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The Role of Communication

Communication plays a key role in the success of any workplace program or policy and serves as the foundation for all five types of psychologically healthy workplace practices. Communication about workplace practices helps achieve the desired outcomes for the employee and the organization in a variety of ways:

- Bottom-up communication (from employees to management) provides information about employee needs, values, perceptions and opinions. This helps organizations select and tailor their programs and policies to meet the specific needs of their employees.
- Top-down communication (from management to employees) can increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services and demonstrating that management supports and values the programs.

Examples of communication strategies that can help make your workplace programs successful include:

- Providing regular, on-going opportunities for employees to provide feedback to management. Communication vehicles may include employee surveys, suggestion boxes, town hall meetings, individual or small group meeting with managers, and an organizational culture that supports open, two-way communication.
- Making the goals and actions of the organization and senior leadership clear to workers by communicating key activities, issues and developments to employees and developing policies that facilitate transparency and openness.
- Assessing the needs of employees and involving them in the development and implementation of psychologically healthy workplace practices.
- Using multiple channels (for example, print and electronic communications, orientation and trainings, staff meetings and public addresses) to communicate the importance of a psychologically healthy workplace to employees.
- Leading by example, by encouraging key organizational leaders to regularly participate in psychologically healthy workplace activities in ways that are visible to employees.
- Communicating information about the outcomes and success of specific psychologically healthy workplace practices to all members of the organization.

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Nelson Burns
CEO
Coleman Professional Services

« Creating a Psychologically Healthy Workplace

Communication

Communications is fundamental to the existence and survival of humans as well as to an organization. It is a process of exchanging ideas and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding.
Communication is the key to the Directing function of management.

A manager may be highly qualified and skilled but if he does not possess good communication skills, all his ability becomes irrelevant. A manager must communicate his directives effectively to the subordinates to get the work done from them properly.

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Solve Questions

An e-mail message sent from the production supervisor to a customer is classified as _____

✓ Verified answer

_____ delegation goes by a stream of understanding between the superior subordinate.

✓ Verified answer

Which one of the following is a form of informal communication?

✓ Verified answer

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Communications Process

Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication.

2. Message

It is the idea, information, view, fact, feeling, etc., that is generated by the sender and is then intended to be communicated further.

Browse more Topics under Directing

- Introduction, Meaning, Importance & Principles of Directing
- Elements of Direction
- Incentives
- Leadership

3. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone conversation, fax, letter, E-mail, Internet, Intranet, Extranet, Electronic Data Interchange, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

Learn more about Types of Communication here in detail.

5. Decoding

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver

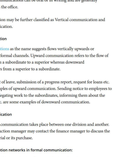
He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise

It refers to any obstructions that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.



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Importance of Communication

1. The Basis of Co-ordination

The manager explains to the employees the organizational goals, modes of their achievement and also the interpersonal relationships amongst them. This provides coordination between various employees and also departments. Thus, communication act as a basis for coordination in the organization.

2. Fluent Working

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This coordination is not possible without proper communication.

3. The Basis of Decision Making

Proper communication provides information to the manager that is useful for decision making. No decisions could be taken in the absence of information. Thus, communication is the basis for taking the right decisions.

Learn more about Importance of Communication here in detail.

4. Increases Managerial Efficiency

The manager conveys the targets and issues instructions and allocates jobs to the subordinates. All of these aspects involve communication. Thus, communication is essential for the quick and effective performance of the managers and the entire organization.

5. Increases Cooperation and Organizational Peace

The two way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

6. Boosts Morale of the Employees

Good communication helps the workers to adjust to the physical and social aspect of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfy the subordinates which in turn boosts their morale and keeps them motivated.

Types of Communication

1. Formal Communication

Formal communications are the one which flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. Communication may be in a lateral or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office.

Formal communication may be further classified as Vertical communication and Horizontal communication.

Vertical Communication

Vertical Communication as the name suggests flows vertically upwards or downwards through formal channels. Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.

Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of upward communication. Sending notice to employees to attend a meeting, delegating work to the subordinates, informing them about the company policies, etc. are some examples of downward communication.

Horizontal Communication

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact the finance manager to discuss the delivery of raw material or its purchase.

Types of communication networks in formal communication:

- **Single chain:** In this type of network communication flows from every superior to his subordinate through a single chain.
- **Wheel:** In this network, all subordinates under one superior communicate to him or not services, as, supervisors come to a supervisor communicate through him only. They are not allowed to talk among themselves.
- **Circular:** In this type of network, the communication moves in a circle. Each person is able to communicate with his adjoining two persons only.
- **Free flow:** In this network, each person can communicate with any other person freely. There is no restriction.
- **Inverted V:** In this type of network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior also. However, in the latter case, only ordained communication takes place.

2. Informal Communication

Any communication that takes place without following the formal channels of communication is said to be informal communication. The Informal communication is often referred to as the 'grapevine' as it spreads throughout the organization and in all directions without any regard to the levels of authority.

The informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication. It also leads to rumors which are not true. People's behavior is often affected by the rumors and informal discussions which sometimes may hamper the work environment.

However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times. Informal channels are also used by the managers to transmit information in order to know how the reactions of his/her subordinates.

Learn more about Vertical Communication here in detail.
Learn more about Horizontal Communication here in detail.

Types of Grapevine network:

- **Single strand:** In this network, each person communicates with the other in a sequence.
- **Gossip network:** In this type of network, each person communicates with all other persons on a non-selective basis.
- **Probability network:** In this network, the individual communicates randomly with other individuals.
- **Cluster Network:** In this network, the individual communicates with only those people whom he trusts. Out of these four types of networks, the Cluster network is the most popular in organizations.

Barriers to Communication

The communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them. The barriers to communication in organizations can be broadly grouped as follows:

1. Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to use of wrong words, faulty translations, different interpretations, etc.

For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the local language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2. Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also read the remedies for overcoming the communication difficulties

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

Solved Question for You

Q. List the measures to improve communication effectiveness?

Answer: Measures to improve communication effectiveness are as follows:

1. Communication of Clarification of the idea.
2. Communication should be according to the needs of the receiver.
3. Consulting others before communication.
4. Awareness about the language, tone and body postures and gestures.
5. Convey information useful to the receiver.
6. Ensure proper feedback.
7. Follow up communications.
8. Be a good listener.

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Functions of Communication

Communication serves four major functions within a group or organization. These are :

1. Control
2. Motivation
3. Emotional expression
4. Information

Let's discuss these functions one by one

Control

When employees communicate any job-related grievance to their immediate boss, follow their job description, or comply with company policies, communication is performing a control function.

Motivation

Communication fosters motivation by clarifying to employees what they must do, how well they are doing it, and how they can improve if performance is subpar. The formation of specific goals, feedback on progress toward the goals, and reward for desired behavior all stimulate motivation and require communication.

Emotional Expression

Communication is a fundamental mechanism by which members of group shows their satisfaction and frustrations. Communication, therefore, provides for the emotional expression of feelings and fulfillment of social needs.

Information

Communication provides the information individuals and groups need to make decisions by transmitting the data needed to identify and evaluate choices. Thus communication helps to facilitate decision making.

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important that communication works both ways.

A communication barrier is something that prevents either person from understanding the information they are being told.

