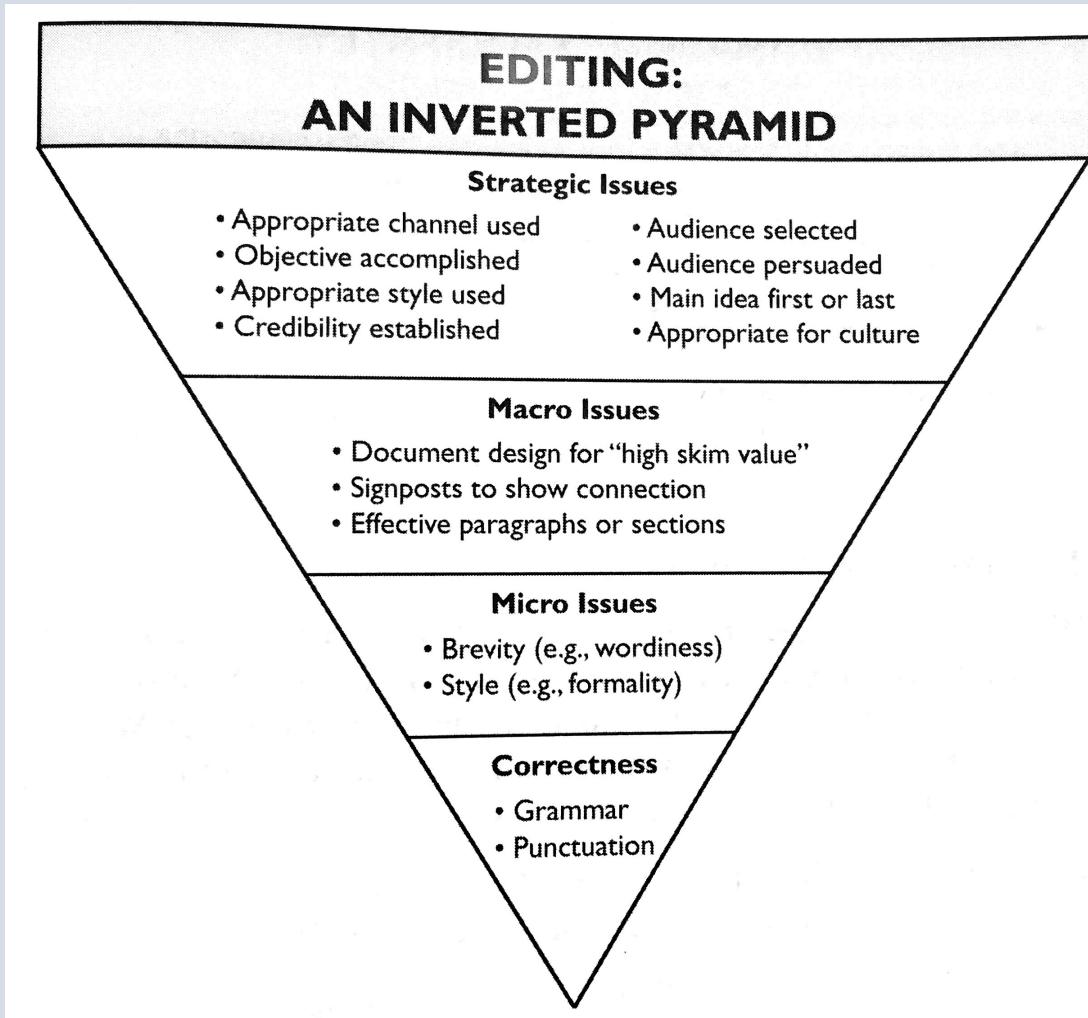


Agenda: Proposal (memo) Review and Revision

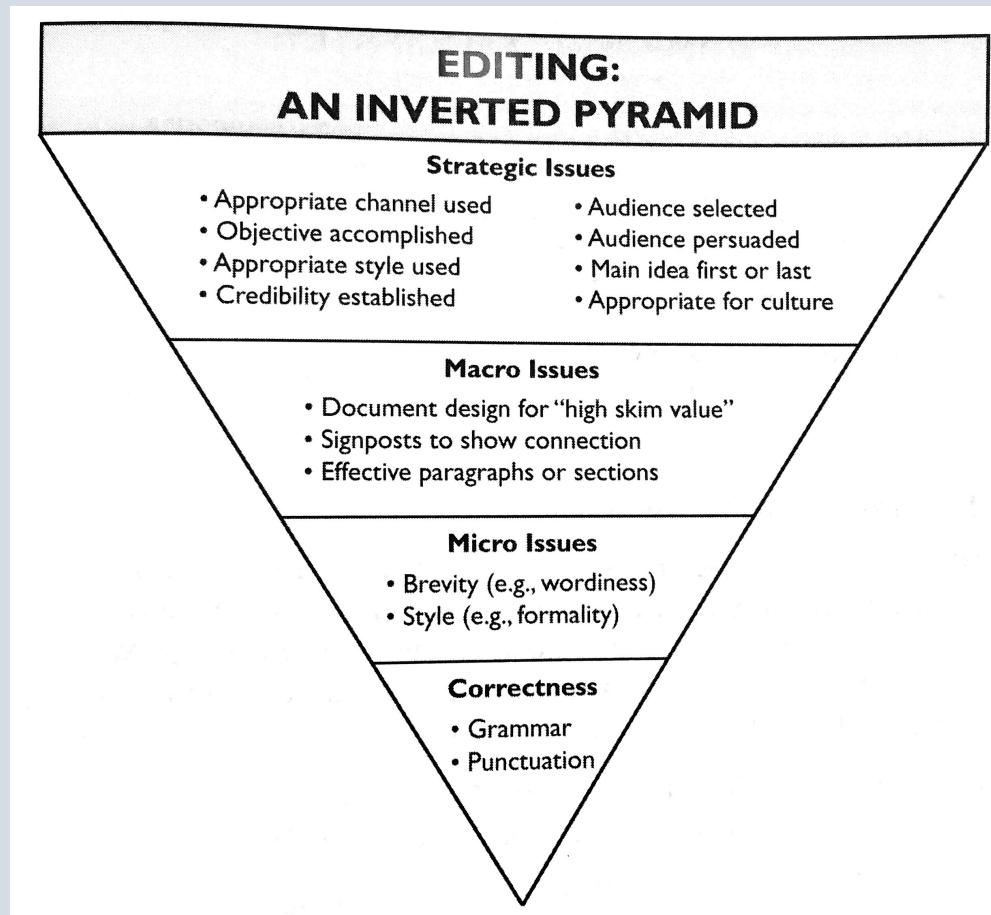


1. Strategic Issues

2. Macro Issues

3. Micro Issues &
Correctness

Agenda: Proposal (memo) Review and Revision



Source: Munter, M. & Hamilton, L. (2014). *Guide to managerial Communication*

{ 1. Strategic Issues }

- Culture
- Persuasion

2. Macro Issues

3. Micro Issues &
Correctness

Culture delimits our communication strategy

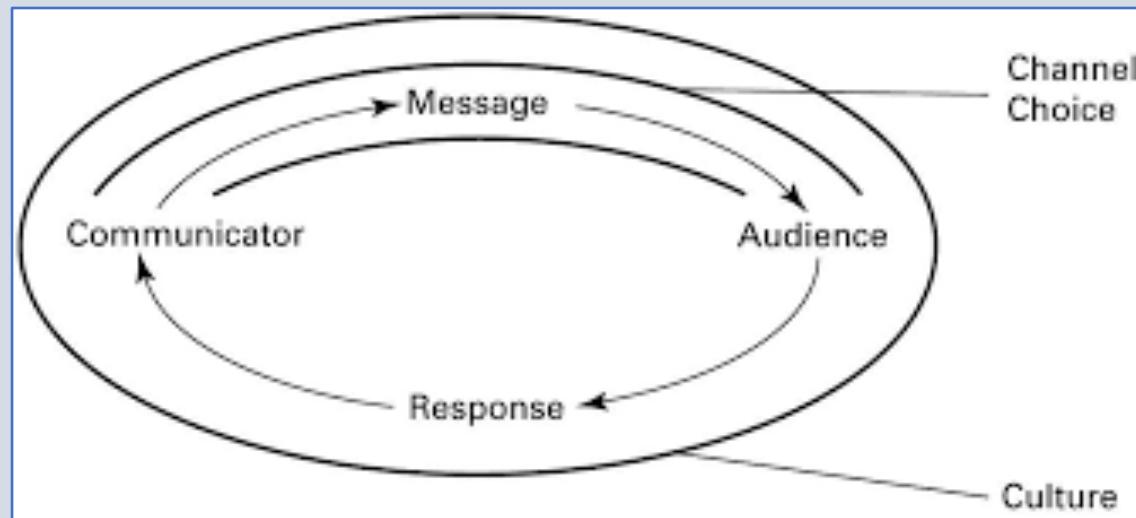
de·lim·it  (dī-lim'it) also **de·lim·i·tate** (-i-tāt')

tr.v. **de·lim·it·ed**, **de·lim·it·ing**, **de·lim·its** also **de·lim·i·tat·ed** or **de·lim·i·tat·ing** or **de·lim·i·tates**

