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**LO 4-1 Implement activities involved in the composing process.**

Processes that help writers write well include not expecting the first draft to be perfect, writing regularly, modifying the initial task if it's too hard or too easy, having clear goals, knowing many different strategies, using rules as guidelines rather than as absolutes, and waiting to edit until after the draft is complete.

typographical errors. The activities do not have to come in any set order. It is not necessary to finish one activity to start another. Most writers use all activities only when they write a document whose genre, subject matter, or audience is new to them.

To think of ideas, try brainstorming, freewriting (writing without stopping for 10 minutes or so), and clustering (brainstorming with circled words on a page).

**LO 4-2 Apply guidelines for effective word choice, sentence construction, and paragraph organization.**

Good style in business and administrative writing is less formal, more friendly, and more personal than the style usually used for term papers.

Use the following techniques to make your writing easier to read.

As you choose words:

1. Use words that are accurate, appropriate, and familiar. Denotation is a word's literal meaning; connotation is the emotional coloring that a word conveys.
2. Use technical jargon sparingly; eliminate business jargon.

As you write and revise sentences:

3. Use active voice most of the time. Active voice is better because it is shorter, clearer, and more interesting.
4. Use verbs—not nouns—to carry the weight of your sentence.

Writing processes can include many activities: planning, gathering, brainstorming, organizing, writing, evaluating, getting feedback, revising, editing, and proofreading. *Revising* means changing the document to make it better satisfy the writer's purposes and the audience. *Editing* means making surface-level changes that make the document grammatically correct. *Proofreading* means checking to be sure the document is free from

5. Eliminate wordiness. Writing is wordy if the same idea can be expressed in fewer words.
  - a. Eliminate words that add nothing.
  - b. Combine sentences to eliminate unnecessary words.
  - c. Put the meaning of your sentence into the subject and verb to cut the number of words.
6. Vary sentence length and sentence structure.
7. Use parallel structure. Use the same grammatical form for ideas that have the same logical function.
8. Use second-person pronoun "you" to put your readers in your sentences.

As you write and revise paragraphs:

9. Begin most paragraphs with topic sentences so that readers know what to expect in the paragraph.
10. Use transitions to link ideas.

**LO 4-3 Apply techniques to revise, edit, and proofread your communications.**

- If the writing situation is new or difficult, plan to revise the draft at least three times. The first time, look for content and completeness. The second time, check the organization, layout, and reasoning. Finally, check style and tone.
- Edit for surface-level changes to make your document grammatically correct.
- Finally, proofread to catch typos. Use available technologies to help you.

**Flow Chart of Communication No.1**

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graph TD
    COMMUNICATION --> Language
    Language --> Verbal
    Language --> Assumptions_Presumptions[Assumptions & Presumptions]
    Language --> Written
    Verbal --> Speaker
    Verbal --> audience
    Speaker --> Background_factor[Background factor]
    audience --> Background_factor
    Background_factor --> Need_factor[Need factor]
    Need_factor --> Feedback[Feed back]
    Assumptions_Presumptions --> Communication_Miscommunication[Communication & Mis-communication]
    Communication_Miscommunication --> Effective_Communication[Effective Communication]
    Effective_Communication --> Cross_Cultural_Communication[Cross Cultural Communication]
    Cross_Cultural_Communication --> Communication_Sent_Not_Received[Communication sent is Not Communication received]
    Communication_Sent_Not_Received --> Accurate_Listening_Effective_Listening[Accurate Listening & Effective Listening]
    Written --> Writer
    Written --> target
    Writer --> Background_factor
    target --> Background_factor
    Background_factor --> Need_factor
    Need_factor --> Feedback
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graph TD
    Prewriting --> Ideas
    Past_Experience[Past Experience] --> Ideas
    Current_Topics[Current Topics] --> Ideas
    Brainstorming --> Ideas
    Reading --> Ideas
    Individual_Interest[Individual Interest] --> Ideas
    Classroom_Group_Discussions_Activities[Classroom or Group Discussions/Activities] --> Ideas
    Ideas --> Organizing_Ideas
    Purpose --> Organizing_Ideas
    Audience --> Organizing_Ideas
    Logic --> Organizing_Ideas
    Outline --> Organizing_Ideas
    Mapping --> Organizing_Ideas
    Note_Cards[Note Cards] --> Organizing_Ideas
    Organizing_Ideas --> Writing
    Writing --> Composing_Ideas
    Introduction --> Composing_Ideas
    Body --> Composing_Ideas
    Conclusion --> Composing_Ideas
    Word_Choice[Word Choice] --> Composing_Ideas
    Sentence_Development[Sentence Development] --> Composing_Ideas
    Paragraph_Development[Paragraph Development] --> Composing_Ideas
    Composing_Ideas --> Rewriting
    Clarity --> Rewriting
    Unity --> Rewriting
    Coherence --> Rewriting
    Reading_Aloud[Reading Aloud] --> Rewriting
    Discussion_With_Others[Discussion with Others] --> Rewriting
    Peer_Suggestions[Peer Suggestions] --> Rewriting
    Rewriting --> Editing_Proofing[Editing and Proofing]
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<https://www.aha-now.com/the-writing-process/amp/>