> **A person who is experiencing a mental health concern may find that this experience makes it difficult to communicate. They may:**
> - **find it difficult to concentrate**
> - **be distracted by their emotions, voices that they hear or visions that they see**
> - **have strong reactions in response to what you say**
> - **be taking medication that affects their short term memory**
> - **not have the confidence to ask questions**
> - **feel that they have nothing of value to say**
> - **not feel safe**
> - **rather be alone.**
>
> **- A person with lived experience of a mental health condition**

Barriers to communication can be overcome by:

- checking whether it is a good time and place to communicate with the person
- being clear and using language that the person understands
- communicating one thing at a time
- respecting a person's desire to not communicate
- checking that the person has understood you correctly
- communicating in a location that is free of distractions
- acknowledging any emotional responses the person has to what you have said.

Don't make any judgements about what someone may be experiencing, always ask!

Resources

How to check in with someone
This short video provides a reminder that the way to start a conversation is to ask, listen and support.
Type: Web page with Video
Viewing time: 1.40 minutes
Produced by: Beyond Blue

Utilise specialist communication skills to build strong relationships
This is an eLearning module to help build your communication skills. In order to access this training, you will need to set up an account.
Type: Web page
Produced by: QCOSS Community Door

Page Updated: Monday 24 February 2020

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- Emergency
  000
- Lifeline
  13 11 14
- Kids Helpline
  1800 551 800
- Other 24/7 crisis lines

In this section

Communicating effectively
- What is appropriate language when speaking with someone living with a mental health condition?
- How can I communicate with someone who has depression?
- How can I communicate with someone experiencing a panic attack?
- How can I communicate with someone who has an eating disorder?
- How can I communicate with someone experiencing psychosis?
- How can I communicate with someone who harms themselves?
- How do I respond if someone says that they want to kill themselves?

How to Overcome Barriers of Communication

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- Communication Types
- Non Verbal Communication
- Communication Styles
- Methods Of Communication
- Personality Development
- Hard Skills Vs Soft Skills
- Effective Communication Plan
- Written Communication Skills
- Business Meetings
- Email Communication
- Professional Email
- Email Etiquette
- Communication Skills Basics
- Develop Communication Skills
- Business Communication Techniques
- Barriers Of Communication
- Communication Strategy Plan
- Secrets Of Great Leaders
- Written In Communication
- 19 Great Signatures Ideas Write Do's And Don't
- Sales Reps To Write Better & Killer Emails
- Rude Emails
- Communicating Ideas
- Develop A Strong Personality (Tips)
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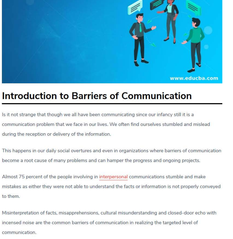

Introduction to Barriers of Communication

Is it not strange that though we all have been communicating since our infancy still it is a communication problem that we face in our lives. We often find ourselves stumbled and mislead during the reception or delivery of the information.

This happens in our daily social overtures and even in organizations where barriers of communication become a cause of many problems and can hamper the progress and ongoing projects.

Almost 75 percent of the people involving in interpersonal communications stumble and make mistakes as either they were not able to understand the facts or information is not properly conveyed to them.

Misinterpretation of facts, misapprehensions, cultural misunderstanding and closed-door echo with increased noise are the common barriers of communication in realizing the targeted level of communication.

The effective communication becomes an impossibility due to these broadly defined barriers which are Semantic, Psychological, Personal barriers, Cross-cultural barriers, and physical barriers, etc.

10 major hurdle that creates 10 barriers of communication

Below are the 10 major hurdle that creates 10 barriers of communication:

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1. Instructional barriers of communication

The wrong presentation of the symbols without knowing the purpose and nature of the audience can hurt their feeling. Misleading symbols can distort the whole impact of the presentation.

The issue erupts when our listeners' cultural background, religion and even issues they strongly advocate are not taken into consideration and we tend to thrust our thoughts on them. This can hurt the ego and self-esteem of the listeners which can create barriers of communication.

2. Lack of Communication skills

A receiver is least likely to get the meaning of the message if the sender is not able to select the right words. Usage of the wrong and difficult words might send the wrong impression in the eyes of the customers.

For instance, if a salesman starts talking about the technicalities of his product which a customer cannot understand they would just whisk away.

If a communicator cannot speak well, stammer while speaking or cannot convey the barriers of communication meaning of what he intends to say properly and authentically, all efforts gets wasted.

3. Lack of the sufficient knowledge

If we start communicating about something without knowledge of the subject the barriers of communication are bound to occur. In fact, there are many salespeople who cannot explain many completed words or ideas in a simple way or they don't have knowledge about it.

Here any misinformation means losing potential clients. In the organization lack of knowledge will bound to become a biggest stumbling block in your career growth.

4. Overloaded knowledge

Conveying too much information is a great setback to communication why as firstly people might not be ready to grasp too much information. Secondly, the information might be coming too fast that interpreting it becomes difficult.

Suppose you are talking about the product having many features, if you start talking about everything the conversation become quite boring. Talk is to deliver a few important and most useful features which would entail effectiveness and value proposition.

5. Emotional turbulence

Your emotional aggression in any form be it anger, hostility, fear, resentment etc can be misconstrued and misinterpreted You will not be able to convey your thoughts well as you feel severely engrossed in emotional turmoil.

6. Noisy distractions/sloppy style

If you are communicating something in a noisy environment, it can distraught your communicative thoughts. Trouble in your mobile lines or noise in surroundings like in restaurants can create barriers of communication.

While writing too if your email message or letter does not contain the proper words and are not properly formatted, the receiver won't be able to get the message clearly. All efforts of barriers of communication process get dashed.

7. Inappropriate mode of communication

The Inappropriate way of communication simply means your message is not being delivered how much you 'try. For instance, if the detailed instruction is given on the telephone it would be a sheer wastage for both the deliverer and a receiver.

Sending a message in a wrong way creates trouble for the listener as it would be frustrating as well as time-consuming.

8. If your communication chain is long

Longer the communication chain means more chances in barriers of communication. If a message is sent through many receivers, it could get distorted, distilled and altered. A final receiver might not be able to get the complete message.

9. No Feedback

In fact, even a lack of feedback can deter effective communication. In your organization your supervisor is delivering instructions in long and complex sentences without giving you a chance to speak, you might pretend to listen, but the same won't give you result as you are not able to understand instructions.

10. Impolite language

Usage of rude or slang language can impede all the efforts of communication whether in written or verbal. No one can bear the rude or abusive language.

Communication means conveying your message to the people concerned. In whatever way it is delivered either through spoken, written, or electronic communication distorted is not communication at all. This entails theoretical assumptions and knowledge to ensure an effective communication process is followed.

It is often seen that the communicator places blame on his listener or an audience for not listening or accepting the message, but often it is a sender of a message who needs to be blamed.

He is either not choosing the communication system properly or not behaving as per the standard norms of communication. As said by Wilbur Schramm, "Communication is something people do.

There is no meaning in a message except what people put into it. To understand the human communication process, one must understand how people relate to each other".

To overcome the barriers in the effective communicative process he suggests that message be designed and delivered in a way that it gets the audience attention, there is a common connection between the receiver and a listener or between a source and its destination.

Thirdly he suggested a way for meeting the personality needs of a person and whereby both the receiver and a sender are at the same place and that particular time- the first one to convey and the second to respond.

There are generally seven C's of communication given by Cutlip in 1952 in his "Effective Public Relations", much-quoted words in an explanation on the communication process.

1. Clarity
2. Credibility
3. Content
4. Context
5. Continuity
6. Capability
7. Channels

The application of these seven C's can ensure communication is going on the right track and will give valuable results. However, we would broadly decipher some methods which if applied can help you achieve what you want and make you the best communicator.