To establish the limits or boundaries of; demarcate.

Culture delimits our communication strategy

Communication process



Source: Munter, M. & Hamilton, L. (2014). *Guide to managerial Communication*

320,413 views | Nov 28, 2011, 11:39am

Forbes

How Culture Controls Communication



Carol Kinsey Goman, Ph.D. Contributor i
Leadership Strategy

f

Today In: Leadership

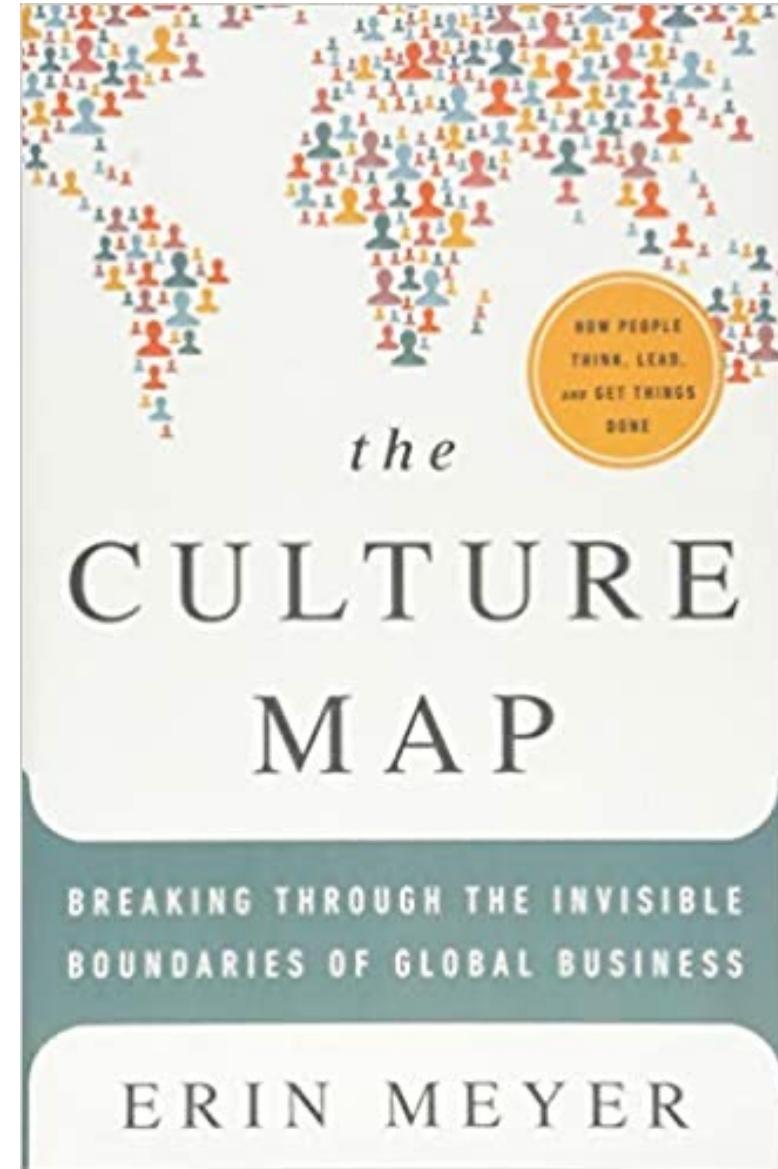
Twitter icon

LinkedIn icon

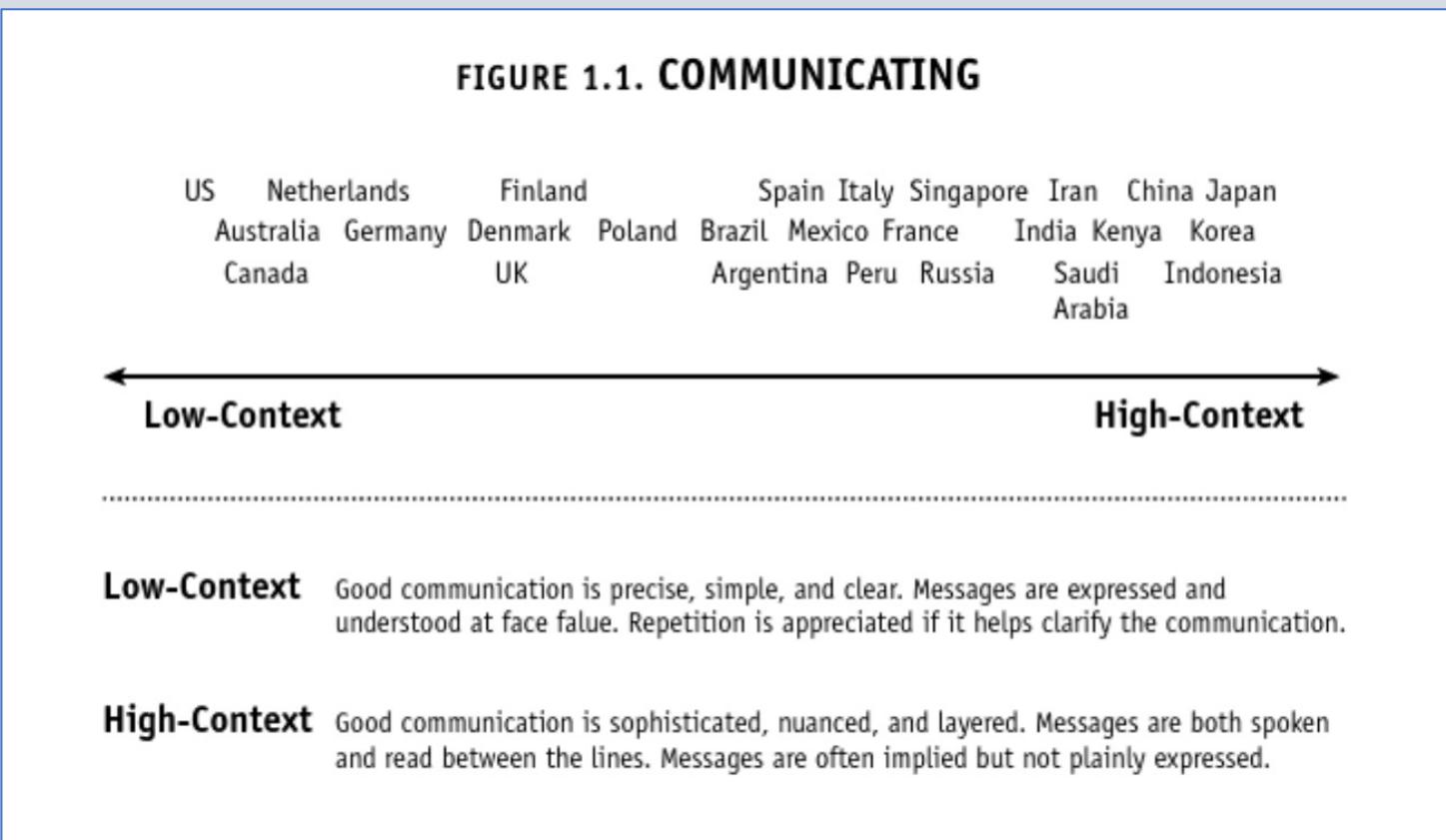
Business leaders know that intercultural savvy is vitally important – not just because they have to deal increasingly with globalization, but also because the work force within their own national borders is growing more and more diverse.

