.

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Call for action is clear and easy



Postscript adds that extra punch



Opt-out message included

“If you want to succeed, you should strike out on new paths rather than travel the worn paths of accepted success.”

--John D. Rockefeller

CHAPTER TEN

Basics of Report Writing



Overview

- Define report writing.
- Identify and state the problem.
- Determine the factors.
- Gather information.
- Interpret the data.
- Organize the findings.
- Create topic and talking headings.
- Write the report.
- Collaborate effectively.

What are reports?

An orderly and objective communication of
factual information that serves a business
purpose

Determine the Report Purpose

- Conduct a preliminary investigation
 - Gather facts to better understand the problem
 - Consult many sources
- State the problem in writing
 - To serve as a record
 - To allow others to review it
 - To force the writer to get the problem clearly in mind



State the problem in one of three ways.

1

Infinitive phrase:

"To measure the effect of radio spot advertising on X company sales"

2

Question:

"What are the effects on X company sales of radio spot advertising?"

3

Declarative statement:

"Company X wants to know how a spot advertising campaign will affect its sales."

Determine the Factors

Types of Factors

- Subtopics in informational and some analytical reports
- Hypotheses in problem-solving situations
- Bases in comparison reports

State the Problem and Factors

Use the infinitive form with subtopics.

A consumer research organization plans to test three leading low-priced automobiles in an effort to determine which one is the best buy as a family car for the typical American consumer.

Problem statement

To determine which of three economy cars is the best buy for the American Consumer

Factors

Durability Original and trade-in costs

Operating costs Repairs

Comfort Safety

State the Problem and Factors

Use the question form with subtopics.

A national chain of dress shops wants to learn what qualities to seek in hiring sales personnel.

Problem statement

What qualities determine the successful salespeople for X Dress Shop?

Factors

Education

Cultural Background

Experience

Vital Statistics (age, height, weight, marital status, religion, etc.)

Personal qualities (personality, character, etc.)

State the Problem and Factors

Use the question form with subtopics.

A daily newspaper wants to know how well the various types of items in a typical issue are read.

Problem statement

What is the readership of the types of items in a typical issue of X newspaper?

Factors

Probably such a study would involve an item-by-item survey. The items would be classified by types, which would be the factors of the problem.

World news

Editorials

Local news

Sports

Society

Comics

State the Problem and Factors

Use the question form with hypotheses.

You've been assigned the problem of determining why sales at the Moline store have declined.

Problem statement

Why have sales declined at the Moline store?

Factors

Activities of the competition have caused the decline.

Changes in the economy of the area have caused the decline.

Merchandising deficiencies have caused the decline.

Changes in the economic environment have caused the decline.

State the Problem and Factors

Use the infinitive form with bases of comparison.

A major soap manufacturer wishes to determine which of three cities would be best for a new factory.

--	--	--	--

Problem statement

To determine whether Y company's new factory should be built in City A, City B, or City C.

--	--	--	--

Factors

Availability of labor

Nearness to markets

Abundance of raw material

Power supply

Tax structure

Community attitude

Transportation facilities

--	--	--	--

--	--	--	--

--	--	--	--

--	--	--	--

Gather Information

□ Primary

- Observation
- Experiments
- Surveys
 - Telephone
 - Mail/Email
 - Web surveys
 - Interviews (personal, expert)
- Company records (raw data)

□ Secondary

- Library
- Online
- Company records (interpreted data)

Interpret the Data

Advice for avoiding human error

- Report the facts as they are.
- Draw conclusions only when appropriate.
- Do not interpret lack of evidence as proof to the contrary.
- Be sure your data is comparable.
- Be sure you draw only logical conclusions.
- Be sure the data are reliable and representative.
- Give attention to all important facts.

Attitudes and Practices Conducive to Sound Interpreting

- Maintain a judicial attitude.
- Consult with others.
- Test the interpretations.
 1. Test of Experience
“Is this conclusion logical in light of all I know?”
 2. Negative Test
 - Examine the opposite interpretation--build a case for it.

Use of Statistical Tools in Interpretation

- Statistical tools enable writers to simplify data.
- Most readers can understand descriptive statistics.
- Writers should explain explicitly statistical techniques used.

Q. A study produced data that showed United States college students to be far behind their comparable groups in European countries. The conclusion was made that the educational systems in these European countries are superior to that in the United States.

A. The education systems are not comparable. The United States is committed to a system of educating the masses. Many of the other countries maintain a system of highly selective education.

- Q.** The editor of a leading magazine for businesspeople reported that unsolicited email she had received from her readers justified a conclusion that the public favored stronger government controls over unions.
- A.** Does the editor receive mail from readers representative of the public? More than likely the group writing her consists of limited segments of the total population.