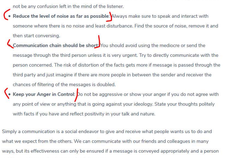
Methods to Remove Barriers

Below are the different methods to remove barriers of communication:

- **Have Clarity in Your Thoughts**: You should be very clear about your objective and what you want to convey. Arrange your thoughts in proper order and then communicate accordingly. Systematic communication and clarity in thought get adequately received and appreciated. Aimless talks can be misleading so you should always try to show that there is an aim or motive behind your talk.
- **Understand the needs of your audience**: You should be emotional and sensitive towards the needs of your receiver. Understand his behavior, nature, culture, and religion, however, it does not mean you cannot express your feelings or thought, but it simply means that you are showing respect to his religious beliefs or thoughts and then stating your point of view. Most importantly the message should also be structured as per his level or ability. If you are conveying the message to a layman then avoid using technical words and if you are addressing corporate elite, the language should have professional sophistication and maturity.
- **Seek the advice of others before Communicating**: If you are going for a high profile meeting, seek the advice from your seniors and colleagues on the level and kind of talk that should be given. The main advantage of this practice is simple, you can get many ideas which can build your motivation and knowledge and you can then use the same to meet your purpose.
- **Take adequate care of your Tone, Language, and way you are speaking**: Messages should be framed in a simple and polite tone that attracts the listeners. Care should be taken to keep the sentences short and simple. Technical words should be used only where they are required the most. The most important of all the interest of the receiver should be kept in mind and the things that conveyed should attract the users else you might find your audience or listening yawning while you are speaking.
- **Have a Feedback from the receiver**: Avoid asking listener, "Have you understood," ask them instead their views about what you have said and the aspects they had grasped from your message. This is a most polite and best way to have your listener involve in a conversation. This would help you to have a better understanding of their aptitude and the interest he or she is showing towards the subject.
- **Retain Consistency about the Message**: The message conveyed should conjure with the organizational goals and policies. Whenever you are replacing any old message instead of the new one, you should clearly mention about it and clear all the doubts.
- **Keep a Routine check on the communication system**: You should analyze the weaknesses in the communication system and the efforts should be made to know whether you should focus on the formal or informal way to communicate. The situation needs to be analyzed to decide on the appropriate way of communication and whether the audience loves to talk informally or in a formal way.
- **Make use of the body language**: During the process of communication make sure you make the most appropriate use of your body language. Avoid showing too much of emotions as the receiver might misapprehend the message. Try to always keep a smiling face while talking and make eye to eye contact with the listener but make sure not to keep your eyes gazed at the person for more than few seconds and avoid too much of fluttering of eyes which indicate you are not confident. Sit in an upright position and feel relaxed.
- **Avoid overloading too much of information**: Simple would get bored if they are bombarded with unnecessary and too much of information. So try to deliver the parts which are useful and informative and of value to the listener in a most simple and straight forward way. There should not be any confusion left in the mind of the listener.
- **Reduce the level of noise as far as possible**: Always make sure to speak and interact with someone where there is no noise and least disturbance. Find the source of noise, remove it and then start conversing.
- **Communication chain should be short**: You should avoid using the mediocre or send the message through the third person unless it is very urgent. Try to directly communicate with the person concerned. The risk of distortion of the facts gets more if message is passed through the third party and just imagine if there are more people in between the sender and receiver the chances of filtering of the messages is doubled.
- **Keep your Anger in Control**: Do not be aggressive or show your anger if you do not agree with any point of view or anything that is going against your ideology. State your thoughts politely with facts if you have and reflect positivity in your talk and nature.

Simply a communication is a social endeavor to give and receive what people wants us to do and what we expect from the others. We can communicate with our friends and colleagues in many ways, but its effectiveness can only be ensured if a message is conveyed appropriately and a person is able to understand and comprehend the same.

Above are though just few ways to remove the communicative hurdles but the basic crux of the same is a modification of your personality and adoption of a certain way that meets the demand of our people.



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- Communication Barriers

communication.

1. **Eliminating differences in perception:** The organization should ensure that it is recruiting right individuals on the job. It's the responsibility of the interviewer to ensure that the interviewee has command over the written and spoken language. There should be proper Induction program so that the policies of the company are clear to all the employees. There should be proper trainings conducted for required employees (for eg: Voice and Accent training).

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2. **Use of Simple Language:** Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.
3. **Reduction and elimination of noise levels:** Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.
4. **Active Listening:** Listen attentively and carefully. There is a difference between "listening" and "hearing". Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.

Overcoming barriers to communication

5. **Emotional State:** During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.
6. **Simple Organizational Structure:** The organizational structure should not be complex. The number of hierarchical levels should be optimum. There should be a ideal span of control within the organization. Simpler the organizational structure, more effective will be the communication.
7. **Avoid Information Overload:** The managers should know how to prioritize their work. They should not overload themselves with the work. They should spend quality time with their subordinates and should listen to their problems and feedbacks actively.
8. **Give Constructive Feedback:** Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between the superior and subordinate.
9. **Proper Media Selection:** The managers should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as : Memos, Notices etc.
10. **Flexibility in meeting the targets:** For effective communication in an organization the managers should ensure that the individuals are meeting their targets timely without skipping the formal channels of communication. There should not be much pressure on employees to meet their targets.

- Business Communication - Introduction
- Communication Process Components
- Oral Communication
- Written Communication
- Non Verbal Communication
- Importance of Communication
- Communication Flows
- Writing Effectively
- Effective Writing for Results
- How to make a Great Presentation?
- Body Language in communication
- Grapevine Communication
- Feedback Communication

There are **7 C's of effective communication** which are applicable to both written as well as oral communication. These are as follows:

1. **Completeness -** The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. A complete communication has following features:

   - Complete communication develops and enhances reputation of an organization.
   - Moreover, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra message if the communication is complete.
   - A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.
   - Complete communication helps in better decision-making by the audience/readers/receivers of message as they get all desired and crucial information.
   - It persuades the audience.

2. **Conciseness -** Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication has following features:

   - It is both time-saving as well as cost-saving.
   - It underlines and highlights the main message as it avoids using excessive and needless words.
   - Concise communication provides short and essential message in limited words to the audience.
   - Concise message is more appealing and comprehensible to the audience.
   - Concise message is non-repetitive in nature.

3. **Consideration -** Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e, the audience's view points, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience's needs while making your message complete. Features of considerate communication are as follows:

   - Emphasize on "you" approach.
   - Empathize with the audience and exhibit interest in the audience. This will stimulate a positive reaction from the audience.
   - Show optimism towards your audience. Emphasize on "what is possible" rather than "what is impossible". Lay stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

4. **Clarity -** Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:

   - It makes understanding easier.
   - Complete clarity of thoughts and ideas enhances the meaning of message.

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3

stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

4. **Clarity -** Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:

   - It makes understanding easier.
   - Complete clarity of thoughts and ideas enhances the meaning of message.
   - Clear message makes use of exact, appropriate and concrete words.

5. **Concreteness -** Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Concrete message has following features:

   - It is supported with specific facts and figures.
   - It makes use of words that are clear and that build the reputation.
   - Concrete messages are not misinterpreted.

6. **Courtesy -** Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message has following features:

   - Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.
   - Courteous message is positive and focused at the audience.
   - It makes use of terms showing respect for the receiver of message.
   - It is not at all biased.

7. **Correctness -** Correctness in communication implies that there are no grammatical errors in communication. Correct communication has following features:

   - The message is exact, correct and well-timed.
   - If the communication is correct, it boosts up the confidence level.
   - Correct message has greater impact on the audience/readers.
   - It checks for the precision and accurateness of facts and figures used in the message.
   - It makes use of appropriate and correct language in the message.

Awareness of these 7 C's of communication makes you an effective communicator.