Culture is, basically, a set of shared values that a group of people holds. Such values affect how you think and act and, more importantly, the kind of criteria by which you judge others.

Cultural meanings render some behaviors as *normal* and *right* and others *strange* or *wrong*.



Low-Context vs. High-Context

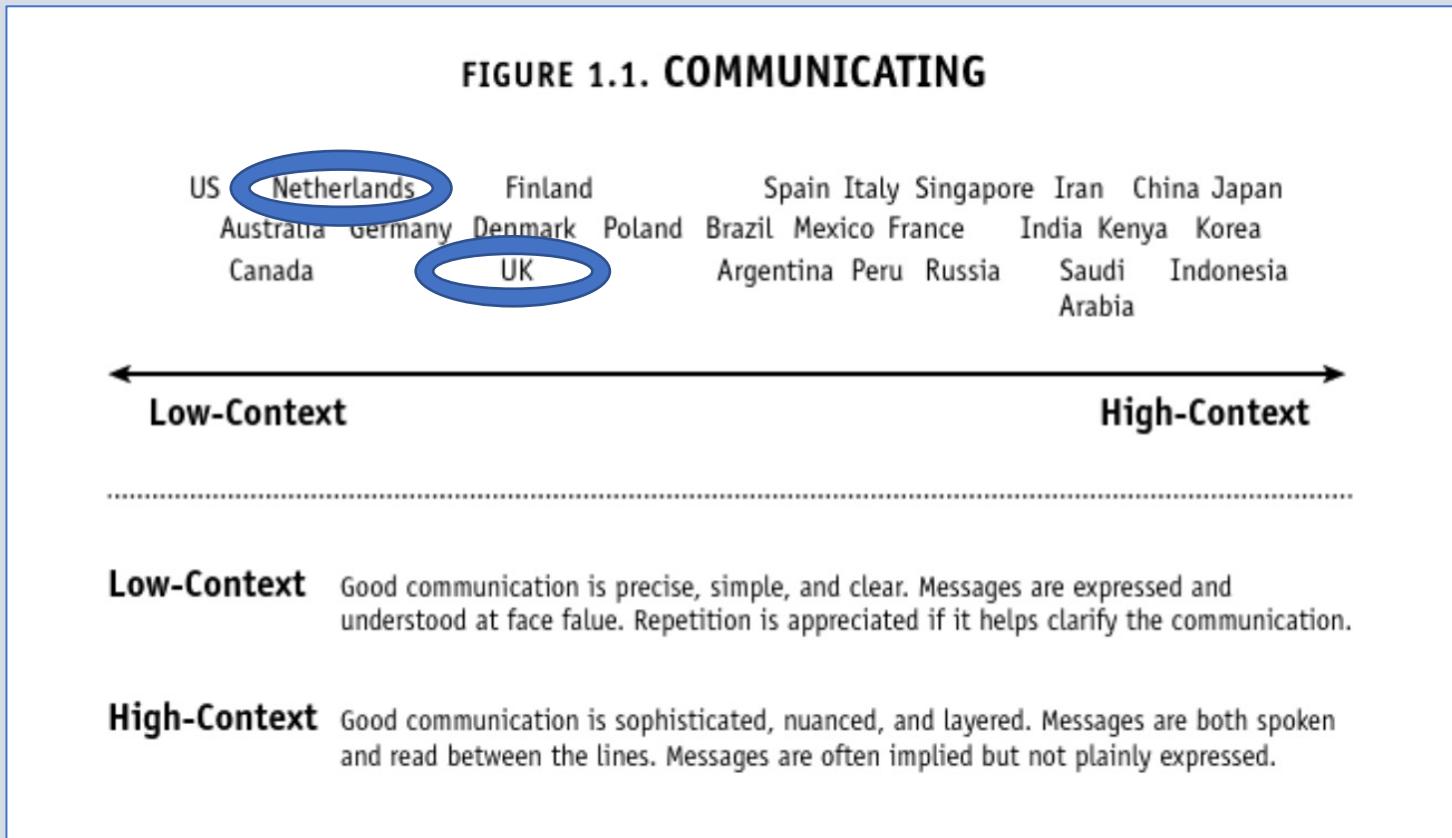


Source: Erin Meyer, *The Culture Map*

**HIGH
CONTEXT**
vs.
**LOW
CONTEXT**



Low-Context vs. High-Context (Names?)