Q. A campus survey at a Midwestern university showed that 92 percent of the students of the Christian faiths favored a certain issue, but only 33 percent of Hindu students favored the matter. The conclusion reached was that Christians and Hindus were far apart on this matter.

A. The statistics for Hindu students were based on unreliable data. Since few Hindu students attend our universities, most likely the sample was small.

Q. A report writer found data showing that sales of soft drinks were correlated with vacation travel. She concluded that soft drink sales were heavily affected by vacations.

A. Probably both are related to seasonal factors. They have no cause-effect relationship.

Organize the Information

An organizational plan

- ❑ serves as a blueprint for the report
- ❑ insures order in the report
- ❑ provides headings for use in the report

Steps in Organizing the Information

- Construct an outline for the report.
- Write it out to insure order in the report.
- Incorporate topics in text of headings.
- Use either the conventional or decimal division format.

Conventional System

- I. First-level heading
 - A. Second-level heading
 - B. Second-level heading
 - 1. Third-level heading
 - 2. Third-level heading
 - a. Fourth-level
 - (1) Fifth-level
 - (a) Sixth-level
- II. First-level heading
 - A. Second-level heading
 - B. Second-level heading
- Etc.

Decimal System

1.0 First-level heading

1.1 Second-level heading

1.2. Second-level heading

1.2.1 Third-level heading

1.2.2 Third-level heading

1.2.2.1 Fourth-level

2.0 First-level heading

2.1 Second-level heading

2.2 Second-level heading

Etc.



Procedure for Constructing an Outline by Process of Division (1 of 3)

I.
Introduction

II.

III.

IV.

V.

Step 1

Divide the whole into comparable parts. This gives the Roman number parts of the outline. Usually an introduction begins the outline. Some combination of summary, conclusion, recommendation ends it.

Procedure for Constructing an Outline by Process of Division (2 of 3)

- I. A
B
C
- II. A
B
- III. A
B
C
- IV. .
A
B
- V. A
B

Step 2

Divide each roman section. This gives the A., B, C headings.

Procedure for Constructing an Outline by Process of Division (3 of 3)

- I.

A
B
C
- II.

A	1 2
B	
- III.

A
B
C
- IV.

A	
B	1 2 3
- V.

A	
B	12

Step 3

Then divide each A, B, C heading.
this gives the 1, 2,3 headings

Continue dividing as long as it is
practical to do so.

General Bases for Division

Time

Place

Quantity

Factor

Organization of a Report on the History of Manufacturing in New York

Main Heading Possibilities (1 of 4)

Organization by time

- I. Introduction
- II. Before 1750
- III. 1750-1800
- IV. 1801-1850
- V. Etc.

Organization of a Report on the History of Manufacturing in New York

Main Heading Possibilities (2 of 4)

Organization by place

- I. Introduction
- II. Northern region
- III. Eastern region
- IV. Southern region
- V. Etc.

Organization of a Report on the History of Manufacturing in New York

Main Heading Possibilities (3 of 4)

Organization by quantity

- I. Introduction
- II. More than 500 employees
- III. 20-500 employees
- IV. Less than 20 employees
- V. Conclusion

Organization of a Report on the History of Manufacturing in New York

Main Heading Possibilities (4 of 4)

Organization by factors

- I. Introduction
- II. Textiles
- III. Foods
- IV. Furniture
- V. Etc.

Combination Division Forms

First division by time; second division by time

I. Introduction

II. Before

1750

A.

1630-1680

B.

1681-1710

C.

1711-1750

III. 1751-1800

A.

1751-1780

B.

1781-1800

Combination Division Forms

First division by time; second division by place

- I. Introduction
- II. Before 1750
 - A. Northern region
 - B. Eastern region
 - C. Southern region
 - D. Western region
- III. 1751-1800
 - A. Northern region
 - B. Etc.

Combination Division Forms

First division by time; second division by factor

I. Introduction

II. Before 1750

A.

Food

B.

Chemicals

C.

Textiles

D. Etc.

III. 1751-1800

A.

Food

B.

Chemicals

Topic or Talking Headings? (1 of 2)

Topic headings identify.

- I. Population
 - A. Houston
 - B. Springfield
 - C. San Diego

- II. Income
 - A. Houston
 - B. Springfield
 - C. San Diego

Topic or Talking Headings? (2 of 2)

Talking headings identify and indicate what is said about that division.