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The Importance of Listening, and Ways to Improve Your Own Skills

The importance of listening extends far beyond academic and professional settings. Understanding how to practice good communication even in your day to day life, among friends, family, and significant others, is important for a number of reasons: fostering good self-esteem, maximizing productivity, improving relationships, and even becoming a better speaker.

It's easy to mistake listening as a simple, passive task, but it requires more than just the ability to absorb information from someone else. Listening is a process, and an active one.

In this guide, we'll go over the stages that compose the listening process, and the importance each one plays in your ability to communicate effectively with others.

The Five Steps to Better Listening

The listening process can be broken up into five distinct stages: receiving, understanding, remembering, evaluating, and responding. This is the model most commonly referred to when analyzing good communication, because it helps isolate the necessary skills required at each individual step in the process.

The most important thing to keep in mind though is that listening is, indeed, a process, and one that requires effort. Once you understand how each part makes up the whole, you'll come out a better thinker, listener, speaker, and communicator. Let's begin.

1. Receiving

This is the first and most basic stage of the listening process: the act of actually absorbing the information being expressed to you, whether verbally or non-verbally. Not all communication is done through speech, and not all listening is done with ears.

No matter how you're communicating with another person, the key at this stage is to pay attention. Focus all of your energy on them, by following these three simple tips:

- **Avoid distractions.** This is obvious. Don't have your cellphone out, or your iPod in, or the television on. Don't try to divide your attention between the speaker and something else. You might think you're good at multi-tasking, and perhaps you are, but demonstrating a commitment to the act of listening will make you a more respected person among your peers.
- **Don't interrupt the speaker.** You might want to make an assumption about what the speaker is saying, or what they're about to say – don't. It's rude, and you may find your assumption was wrong, which is beneficial to no one. You can, however, practice nonverbal feedback cue, such as nodding, to demonstrate your attention.
- **Don't rehearse your response.** Not yet. At this stage, your job is only to listen. If you start to plan a speech while the other person is speaking, you're going to miss certain points and not be able to respond to their larger message when it's your turn to talk.

2. Understanding

This is the point in the listening process where you're able to plan your response. Understanding takes place after you've received the information from the speaker, and begin to process its meaning.

You can do this by asking questions, or rephrasing parts of the speaker's message. This allows you to demonstrate your active engagement with their words, and help you better understand their key points.

3. Remembering

What good would it do in a conversation if you forgot everything the speaker had just said? This stage of the listening process might seem very similar to the first two, but it goes beyond merely absorbing and processing information.

Remembering is about retaining that information, and the most effective way to do so in an important conversation is to move the key elements of a message from your short-term memory, and into your long-term memory.

There are numerous methods for doing this:

- **Identify the fundamental points.** By converting a collection of small details into a central theme, you're able to create something potentially complicated into an easy-to-grasp general concept. The details will remain in your short-term memory, but isolating the main ideas will help you understand them better, and remember them longer.
- **Make the message familiar.** Relate that main idea to something you already know. This should be easy to do – there aren't many new ideas out there, and chances are the discussion you're having will trigger old memories and past experiences. Use those to help you retain incoming information.

4. Evaluating

It's at this stage where you can begin to prepare for your response, but remember: you're still a listener, not a speaker. After the message has been absorbed, processed, and remembered, you can begin to sort the information into pieces.

- What is fact, and what is opinion?
- Was the speaker demonstrating any particular prejudice with their message?
- What portions of the message, if any, were exaggerated?
- What parts of their message were interpreted, and which parts were unbiased?
- What was the speaker's intent with their message?
- After interpreting the speaker's message, through a combination of understanding, retention, and evaluation, you're ready to form a response.

5. Responding

If you've completed the receiving, understanding, remembering, and evaluating portions of the listening process, responding should be easier than ever. You'll be prepared to address the speaker's most important points, with an awareness of the circumstances and context surrounding their words.

It's important to understand the transition between listening and speaking though, and be aware of the ways responding is still a part of the active listening process.

- **Don't complete the speaker's sentences.** This is a presumptuous and rude way to segue into your own response. It impedes on the receiving process, and will make the original speaker want to listen to you less.
- **Address the speaker's points.** It will make it easier for the speaker to transition into a listener when they know exactly what part of their message you're addressing.

While each stage seems like a lengthy process, this all happens in a very short amount of time, and should feel natural during a conversation. All you're doing by practicing these tips is making yourself more conscious of the way you communicate, and the bad habits you should avoid in the listening process.

Listening is the most important part of communication, because if you fail to understand the message being expressed to you, you will also fail in providing a substantial and meaningful response. This is the root cause of many arguments, misunderstandings, and complications, whether at home, school, or work.

Being able to take control of the listening process will turn you into a better communicator, overall. For further improvement, try out this course on how conversations work, and the key strategies involved in making them more effective.

By C. Paris for Udemy Blog.

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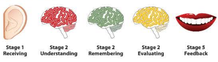
4.4 Stages of Listening

Learning Objectives

1. Explain the receiving stage of listening.
2. Explain the understanding stage of listening.
3. Explain the remembering stage of listening.
4. Explain the evaluating stage of listening.
5. Explain the responding stage of listening.
6. Understand the two types of feedback listeners give to speakers.

Figure 4.3 Stages of Feedback



As you read earlier, there are many factors that can interfere with listening, so you need to be able to manage a number of mental tasks at the same time in order to be a successful listener. Author Joseph DeVito has divided the listening process into five stages: receiving, understanding, remembering, evaluating, and responding (DeVito, 2000).

Receiving

Receiving is the intentional focus on hearing a speaker's message, which happens when we filter out other sources so that we can isolate the message and avoid the confusing mixture of incoming stimuli. At this stage, we are still only hearing the message. Notice in Figure 4.3 "Stages of Feedback" that this stage is represented by the ear because it is the primary tool involved with this stage of the listening process.

One of the authors of this book recalls attending a political rally for a presidential candidate at which about five thousand people were crowded into an outdoor amphitheater. When the candidate finally started speaking, the cheering and yelling was so loud that the candidate couldn't be heard easily despite using a speaker system. In this example, our coauthor had difficulty receiving the message because of the external noise. This is only one example of the ways that hearing alone can require sincere effort, but you must hear the message before you can continue the process of listening.

Understanding

In the **understanding** stage, we attempt to learn the meaning of the message, which is not always easy. For one thing, if a speaker does not enunciate clearly, it may be difficult to tell what the message was—did your friend say, "I think she'll be late for class," or "my teacher delayed the class"? Notice in Figure 4.3 "Stages of Feedback" that stages two, three, and four are represented by the brain because it is the primary tool involved with these stages of the listening process.

Even when we have understood the words in a message, because of the differences in our backgrounds and experience, we sometimes make the mistake of attaching our own meanings to the words of others. For example, say you have made plans with your friends to meet at a certain movie theater, but you arrive and nobody else shows up. Eventually you find out that your friends are at a different theater all the way across town where the same movie is playing. Everyone else understood that the meeting place was the "west side" location, but you wrongly understood it as the "east side" location and therefore missed out on part of the fun.

The consequences of ineffective listening in a classroom can be much worse. When your professor advises students to get an "early start" on your speech, he or she probably hopes that you will begin your research right away and move on to developing a thesis statement and outlining the speech as soon as possible. However, students in your class might misunderstand the instructor's meaning in several ways. One student might interpret the advice to mean that as long as she gets started, the rest of the assignment will have time to develop itself. Another student might instead think that to start early is to start on the Friday before the Monday due date instead of Sunday night.