Source: Erin Meyer, *The Culture Map*

INDECENT

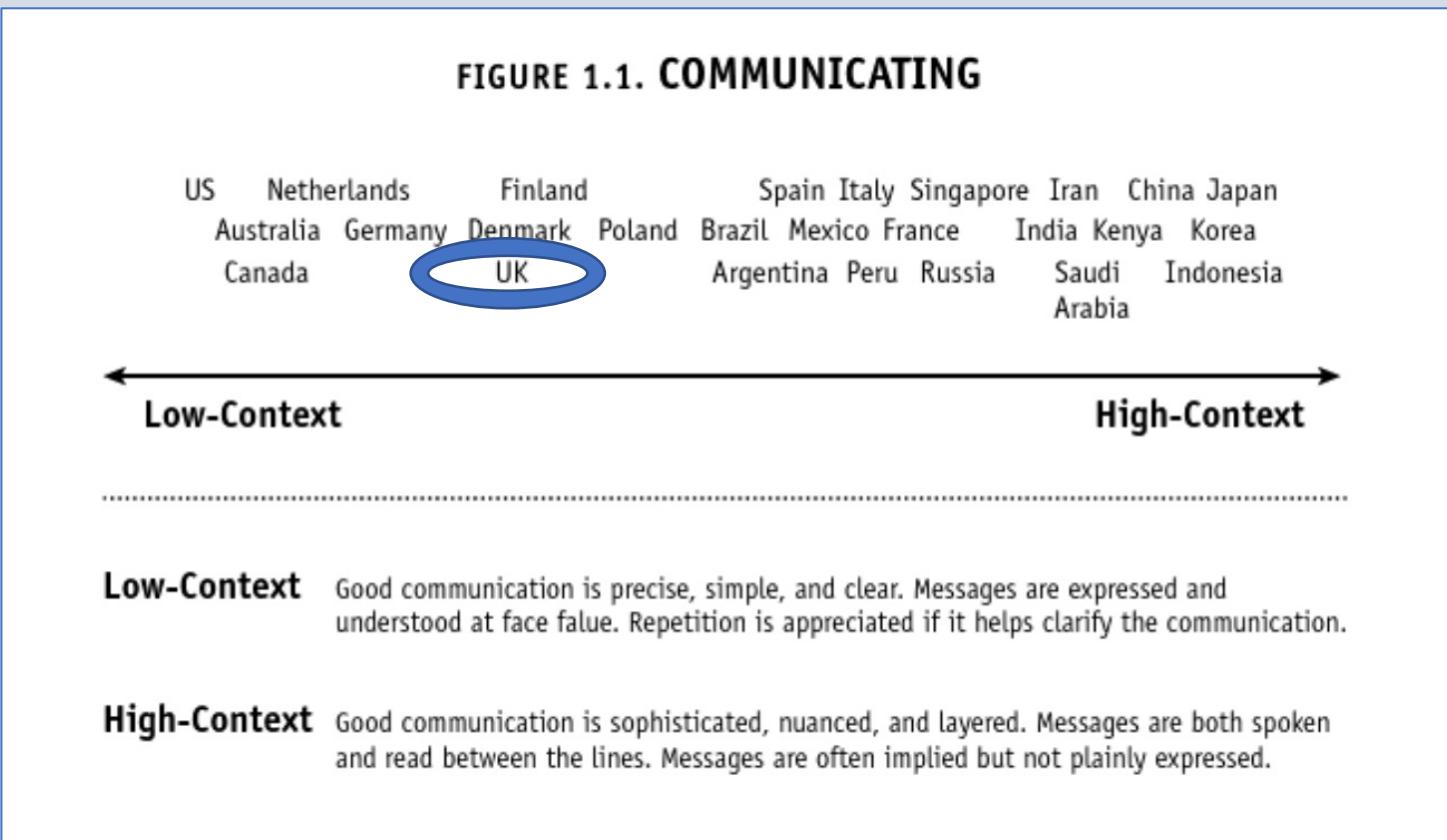
(High context)

What the British say	What the British mean	What the Dutch understand
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!

DIRECCT

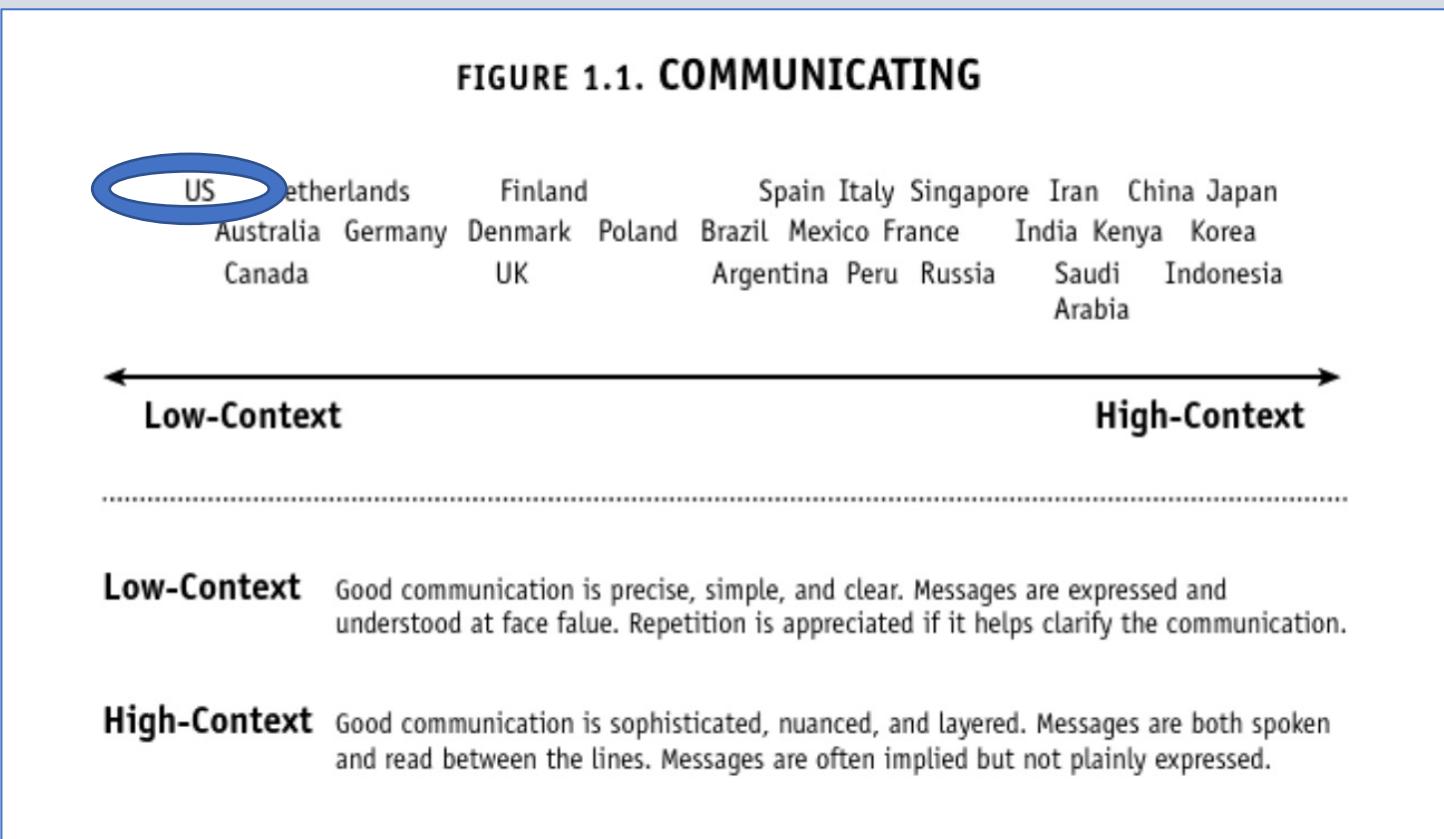
(Low context)