- I. Growing population signals market growth
 - A. Houston leads the nation
 - B. Springfield has steadiest increase
 - C. San Diego maintains status quo

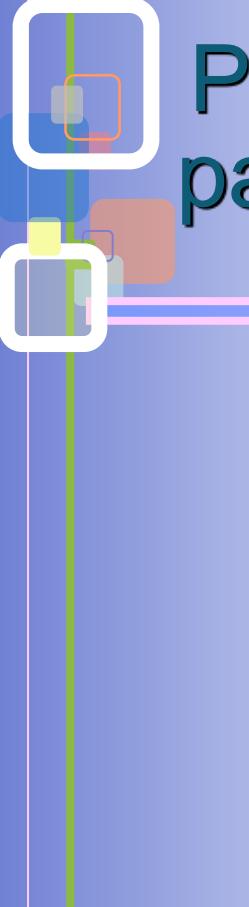
Wording of Headings

- Parallel Construction
- Conciseness in Wording
- Variety of Expression

Parallelism in Construction of Headings

Equal level headings should be in the same grammatical format whether noun phrase, sentence, or decapitated sentence.

- **Noun Phrase**
 - “High Rate of Sales in District III”
- **Sentence**
 - “District II Sales Rank Second”
- **Decapitated Sentence**
 - “District I at Bottom”



Point out any violations of grammatical parallelism in the following subheads of major division of a report.

- I. Sporting Good Shows Market Increase
- II. Modest Increase in Hardware Volume
- III. Automotive Parts Remains Unchanged
- IV. Plumbing Supplies Records Slight Decline.



Point out any violations of grammatical parallelism in the following subheads of major division of a report.

- A. Predominance of Cotton Farming in Southern Region
- B. Livestock Paces Farm Income in the Western Region
- C. Wheat Crop Dominant in the Northern Region
- D. Truck Farming Leads in Central and Eastern Regions

Conciseness in Wording

Headings should be the shortest possible word arrangement.

Not this:

Personal appearance enhancement is the most desirable benefit of lasik surgery that patients report.

But this:

Personal appearance most desirable benefit.

Variety of Expression

**Replace monotonous repetitions of words
in topic headings with a variety of words.**

Not this:

- A. Illinois Computer Sales
- B. New York Computer Sales
- C. Washington Computer Sales

But this:

- D. Illinois Ranks First in Industry Sales
- E. New York Maintains Second Position
- F. Washington Posts Third Slot

Write the Report

- Be objective.
 - Believability
 - Impersonal vs. Personal Writing
- Maintain a consistent time viewpoint.
- Use smooth transitions.
- Maintain interest.

Impersonal vs. Personal Styles (1 of 2)

Impersonal

The first week of the period was spent on vacation. Work now is continuing to complete the next annual report. A description of the new high-temperature technique is the item that has come under consideration.

Personal

During the first week of the period, I was on vacation. I now am writing a description of the new high-temperature technique for the next annual report.

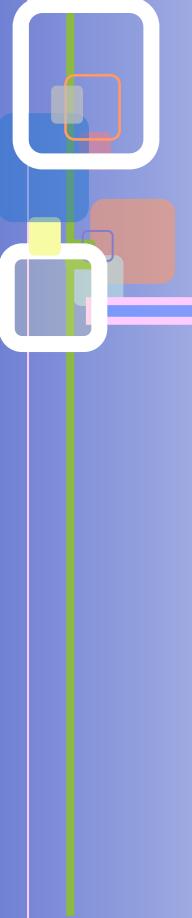
Impersonal vs. Personal Styles (2 of 2)

Impersonal

The current period has been devoted to becoming familiar with the new equipment.

Personal

I have spent the current period in becoming familiar with the new equipment.



Maintain Logic and Consistency in Time Viewpoint (1 of 4)

Avoid Illogical Time Shifts

Almost 37 percent of the merchants interviewed favored the Wilson plan. Only 14 percent of them prefer the Borden plan.



Maintain Logic and Consistency in Time Viewpoint (2 of 4)

Consistent Past

Since Dixie Cola was produced and distributed in the South, there was little difficulty in establishing its identity in that region.

Strong markets were designated as those that required little or no logical adaptation of commercials. Mississippi, Louisiana, and Alabama fell in that category.



Maintain Logic and Consistency in Time Viewpoint (3 of 4)

Consistent Present

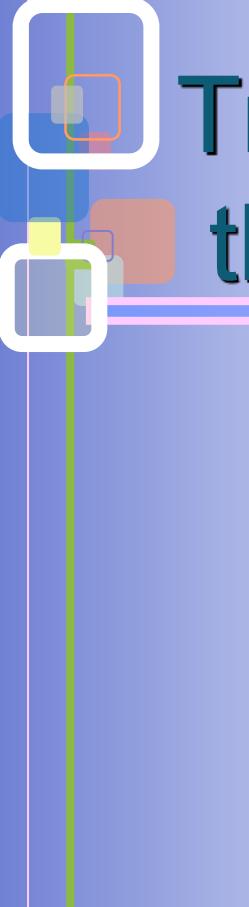
Since Dixie Cola is produced and distributed in the south, there is little difficulty in establishing its identity in that region.