So much of the way we understand others is influenced by our own perceptions and experiences. Therefore, at the understanding stage of listening we should be on the lookout for places where our perceptions might differ from those of the speaker.

Remembering

Remembering begins with listening; if you can't remember something that was said, you might not have been listening effectively. Wolvin and Coakley note that the most common reason for not remembering a message after the fact is because it wasn't really learned in the first place (Wolvin & Coakley, 1996). However, even when you are listening attentively, some messages are more difficult than others to understand and remember. Highly complex messages that are filled with detail call for highly developed listening skills. Moreover, if something distracts your attention even for a moment, you could miss out on information that explains other new concepts you hear when you begin to listen fully again.

It's also important to know that you can improve your memory of a message by processing it meaningfully—that is, by applying it in ways that are meaningful to you (Gluck, et al., 2008). Instead of simply repeating a new acquaintance's name over and over, for example, you might remember it by associating it with something in your own life. "Emily," you might say, "reminds me of the Emily I knew in middle school," or "Mr. Impiari's name reminds me of the Impala my father drives."

Finally, if understanding has been inaccurate, recollection of the message will be inaccurate too.

Evaluating

The fourth stage in the listening process is **evaluating**, or judging the value of the message. We might be thinking, "This makes sense" or, conversely, "This is very odd." Because everyone embodies biases and perspectives learned from widely diverse sets of life experiences, evaluations of the same message can vary widely from one listener to another. Even the most open-minded listeners will have opinions of a speaker, and those opinions will influence how the message is evaluated. People are more likely to evaluate a message positively if the speaker speaks clearly, presents ideas logically, and gives reasons to support the points made.

Unfortunately, personal opinions sometimes result in prejudiced evaluations. Imagine you're listening to a speech given by someone from another country and this person has an accent that is hard to understand. You may have a hard time simply making out the speaker's message. Some people find a foreign accent to be interesting or even exotic, while others find it annoying or even take it as a sign of ignorance. If a listener has a strong bias against foreign accents, the listener may not even attempt to attend to the message. If you mistrust a speaker because of an accent, you could be rejecting important or personally enriching information. Good listeners have learned to refrain from making these judgments and instead to focus on the speaker's meanings.

Responding

Responding—sometimes referred to as feedback—is the fifth and final stage of the listening process. It's the stage at which you indicate your involvement. Almost anything you do at this stage can be interpreted as feedback. For example, you are giving positive feedback to your instructor if at the end of class you stay behind to finish a sentence in your notes or approach the instructor to ask for clarification. The opposite kind of feedback is given by students who gather their belongings and rush out the door as soon as class is over. Notice in Figure 4.3 "Stages of Feedback" that this stage is represented by the lips because we often give feedback in the form of verbal feedback; however, you can just as easily respond nonverbally.

Formative Feedback

Not all response occurs at the end of the message. Formative feedback is a natural part of the ongoing transaction between a speaker and a listener. As the speaker delivers the message, a listener signals his or her involvement with focused attention, note-taking, nodding, and other behaviors that indicate understanding or failure to understand the message. These signals are important to the speaker, who is interested in whether the message is clear and accepted or whether the content of the message is meeting the resistance of preconceived ideas. Speakers can use this feedback to decide whether additional examples, support materials, or explanation is needed.

Summative Feedback

Summative feedback is given at the end of the communication. When you attend a political rally, a presentation given by a speaker you admire, or even a class, there are verbal and nonverbal ways of indicating your appreciation for or your disagreement with the messages or the speakers at the end of the message. Maybe you'll stand up and applaud a speaker you agreed with or just sit staring in silence after listening to a speaker you didn't like. In other cases, a speaker may be attempting to persuade you to donate to a charity, so if the speaker passes a bucket and you make a donation, you are providing feedback on the speaker's effectiveness. At the same time, we do not always listen most carefully to the messages of speakers we admire. Sometimes we simply enjoy being in their presence, and our summative feedback is not about the message but about our attitudes about the speaker. If your feedback is limited to something like, "I just love your voice," you might be indicating that you did not listen carefully to the content of the message.

There is little doubt that by now, you are beginning to understand the complexity of listening and the great potential for errors. By becoming aware of what is involved with active listening and where difficulties might lie, you can prepare yourself both as a listener and as a speaker to minimize listening errors with your own public speeches.

Key Takeaways

- The receiving stage of listening is the basic stage where an individual hears a message being sent by a speaker.
- The understanding stage of listening occurs when a receiver of a message attempts to figure out the meaning of the message.
- The remembering stage of listening is when a listener either places information into long-term memory or forgets the information presented.
- The evaluating stage of listening occurs when a listener judges the content of the message or the character of the speaker.
- The responding stage of listening occurs when a listener provides verbal or nonverbal feedback about the speaker or message.
- During the responding stage of listening, listeners can provide speakers with two types of feedback designed to help a speaker know whether a listener is understanding and what the listener thinks of a message. Formative feedback is given while the speaker is engaged in the act of speech making. Summative feedback is given at the conclusion of a speech.

Exercises

1. Make a list of some of the abstract words you have misunderstood. What were the consequences of the misunderstanding?
2. Reflect on your listening in class or in other settings where remembering information is important. What keeps you from remembering important information accurately?
3. Give an example of a time when you felt that your message was misunderstood or treated with shallow attention. How did you know your message had been misunderstood or rejected? What does this mean you must do as a student of public speaking?

References

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Wolvin, A., & Coakley, C. G. (1996). *Listening* (5th ed.). Boston, MA: McGraw-Hill.

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- Time Management (18)
- Stress Management (16)
- Communication Skills (54)
- Creativity Tools (23)
- Learning Skills (56)
- Career Skills (125)

My Learning Plan

Communication Skills

Start Here
Planning and Structuring
Communicating in Person
David Grover's Clean Language
The Ladder of Abstraction
Gerald's Four Responses to Good News
The SPACE™ DISC Model For Savvy Conversations
The GDIN Conversation Model
Mindful Listening
How to Make Small Talk
Making a Great First Impression
Interrogative Speaking Skills
How to Be a More Engaging Speaker
Building Good Work Relationships
How to Be Tactful
Body Language
Motivational Conversation Model
Neuro-Linguistic Programming (NLP)
Conversational Intelligence
Developing "Character"
How Good Are Your Listening Skills?
Active Listening
Empathic Listening
Thinking on Your Feet
Using the Phone Effectively
Using Your Voice Well
Working With the Media
Constructive Setting
Understanding Others Better
Feedback
Meetings
Presentations
Communicating in Writing
Negotiation, Persuasion and Influence
Difficult Communication
Understanding Others Better

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7 MIN READ

Active Listening

Hear What People Are Really Saying

Listening is one of the most important skills you can have. How well you listen has a major impact on your job effectiveness, and on the quality of your relationships with others.

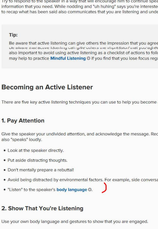
For instance:

- We listen to obtain information.
- We listen to understand.
- We listen for enjoyment.
- We listen to learn.

Given all the listening that we do, you would think we'd be good at it! In fact, most of us are not, and research suggests that we only remember 25 percent and 50 percent of what we hear, as described by Edgar Dale's **Cone of Experience**. That means that when you talk to your boss, colleagues, customers, or spouse for 10 minutes, they pay attention to less than half of the conversation.

Turn it around and it reveals that when you are receiving directions or being presented with information, you aren't hearing the whole message either. You hope the important parts are captured in your 25-50 percent, but what if they aren't? Or what if some message waves, I too repeat, are important parts are captured in your 25 percent, but what if they're not?