Low-Context vs. High-Context



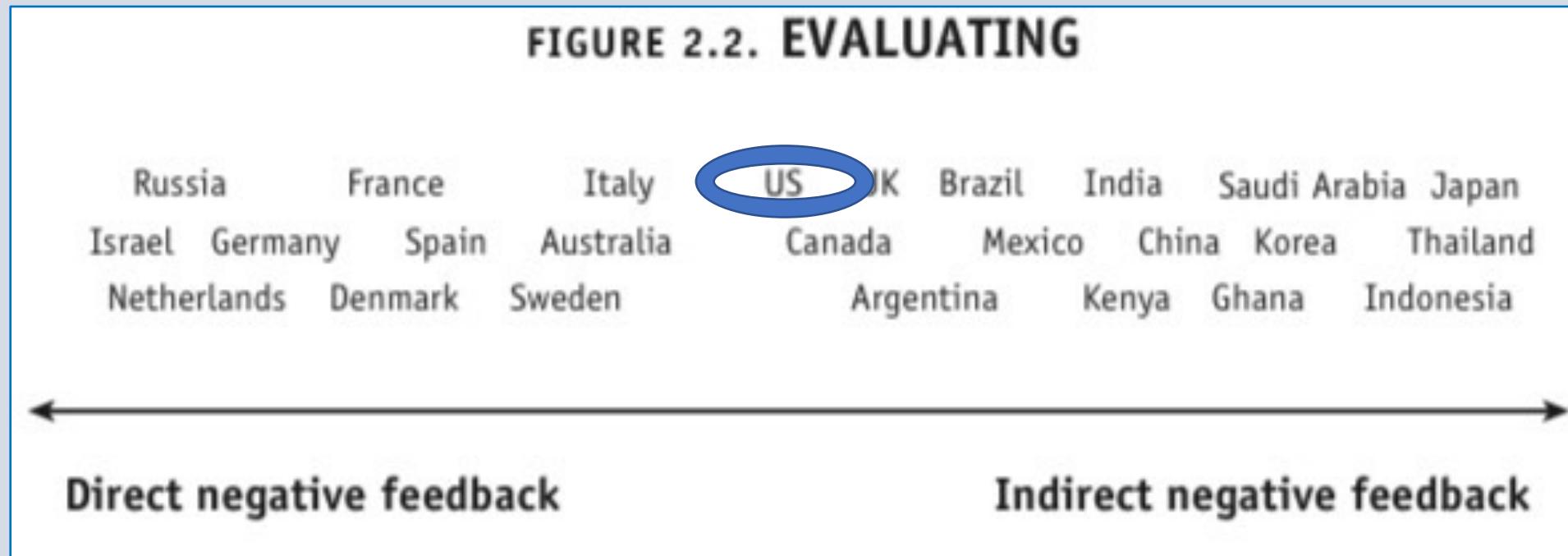
Source: Erin Meyer, *The Culture Map*

Low-Context vs. High-Context



Source: Erin Meyer, *The Culture Map*

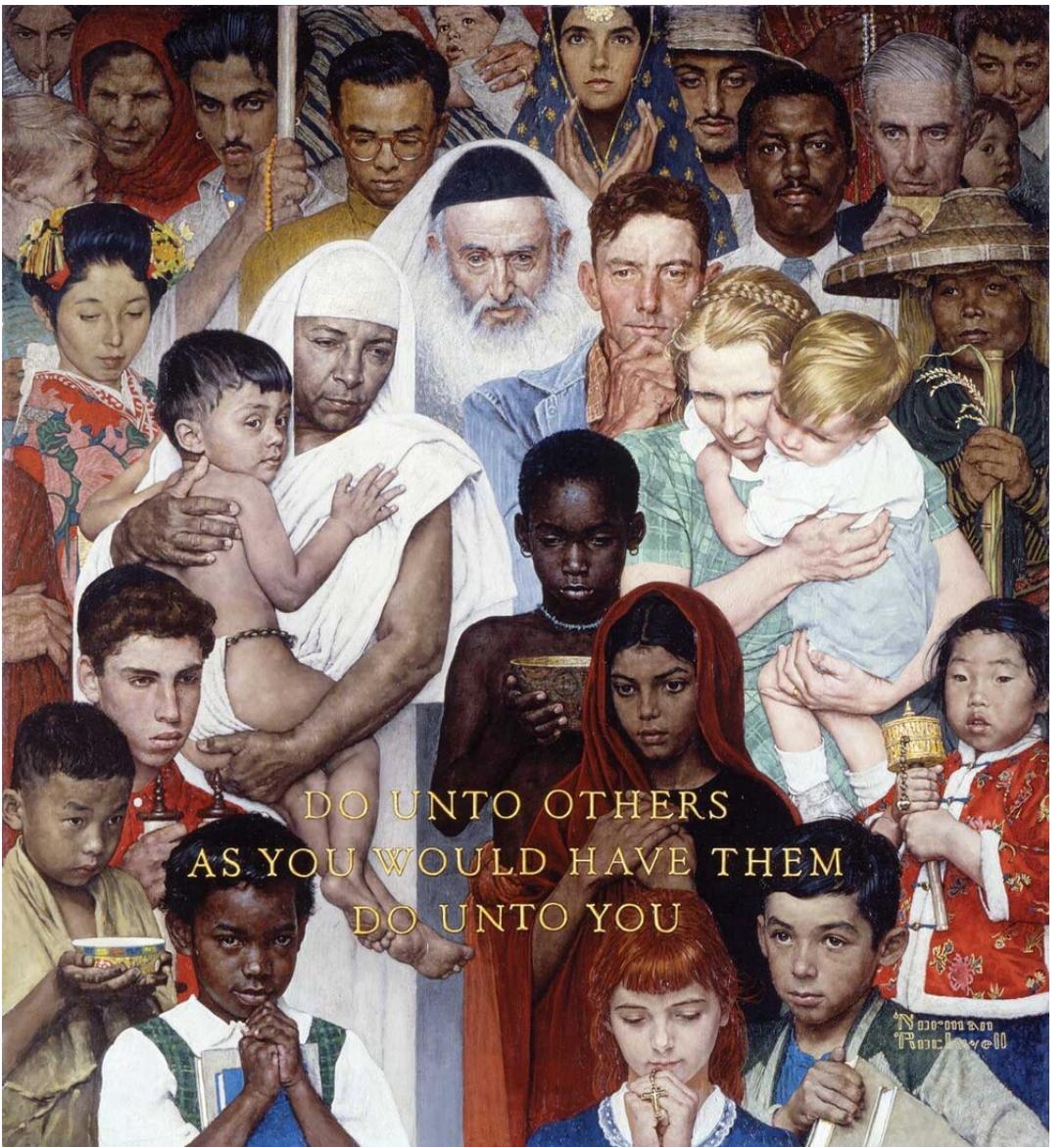
....But disagreement is another matter



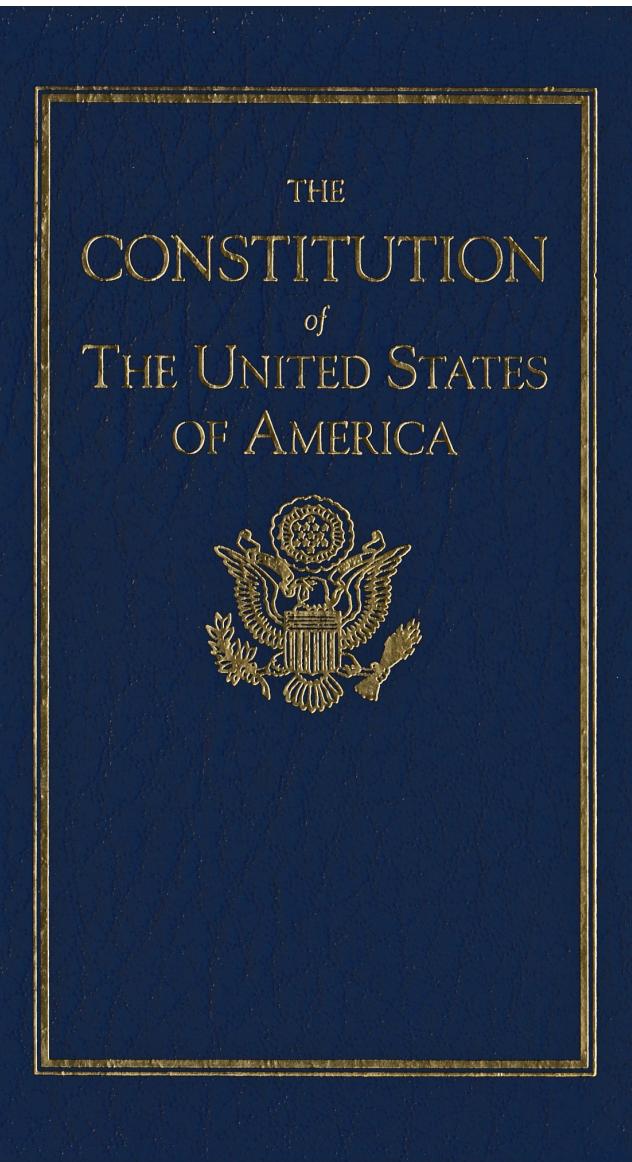
Source: Erin Meyer, *The Culture Map*



"Growing Ethnic Diversity
in early 1900s California"



Normal Rockwell, "Do Unto Others," 1961



Unity under American Creed



Pit race against race, religion against religion, prejudice against prejudice. Divide and conquer! We must not let that happen here.