Strong markets are designated as those that require little or no local adaptation of commercials. Mississippi, Louisiana, and Alabama fall in that category.

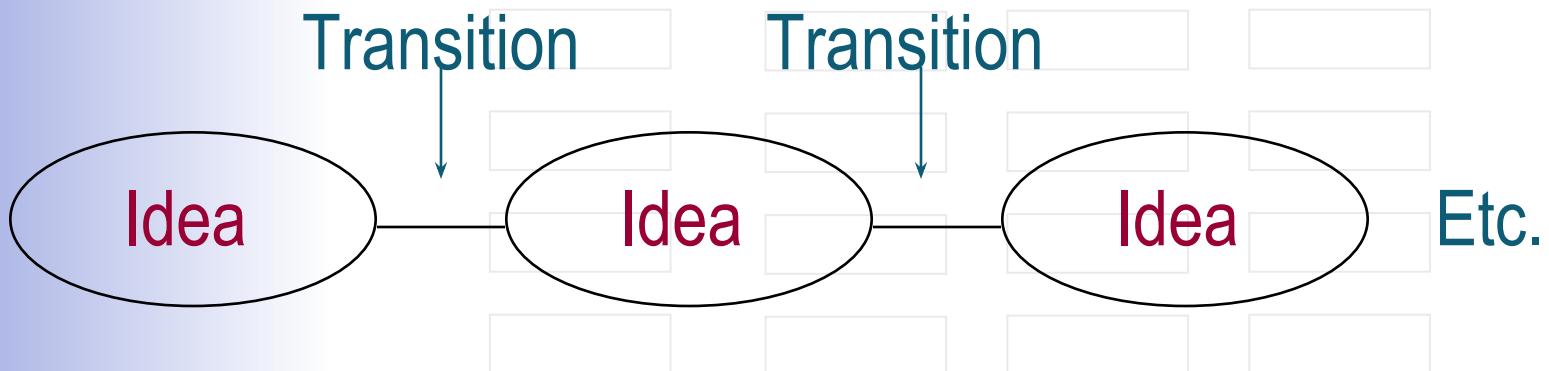
Maintain Logic and Consistency in Time Viewpoint (4 of 4)

Logical Shifts are All Right

Of the merchants interviewed, 54 percent feel that such legislation is needed. Only 33 percent held this position a scant three years ago. Current indications are that the number favoring the bill will be much greater within another three years.



Transitions are Bridges for Moving the Reader Through Your Report



Use of Transition Words to Relate Paragraphs

End of paragraph . . . which makes these visuals among the *simplest* to construct.

Beginning of next paragraph Even though the line graphs are *simple*, *three* errors commonly are made in constructing them. *One* is the common violation of zero origin. The Y scale (vertical axis) must . . .

Beginning of next paragraph *Second* is the error of representing both X and Y scales on the grid by unequal distances. Any deviation from . . .

Beginning of next paragraph A *third* error concerns the determination of proportions of the . . .

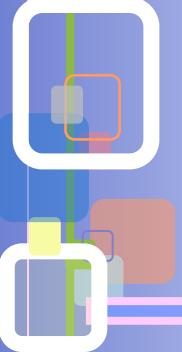
End of paragraph . . . clearly is the most *economical* to operate.

Beginning of next paragraph In spite of its *economy*, the Xerox copier presents a major disadvantage. It has the highest breakdown record of the machines tested. In fact, over the past seven months. . .



Transition Through Word Connection (1 of 2)

- Wormy oranges dumped from a passing ship floated ashore in Texas. **Consequently**, another battle had to be waged against the Mediterranean fruit fly.
- Transitional elements are essential to understanding. **They** are the mortar that hold bricks of thought together.
- Before buying plants, be sure you know which varieties are adapted to your area. **Adapted varieties** usually are sold by local nurseries.



Transition Through Word Connection (2 of 2)

- A knowledge of your subject, a familiarity with words, and a compassion for your reader--**all** are essential to clear exposition.
- In early spring, prepare the soil. **After the soil warms**, drill the seed at a rate of ten pounds per acre.

Maintain Interest

- Select words carefully.
- Watch the rhythm of expression.
- Stress content over techniques.
- Be complete without using more words than necessary.

Sequence of Activities Involved in Collaborative Writing Projects



1. Determine Purpose
2. Derive Factors
3. Gather Facts
4. Interpret Facts
5. Organize Facts
6. Plan the Writing
7. Write Assigned Parts
8. Revise
Collaboratively
9. Edit Final Draft

**“Tenacity and perseverance are
essential qualities for success
in business.”**

--Mary Kay Ash