Clearly, listening is a skill that we can all benefit from improving. By becoming a better listener, you can improve your productivity, as well as your ability to influence, persuade and negotiate. Whatever's more, you'll avoid conflict and misunderstandings. All of these are necessary for workplace success.



Click **here** to view a transcript of this video.

Tip:

Good communication skills require a high level of **self-awareness**. Understanding your own personal style of communicating will go a long way toward helping you to create good and lasting impressions with others.

About Active Listening

The way to improve your listening skills is to practice "active listening." This is where you make a conscious effort to hear not only the words that another person is saying but, more importantly, the **complete message** being communicated.

In order to do this you must pay attention to the other person very carefully.

You cannot allow yourself to become distracted by whatever else may be going on around you, or by forming counter arguments while the other person is still speaking. Nor can you allow yourself to get bored, and lose focus on what the other person is saying.

Tip:

If you're finding it particularly difficult to concentrate on what someone is saying, try repeating his or her words mentally as he says them – this will reinforce his message and help you to stay focused.

To enhance your listening skills, you need to let the other person know that you are listening to what she is saying.

To understand the importance of this, ask yourself if you've ever been engaged in a conversation when you wondered if the other person was listening to what **you** were saying. You wonder if your message is getting across, or if it's even worthwhile continuing to speak. It feels like talking to a brick wall and it's something you want to avoid.

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Acknowledgement can be something as simple as a nod of the head or a simple "uh huh." You won't necessarily agreeing with the person, you are simply indicating that you are listening. Using body language and other signs to acknowledge you are listening can also help you to pay attention.

Try to respond to the speaker in a way that will encourage him to continue speaking, so that you can get the information that you need. While nodding and "uh huhing" says you're interested, an occasional question or comment to recap what has been said also communicates that you are listening and understanding his message.

Tip:

Be aware that active listening can give others the impression that you agree with them even if you don't. It's important to remember that you are just listening to understand what the other person is saying. It is also important to avoid using active listening as a checklist of actions to follow, rather than really listening. It may help to practice **Mindful Listening** if you find that you lose focus regularly.

Becoming an Active Listener

There are five key active listening techniques you can use to help you become a more effective listener:

1. Pay Attention

Give the speaker your undivided attention, and acknowledge the message. Recognize that non-verbal communication also "speaks" loudly.

- Look at the speaker directly.
- Put aside distracting thoughts.
- Don't mentally prepare a rebuttal.
- Avoid being distracted by environmental factors. For example, side conversations.
- "Listen" to the speaker's **body language**.

2. Show That You're Listening

Use your own body language and gestures to show that you are engaged.

- Nod occasionally.
- Smile and use other facial expressions.
- Make sure that your posture is open and interested.
- Encourage the speaker to continue with small verbal comments like yes, and "uh huh."

3. Provide Feedback

Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect on what is being said and to ask questions.

- Reflect on what has been said by paraphrasing. "What I'm hearing is...," and "Sounds like you are saying...," are great ways to reflect back.
- Ask questions to clarify certain points. "What do you mean when you say...," "Is this what you mean?"
- Summarize the speaker's comments periodically.

Tip:

If you find yourself responding emotionally to what someone said, say so. And ask for more information: "I may not be understanding you correctly, and I find myself taking what you said personally. What I thought you just said is XXX. Is that what you meant?"

4. Defer Judgment

Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.

- Allow the speaker to finish each point before asking questions.
- Don't interrupt with counter arguments.

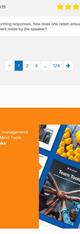
5. Respond Appropriately

Active listening is designed to encourage respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker or otherwise putting her down.

- Be candid, open and honest in your response.
- Assert your opinions respectfully.
- Treat the other person in a way that you think she would want to be treated.

Infographic

Click on the thumbnail image below to see Active Listening represented in an infographic:



Key Points

It takes a lot of concentration and determination to be an active listener. Old habits are hard to break, and if your listening skills are as bad as many people's are, then you'll need to do a lot of work to break these bad habits.

There are five key techniques you can use to develop your active listening skills:

1. Pay attention.
2. Show that you're listening.
3. Provide feedback.
4. Provide feedback.
5. Defer judgment.
6. Respond appropriately.

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Everere 2020-10-31 16:06:16

This is Multe ;ak-

EPH476 2020-08-26 17:43:00

I know I need to work on being a better listener. The tips were good but I believe scenarios are best, at least for me.

CAbbott 2020-08-16 10:55:29

No acknowledgement of hearing impairment, concentration issues, or different language/dialects. Time to be more inclusive with training.

margaretave 2020-07-28 07:22:22

great information

Grant_HQ 2020-06-17 17:29:15

If one is listening without forming responses, how does one retain enough to reflect back anything to the last statement made by the speaker?

« 1 2 3 ... 124 »

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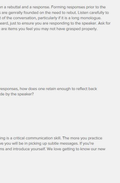

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Over a month ago
BIIT wrote
Hi Grant_HQ,

There is quite a difference between a rebuttal and a response. Forming response prior to the speaker completing their thoughts are generally founded on the need to rebut. Listen carefully to the speaker and wait for a pause. Then ask questions to clarify what the speaker has said. Repeat what you think you have heard, just to ensure you are responding to the speaker. Ask for the speaker to paraphrase if there are items you feel you may not have grasped properly.

Thank you for your feedback.

BIIT
Mind Tools Team

Over a month ago
Grant_HQ wrote
If one is listening without forming responses, how does one retain enough to reflect back anything to the last statement made by the speaker?

Over a month ago
Michelle wrote
Hi ejeeff,

Welcome to the club Active listening is a critical communication skill. The more you practice active listening, the more effective you will be in picking up subtle messages. If you're interested, come over to the Forums and introduce yourself. We love getting to know our new members.

Michele
Mind Tools Team

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2. To improve listening at the interpreting stage,

- identify main points and supporting points;
- use contextual clues from the person or environment to discern additional meaning;
- be aware of how a relational, cultural, or situational context can influence meaning;
- be aware of the different meanings of silence; and
- note differences in tone of voice and other paralinguistic cues that influence meaning.

3. To improve listening at the recalling stage,

- use multiple sensory channels to decode messages and make more complete memories;
- repeat, rephrase, and reorganize information to fit your cognitive preferences; and
- use mnemonic devices as a gimmick to help with recall.

4. To improve listening at the evaluating stage,

- separate facts, inferences, and judgments;
- be familiar with and able to identify persuasive strategies and fallacies of reasoning;
- assess the credibility of the speaker and the message; and
- be aware of your own biases and how your perceptual filters can create barriers to effective listening.

5. To improve listening at the responding stage,

- ask appropriate clarifying and follow-up questions and paraphrase information to check understanding,
- give feedback that is relevant to the speaker's purpose/motivation for speaking,
- adapt your response to the speaker and the context, and
- do not let the preparation and rehearsal of your response diminish earlier stages of

Why Is Feedback So Important?

So, what exactly is so great about feedback? Let's see how team leaders can use it to influences communication and work inside their team or group.

1. **Feedback keeps everyone on track.**

   That's beneficial for everyone involved in any type of activities: working on a project, preparing for an event, studying, etc.

2. **Feedback helps your team avoid major mistakes.**

   By creating a clear and honest communication flow during any kind of teamwork, it saves you the time of correcting someone's work, reduces errors caused by miscommunication to a minimum, and prevents regrets of those who feel like they failed.

3. **You form better relationships.**

   Feedback promotes honesty and trust. It often involves criticism, which is something most people aren't comfortable with. But when given in the right way, it can help them evolve.