— *Eleanor Roosevelt* —

AZ QUOTES



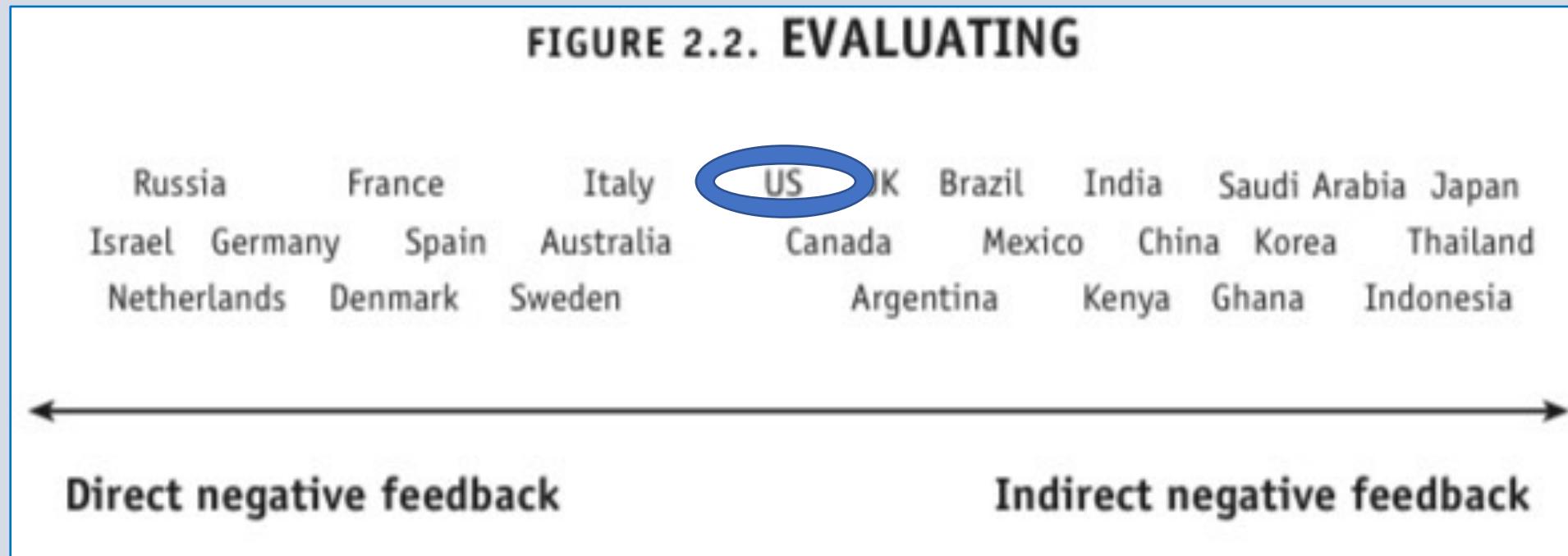
'Avoid talking religion and politics in polite company'
-old American saying

"Let's get off personalities." - Karl Klaren



Summit, New Jersey (1945)

....But disagreement is another matter



Source: Erin Meyer, *The Culture Map*

“American” cultural-communication values?



- Low-context / direct
 - This is especially true in writing, less so orally.
 - Except when giving negative feedback
- Individualistic
- Active voice
- Positive
- Multicultural
- Tolerant



So what?

- In the context of our class, we will practice enacting the **low-context communication** culture of the United States.
- **Direct Communication** (low context COMM culture) is the language of business and the professional realm (in US).



(American) Business Cultural COMM Values:
Be Brief & Direct

BLUFF

A painting of several dogs playing poker at a table. There are six dogs visible: a black and white dog on the far left, a brown and white dog next to it, a large brown dog in the center, a grey dog with a studded collar in the foreground, a dark dog with a pipe in the background, and a brown and white dog on the far right. They are seated around a green felt table with cards and poker chips. A framed picture hangs on the wall behind them.

Bottom
Line
Up
Front
(Forever)

Present clearly and concisely to Sr. Executives

- Senior execs are a tough segment to reach.
- They usually have little time in their schedules to give.
- They must make huge decisions based on accurate information delivered quickly.
- Long presentations with a big reveal at the end do not work for them.
- They'll want you to get to the bottom line right away (and they often won't let you finish your presentation without interrupting with questions).
- S/W: When presenting to an audience of Sr. Execs, do everything you can to make their decision making easier and more efficient.

BLUFF: What does it look like?

- Summary before data
- Recommendation before reasons
- Results before analysis
- e.g. Elevator pitches
- Etc...



Canal do youtube
Marcus Lemonis Brasil

temos noite dos cachorros solteiros,
pintar o retrato do seu animal de estimação,

Example: the Elevator Pitch

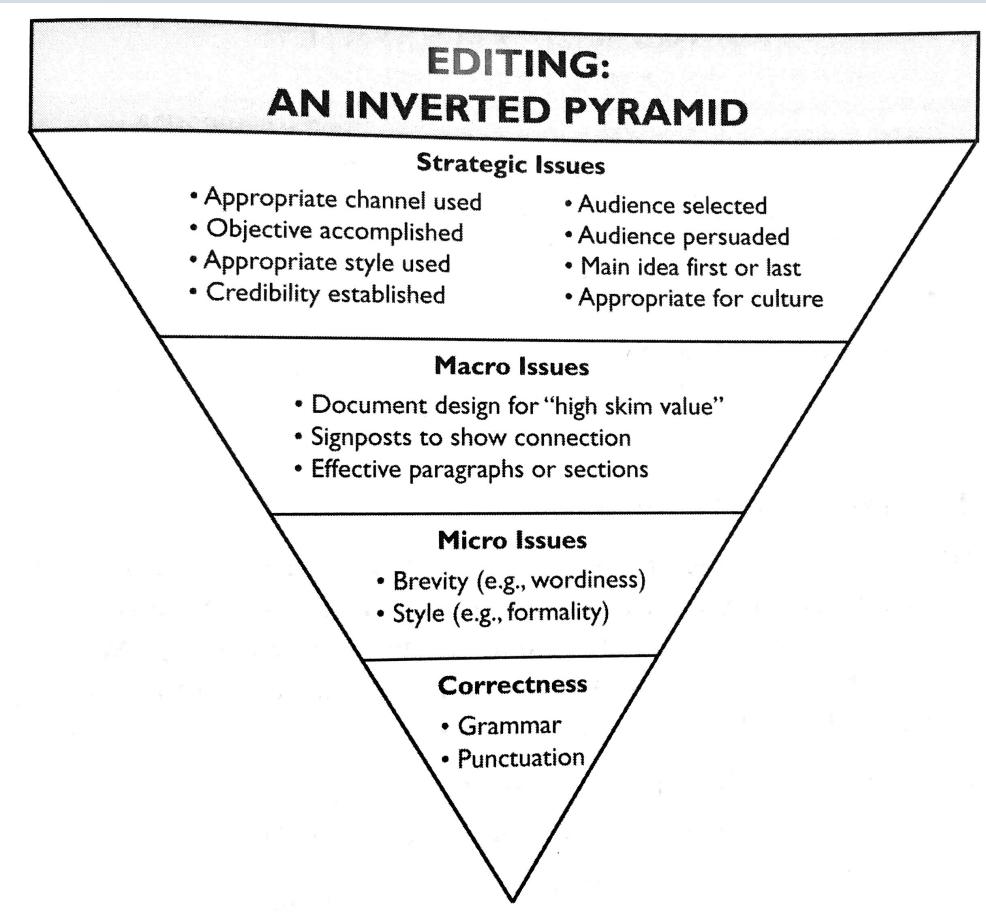
What's the culture of your memo?