***The need for Agile in a VUCA world***

The business management acronym VUCA succinctly summarizes the complex operating environment facing organizations and their management teams today (Bennett & Lemoine, 2014). VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. Leaders in the corner office and the boardroom are facing arguably unprecedented levels of disruptive change, thereby forcing them to be more open to new ways of doing things (KPMG International, 2016; Rigby et al., 2018, 2016). As such, a growing number of CEOs and C-suite leaders are interested in implementing Agile within their organizations to try and better deal with this disruptive change (Garton & Noble, 2017; Martin, 2017; D. Rigby et al., 2020a; R. K. Rigby et al., 2020b; Rodrigues, 2018).

***The nexus of Agile and strategic communication***

The chief communications officer (CCO), the senior most strategic communication professional in an organization, and their communication team and agency partners are sometimes at the forefront of organizational change and transformation initiatives (McGinnis, 2018; Neill, 2015, 2018; Nothhaft et al., 2020). CEOs and other C-suite leaders increasingly see infusing Agile thinking, principles, and methods into organizational cultures as cornerstones of successful change and transformation efforts (KPMG International, 2019; D. Rigby et al., 2020a; D. K. Rigby et al., 2020b, 2016; Scott, 2019). In turn, communications professionals are embracing Agile through the development of more agile teams and processes within their own in-house departments and/or agencies/consultancies. On the agency side, agile training and consulting services are being offered by some agencies/consultancies as a product offering, particularly within change communication practices areas (e.g., APCO Worldwide LLC, 2020; Toups, 2019).

Penning and Bain (2018) conducted mixed-methods research into high-performing corporate communication teams at large organizations. This study found that CCOs believe the following five factors define a high-performing communication team: adaptability; collaboration; specific and appropriate forms and levels of expertise; analytical abilities, such as strategy and measurement; and demonstrating leadership across the organization and to other functions (Penning & Bain, 2018). According to Penning and Bain (2018), high performance “requires people who are adaptive and can make quick, data-driven decisions based on an understanding of the business model and strategic

plan” (p. 8). While this study doesn’t explicitly invoke Agile, many of these factors and conclusions align with the Agile mindset, values, and principles.

More recently, Korn Ferry (2020), a global executive search and organizational consulting firm, assessed the skillsets required of high-performing CCOs during the COVID-19 global pandemic. The need for agility was specifically highlighted. According to Korn Ferry (2020), beyond having excellent communication competency, CCOs should have the following five skills and traits: agility, strategic thinking, risk management, holistic insight, and stakeholder relationship management. When it comes specifically to agility, “on any given day, CCOs are faced with a range of disparate issues that require deft management” (Korn Ferry, 2020, p. 5).

Research by the Arthur W. Page Society (2016, 2017), a global association for senior strategic communication leaders, finds that CCOs are increasingly key players in organizational change and transformation initiatives, serving as conveners that help bring together cross-functional team across the enterprise to then advance organizational strategy, mission, and goals. A multi-year, global study of CCOs by the Page Society (Arthur W. Page Society, 2019a) found that strategic communication departments are often tasked with supporting corporate brand stewardship, corporate culture, and societal value creation. As it relates to company culture and agility, Page (Arthur W. Page Society, 2019a) finds that “pacesetter CCOs are playing a key role in helping CEOs transform their companies” (p. 2). This research further indicates that “progressive CCOs are establishing dedicated teams” and “formally training them on Agile methods” (Arthur W. Page Society, 2019a, p. 2).