4. **Constructive feedback motivates people.**

   A friendly approach works well here. You can not only help others see what they might be doing wrong, but allow them to use this as a piece of advice, not judgment. Make them feel like you believe in them and just want to help them reach the project's goal sooner. That will make them even more motivated to do a good job.

5. **Feedback promotes personal and professional growth.**

   Feedback is about listening actively, taking the time to analyze, and then thinking of the best possible solution to perform better. It provides positive criticism and allows to see what everyone can change to improve their focus and results. It brings people together and creates a healthy communication flow.

6. **Feedback helps to create a friendly work environment.**

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project's goal sooner. That will make them even more motivated to do a good job.

5. **Feedback promotes personal and professional growth.**

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6. **Feedback helps to create a friendly work environment.**

   Openness to criticism and an urge to seek feedback are the other positive effects that save you big time. It's not uncommon that the best ideas come from someone on the team who simply mentions a solution to a problem or points out an issue that others haven't noticed yet.

7. **Feedback produces some business-related, direct benefits.**

   They are business growth, saving money, making more sales, completing projects on time, and other positive changes in finance, relationships with customers, and company's market positions.

All this makes people on the team **more engaged in the work process**. You might notice they show more involvement and loyalty once giving feedback becomes a regular practice.

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Responding

Responding—sometimes referred to as feedback—is the fifth and final stage of the listening process. It's the stage at which you indicate your involvement. Almost anything you do at this stage can be interpreted as feedback. For example, you are giving positive feedback to your instructor if at the end of class you stay behind to finish a sentence in your notes or approach the instructor to ask for clarification. The opposite kind of feedback is given by students who gather their belongings and rush out the door as soon as class is over. Notice in Figure 4.3 "Stages of Feedback" that this stage is represented by the lips because we often give feedback in the form of verbal feedback; however, you can just as easily respond nonverbally.

Formative Feedback

Not all response occurs at the end of the message. Formative feedback is a natural part of the ongoing transaction between a speaker and a listener. As the speaker delivers the message, a listener signals his or her involvement with focused attention, note-taking, nodding, and other behaviors that indicate understanding or failure to understand the message. These signals are important to the speaker, who is interested in whether the message is clear and accepted or whether the content of the message is meeting the resistance of preconceived ideas. Speakers can use this feedback to decide whether additional examples, support materials, or explanation is needed.

Summative Feedback

Summative feedback is given at the end of the communication. When you attend a political rally, a presentation given by a speaker you admire, or even a class, there are verbal and nonverbal ways of indicating your appreciation for or your disagreement with the messages or the speakers at the end of the message. Maybe you stand up and applaud a speaker you agreed with or just sit staring in silence after listening to a speaker you didn't like. In other cases, a

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PRINCIPLES OF GIVING EFFECTIVE FEEDBACK

Whether you are giving formal or informal feedback, there are a number of basic principles to keep in mind.

1. Give feedback only when asked to do so or when your offer is accepted.
2. Give feedback as soon after the event as possible.
3. Focus on the positive.
4. Feedback needs to be given privately wherever possible, especially more negative feedback.
5. Feedback needs to be part of the overall communication process and 'developmental dialogue'. Use skills such as rapport or mirroring, developing respect and trust with the learner.
6. Stay in the 'here and now', don't bring up old concerns or previous mistakes, unless this is to highlight a pattern of behaviours.
7. Focus on behaviours that can be changed, not personality traits.
8. Talk about and describe specific behaviours, giving examples where possible and do not evaluate or assume motives.
9. Use 'I' and give your experience of the behaviour ('When you said..., I thought that you were...').
10. When giving negative feedback, suggest alternative behaviours.
11. Feedback is for the recipient, not the giver – be sensitive to the impact of your message.
12. Consider the content of the message, the process of giving feedback and the congruence between your verbal and non-verbal messages.
13. Encourage reflection. This will involve posing open questions such as:

    (a) Did it go as planned? If not why not?

    (b) If you were doing it again what would you do the same next time and what would you do differently? Why?

    (c) How did you feel during the session? How would you feel about doing it again?

    (d) How do you think the patient felt? What makes you think that?

    (e) What did you learn from this session?
14. Be clear about what you are giving feedback on and link this to the learner's overall professional development and/or intended programme outcomes.
15. Do not overload – identify two or three key messages that you summarise at the end.

Emphasising that responding to the senders' communication is vital and that feedback is fundamental to effective communication, Parsloe (1995) suggests that: 'Communication is a two-way process that leads to appropriate action... in the context of developing competence, it is not an exaggeration to describe feedback as "the fuel that drives improved performance".'

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Introduction

Principles of Feedback | Guidelines of Feedback

By The Business Communication 0

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Feedback is the response of receiver concerning the message the received. It is an essential element of two-way communication. Feedback can be favorable or unfavorable. Whatever may be the feedback, it should follow some guidelines or principles. The followings are the prime principles or guidelines of making feedback effective:

1. **Specific**: The receiver should convey his response specifically. Specific response helps the sender to understand receiver's attitude towards the message.
2. **Descriptive**: To make the feedback clear and worthwhile to the sender, it should be descriptive in nature. In feedback, the receiver should maintain logical sequence of message he received and incorporate his opinion in details.
3. **Clarity**: Clarity is an important principle of both effective communication and effective feedback. Principle of clarity requires that feedback should be free from ambiguity and exaggeration. Clarity comes from attentive listening and careful interpretation of message.
4. **Promptness**: Feedback should be delivered without unnecessary delay. Delay in feedback destroys its utility. Promptness depends on the nature of communication. In face-to-face communication, feedback is instant while written communication may allow a time lag in feedback.
5. **Completeness**: Feedback is effective when it is complete. Completeness of feedback means it should answer all the queries of the sender.
6. **Solicited**: Feedback must be spontaneous. This principle is attained when the receiver willingly responds to the sender's message.
7. **Informality**: Efficacy of feedback also depends on the use for informal channel along with formal channels. If there is any informal channel for providing feedback, employees come forward to show their reaction spontaneously.
8. **Relevance**: Principle of relevance requires that feedback should be relevant and consistent to the content of the message received. Relevant feedback can only help the sender to understand receiver's reaction. Irrelevant feedback may irritate the sender and hamper the objective of communication.

These are the well-established rules or principles of feedback. By following these principles, one can ensure the effectiveness of feedback.

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A primary **function of nonverbal communication** is to convey meaning by reinforcing, substituting for, or contradicting verbal **communication**. **Nonverbal communication** is also used to influence others and regulate conversational flow.

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How to read body language

Once you've developed your abilities to manage stress and recognize emotions, you'll start to become better at reading the nonverbal signals sent by others. It's also important to:

Pay attention to inconsistencies. Nonverbal communication should reinforce what is being said. Is the person saying one thing, but their body language conveying something else? For example, are they telling you "yes" while shaking their head no?

Look at nonverbal communication signals as a group. Don't read too much into a single gesture or nonverbal cue. Consider all of the nonverbal signals you are receiving, from eye contact to tone of voice and body language. Taken together, are their nonverbal cues consistent—or inconsistent—with what their words are saying?

Trust your instincts. Don't dismiss your gut feelings. If you get the sense that someone isn't being honest or that something isn't adding up, you may be picking up on a mismatch between verbal and nonverbal cues.

Evaluating nonverbal signals

Eye contact – Is the person making eye contact? If so, is it overly intense or just right?

Facial expression – What is their face showing? Is it masklike and unexpressive, or emotionally present and filled with interest?

Tone of voice – Does the person's voice project warmth, confidence, and interest, or is it strained and blocked?