- What's the culture of the organization and working group? How can you capitalize on these cultural COMM values in the rhetoric of your Proposal (memo)
 - Formal
 - Informal
 - Academic
 - Entrepreneurial
 - Cautious
 - Cutting edge

REVIEW EXERCISE:

Describe the culture of the organization/working group (audience analysis). If you don't know, make it up and be specific. Next, assess your writing and suggest changes incorporating rhetoric and rhetorical appeals that speak to these cultural norms.

Agenda: Peer Review



Source: Munter, M. & Hamilton, L. (2014). *Guide to managerial Communication*

1. Strategic Issues

2. Macro Issues

- Genre
- Argumentation
- Evidence

3. Micro Issues & Correctness

Genres

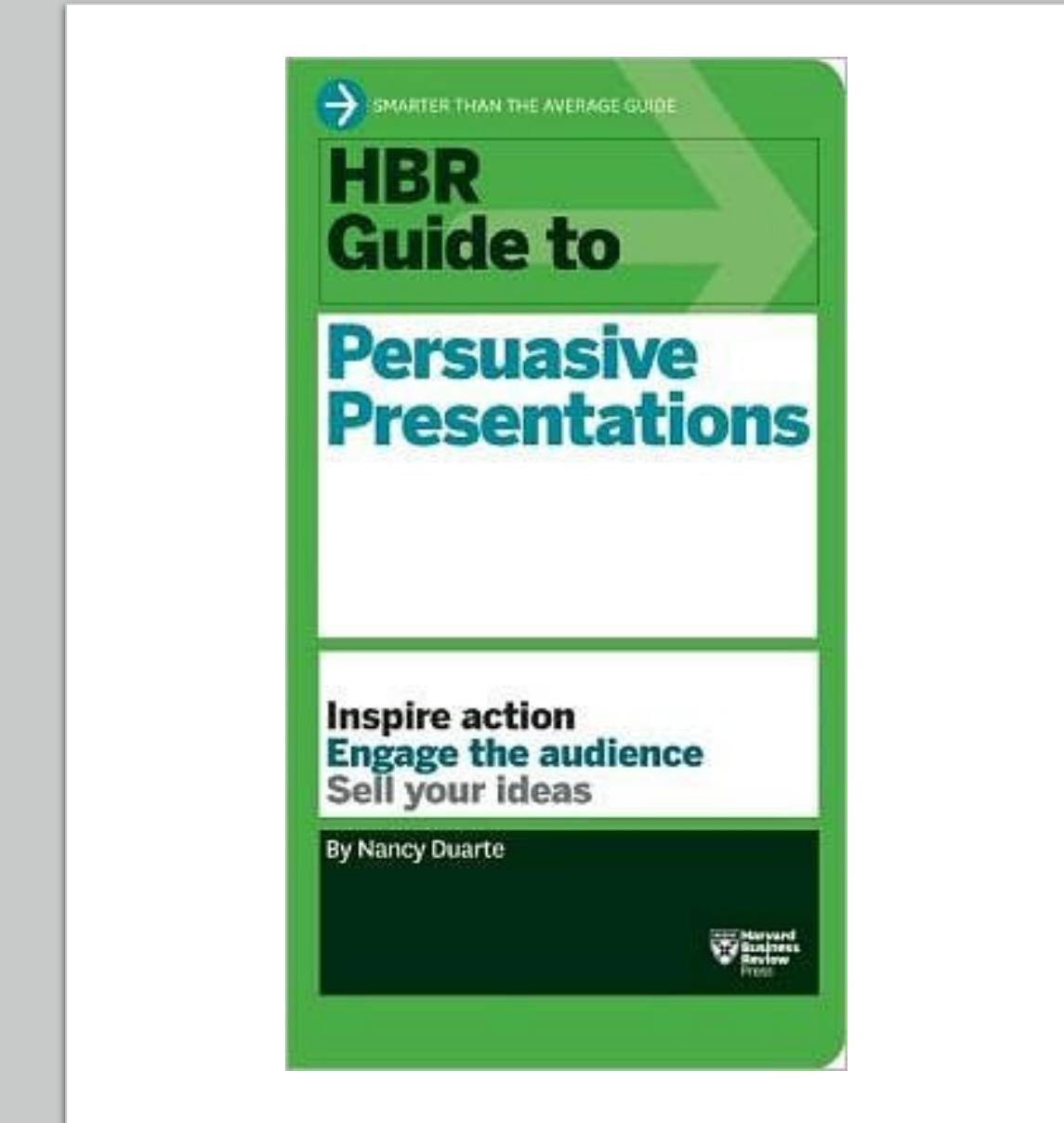
- Literary
- Academic
- Business
 - Memo
 - Executive summary
 - Emails
 - Pitches
 - Infographic



Bonus: BLUFF Your Email Subject Lines

Express your big idea in a complete sentence.

- It needs a **subject** (often some version of "you", to highlight the audiences role) and a **verb** (to convey action and elicit response)
[Duarte, 27].



Some recent subject lines in my sent box

- Scheduling our first meeting on B. COMM faculty position
- Robot performs first laparoscopic surgery without human help
- Help with a Word doc - edit tables to fit page
- COVID Protocol for faculty
- Request to purchase 2 books for research purposes

Bonus: **BLUFF** Your Email Subject Lines

[REDACTED]
Adjunct Faculty Meeting mov...

Fri 8/30

Dear Faculty, I would like to thank those of y...

Dear Faculty,

I would like to thank those of you who have reached out and sent an RSVP for the fall Adjunct Faculty Meeting that was to take place on September 12th, 2019. Unfortunately, there will be a Republican Convention at the Marriott Waterfront the same evening. With this high profile event, security and traffic will be high in the Harbor East area that evening, resulting in our event to be rescheduled. We plan to postpone the Adjunct Faculty Meeting **to Thursday, October 24th, 2019**. I will send out the updated invitation within the next two weeks. In the meantime, we will send you some additional teaching-related information by September 12th (e.g., information about the final exam week, etc.). I thank you in advance for your understanding.

Best,

[REDACTED]

[REDACTED]
[REDACTED]

The Johns Hopkins Carey Business School

100 International Drive
Baltimore, MD 21202-1099

[REDACTED]

[REDACTED]

[REDACTED]

Web: carey.jhu.edu



JOHNS HOPKINS
CAREY BUSINESS SCHOOL

DESIGN for

READ
ABIL-
ITY

“Macrowriting” is effective writing of the big picture ... focus on the message as a whole

Goal – to increase readability, make it far more likely your audience will read message

- Headings and subheadings
 - 1. Recommendations
 - 2. Methodology
 - 3. Conclusions
- Good amount of white space
- Division of paragraphs and sections
- Easy to read typography

Business Communication

Business Communication

- Applies to all forms of writing – memos, letters, reports, important emails

Which would you rather read?

Prior Airline Experience

- International airline management experience in developing passenger service standards and quality control measures. Conducted and analyzed passenger opinion research for international airline to assess in-flight and ground passenger service Responsible for strategic marketing planning as it pertained to passenger service products and delivery. On-the-job airport experience working in all areas of passenger customer service at JFK and IAD. Protocol experience handling VIPs at JFK

Prior Airline Experience

- International airline management experience in developing passenger service standards and quality control measures
- Conducted and analyzed passenger opinion research for international airline to assess in-flight and ground passenger service
- Responsible for strategic marketing planning as it pertained to passenger service products and delivery
- On-the-job airport experience working in all areas of passenger customer service at JFK and IAD

Grabbing your audience on paper

- Design with high skim value
 - Use headings and subheadings
 - Use white space
 - Choose appealing type

From the SEC Handbook

- Keep lines to a reasonable length
- A comfortable line length for readers is 32 to 64 characters. Any longer than that and your readers will lose their place when they read from line to line.
- A safe rule to follow is: the smaller the type size, the shorter the line length.



Large Chunk

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nulla ipsum nibh, dictum sed tempor vitae, tristique at tortor. Cras a varius nulla. Aliquam vulputate, dui ac vulputate feugiat, sem massa eleifend felis, sit amet posuere arcu nisl in leo. Proin sapien lectus, aliquam a porta eleifend, pharetra eget tellus. Phasellus egestas ipsum eu nisi hendrerit pellentesque. Integer nec velit sapien, nec sagittis purus. Pellentesque vel turpis turpis. Sed sit amet ligula est, egestas dignissim nisi.

Much Better

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nulla ipsum nibh, dictum sed tempor vitae, tristique at tortor.

- Cras a varius nulla.
- Aliquam vulputate, dui ac vulputate feugiat
- Sem massa eleifend felis, sit amet posuere
- Proin sapien lectus, aliquam a porta eleifend

Times New Roman

Readability

Century Schoolbook

Readability

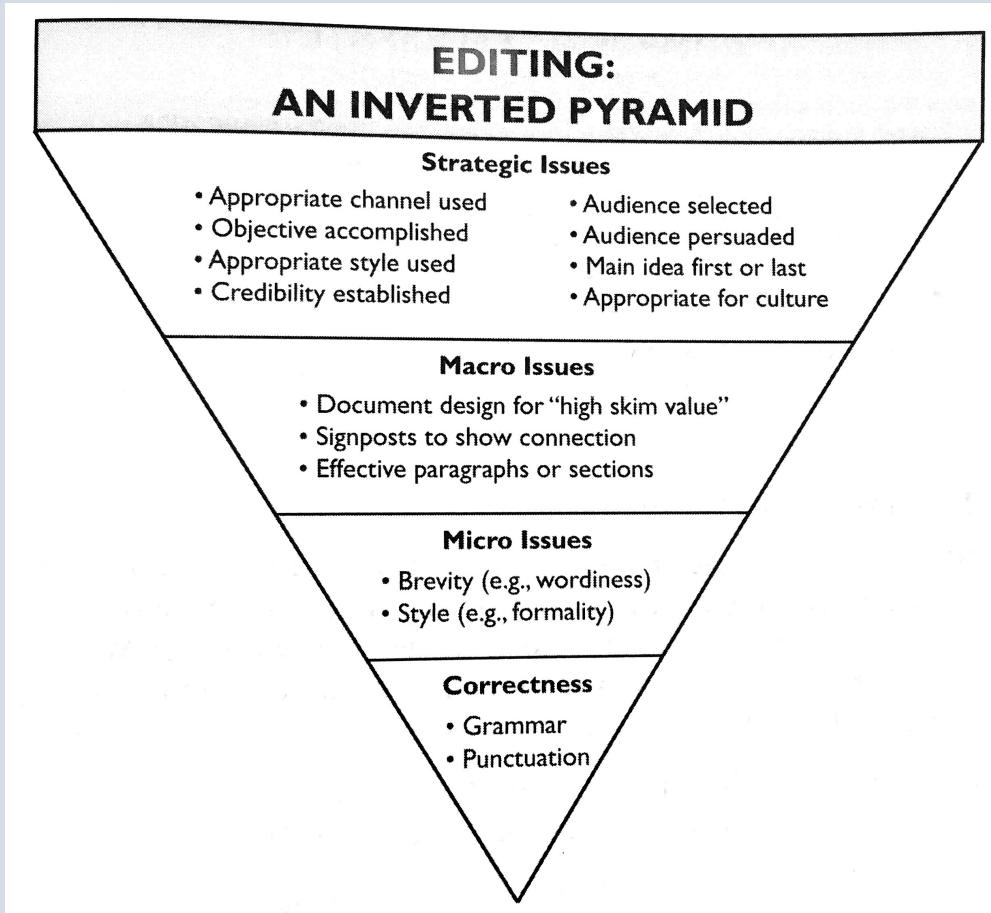
Baskerville

Readability

Perpetua

Readability

Agenda: Peer Review



Source: Munter, M. & Hamilton, L. (2014). *Guide to managerial Communication*

1. Strategic Issues

2. Macro Issues

3. Micro Issues & Correctness

How many words can you delete while retaining your meaning?

Can you fix this?

“You are being provided with an opportunity to”



“You can”

Can you fix this?

“They become better at being able to establish”



“They can better establish”

Can you fix this?

“The company is taking applications at this point in time”



“Please apply”

Great Communicators are Great Editors

This is a key art of how crowdfundi
Good work. Creators empower their bac
advocates. They feel some ownership of w
"win". Together they can celebrate victor

Backers have a larger network that a
not for profits. The networks of the suppo
the reach of any organisation.

A network of engaged, passionate and ins
organisations should be chasing. *why*

Context

- Cultural Differences
- Organizational Norms and Expectations
- Professionalism vs. Performance

Power Dynamics and Communication

- **Hierarchy and Authority:**

How might the power dynamic between Wendy (as a supervisor) and Fred (as a subordinate) affect their communication? How can they navigate this dynamic respectfully in written correspondence?

- **Perception of Fred's Request for an Assistant:**

What might Wendy have felt when Fred asked for an office assistant publicly? Could there have been a better way for Fred to communicate this request? How can Fred address this situation tactfully in an email?

- **Non-Participation in Social Events:**

Start with the main point

- What is your purpose?

“I would like to discuss recent concerns regarding my participation in meetings and team activities.”

or

“I would like to address your request for an office assistant and discuss expectations moving forward.”

Provide Context (Middle of the Pyramid)

- What background information is necessary?

Why is this issue important?

How does Fred's performance influence Wendy's concerns?

How does the organizational culture or Fred's cultural background shape the conflict?

Details and Next Steps (Bottom of the Pyramid):

- What actions or solutions are proposed?

How should Fred or Wendy propose to move forward?

What actions are they requesting in the meeting (e.g., addressing workplace expectations, discussing roles)?

How can both parties express a willingness to collaborate and resolve the conflict?