Posture and gesture – Is their body relaxed or stiff and immobile? Are their shoulders tense and raised, or relaxed?

Touch – Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?

Intensity – Does the person seem flat, cool, and disinterested, or over-the-top and melodramatic?

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Touch – Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?

Intensity – Does the person seem flat, cool, and disinterested, or over-the-top and melodramatic?

Timing and place – Is there an easy flow of information back and forth? Do nonverbal responses come too quickly or too slowly?

Sounds – Do you hear sounds that indicate interest, caring or concern from the person?

Get more help

Authors: Jeanne Segal, Ph.D., Melinda Smith, M.A., Lawrence Robinson, and Greg Boose. Last updated: June 2019.

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Negotiation

From Wikipedia, the free encyclopedia

For other uses, see Negotiation (disambiguation).

Negotiation is a dialogue between two or more people or parties intended to reach a beneficial outcome over one or more issues where a conflict exists with respect to at least one of these issues. Negotiation is an interaction and process between entities who compromise to agree on matters of mutual interest, while optimizing their individual utilities.[1] This beneficial outcome can be for all of the parties involved, or just for one or some of them. Negotiators need to understand the negotiation process and other negotiators to increase their chances to close deals, avoid conflicts, establishing relationship with other parties and gain profit.[1]

Alternative dispute resolution
or **External dispute resolution**
Arbitration · Conciliation · Mediation · **Negotiation** · Collaborative law · Conflict resolution · Dispute resolution · Lawyer-supported mediation · Party-directed mediation · Restorative justice
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It is aimed to resolve points of difference, to gain advantage for an individual or collective, or to craft outcomes to satisfy various interests. It is often conducted by putting forward a position and making concessions to achieve an agreement. The degree to which the negotiating parties trust each other to implement the negotiated solution is a major factor in determining whether negotiations are successful.

Signing the Treaty of Trianon on 4 June 1920. Albert Apponyi standing in the middle.

People negotiate daily, often without considering it a negotiation.[2][3][page needed] Negotiation occurs in organizations, including businesses, non-profits, and within and between governments as well as in sales and legal proceedings, and in personal situations such as marriage, divorce, parenting, etc. Professional negotiators are often specialized, such as union negotiators, leverage buyout negotiators, peace negotiator, or hostage negotiators. They may also work under other titles, such as diplomats, legislators, or brokers. There is also negotiation conducted by algorithms or machines known as autonomous negotiation.[4][1][5] For automation, the negotiation participants and process have to be modeled correctly.[6]

The ministers of foreign affairs of the United States, the United Kingdom, Russia, Germany, France, China, the European Union and Iran negotiating in Lausanne for a Comprehensive agreement on the Iranian nuclear programme (30 March 2015)

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Approaches to Negotiation

There are four different approaches to negotiation and the outcome of the negotiation depends on the approach. The various approaches to negotiation are as follows:

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Distributive Negotiation or Win-Lose Approach

This is also called competitive, zero sum, or claiming value approach. This approach is based on the premise that one person can win only at the expense of the other. It has the following characteristics:

(i) One side 'wins' and one side 'loses'.
(ii) There are fixed resources to be divided so that the more one gets, the less the other gets.
(iii) One person's interests oppose the other's.
(iv) The dominant concern in this type of bargaining is usually to maximize one's own interests.
(v) The dominant strategies in this mode include manipulation, forcing and withholding information.

Strategy to be used: In this mode, one seeks to gain advantage through concealing information, misleading or using manipulative actions. Of course, these methods have serious potential for negative consequences. Yet even in this type of negotiation, both sides must feel that at the end the outcome was the best that they could achieve and that it is worth accepting and supporting.

The basic techniques open to the negotiator in this kind of approach are the following:

- Influence the other person's belief in what is possible.
- Learn as much as possible about the other person's position especially with regard to resistance points.
- Try to convince the other to change his/her mind about their ability to achieve their own goals.
- Promote your own objectives as desirable, necessary, ethical, or even inevitable.

READ Characteristics of Negotiation and Steps of Negotiation Process

Lose-Lose Approach

This negotiation approach is adopted when one negotiating partner feels that his own interests are threatened and he does all he can to ensure that the outcome of the negotiation is not suitable to the interests of the other party as well. In the bargain, both the parties end up being the loser. This type of situation arises when the negotiating partners ignore one another's needs and the need to hurt each other outweighs the need to find some kind of an acceptable solution. This is the most undesirable type of outcome and hence this negotiation approach is best avoided.

Compromise Approach

This approach provides an outcome which is some improvement over the lose-lose strategy outcome. To avoid a lose-lose situation, both parties give up a part of what they had originally sought and settle for something less than that. A compromise is the best way out when it is impossible for both parties to convince each other or when the disputed resources are limited.

Integrative Negotiation or Win-Win Approach

This negotiation approach is also called as collaborative or creating value approach. It is superior to all negotiation approaches. It results in both the parties feeling that they are achieving what they wanted. It results in satisfaction to both the parties. It has the following characteristics.

(i) There are a sufficient amount of resources to be divided and both sides can 'win'

(ii) The dominant concern here is to maximize joint outcomes.

(iii) The dominant strategies include cooperation, sharing information, and mutual problem-solving. This type is also called 'creating value' since the goal here is to have both sides leave the negotiating feeling they had greater value than before.

READ What is Integrative Negotiation or Win-Win Approach

Since the integrative approach is most desirable, some of the guidelines to integrative bargaining are listed below:

- Orient yourself towards a win-win approach. Your attitude while going into negotiation plays a huge role in the outcome.
- Plan and have a concrete strategy. Be clear on what is important to you and why it is important.
- Know your Best Alternative to a Negotiated Alternative (BATNA).
- Separate people from the problem.
- Focus on interests, not positions; consider the other party's situation.
- Create options for mutual gain.
- Generate a variety of possibilities before deciding what to do.
- Aim for an outcome based on some objective standard.
- Pay a lot of attention to the flow of negotiation.
- Take the intangibles into account, communicate carefully.
- Use active listening skills, rephrase and ask questions and then ask some more

Negotiation Preparation Strategies

A thorough negotiation preparation process requires taking plenty of time to think through what we want, what alternatives we have to the current deal, and what our counterpart might value.

BY KATIE SHONK — ON SEPTEMBER 24TH, 2020 / BUSINESS NEGOTIATIONS

Comment

When an important negotiation is looming, "winging it" is never the answer. The best negotiators engage in thorough negotiation preparation. That means taking plenty of time to analyze what you want, your bargaining position, and the other side's likely wants and alternatives.

In her book *The Mind and Heart of the Negotiator*, Northwestern University professor Leigh Thompson recommends that negotiators engage in a careful self-assessment prior to negotiating. In particular, she recommends asking two main questions as part of your negotiation preparation:

1. What do I want?
2. What is my alternative to reaching agreement?

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What Do I Want?

Thompson's first question requires us to set an ambitious but realistic target. When setting a target, there are three traps to watch out for, Thompson notes.

First, avoid being an *under-aspiring negotiator* who sets a target that's too low. If you do, you may end up feeling like the victim of the "winner's curse," which describes the disappointment we feel when the other party immediately accepts our first offer in a negotiation. The fact that the other party is eager to accept your first offer suggests that you aimed too low and failed to engage in adequate negotiation preparation.

On the other hand, you don't want to be an over-aspiring negotiator, either. When you aim too high and refuse to make significant concessions, you will be left without a deal.

A third problem arises when you engage in so little negotiation preparation that you don't know *what* you want. In this case, negotiators often view the other party's good-faith proposals with suspicion or disappointment.

What Is My Alternative to Reaching Agreement?

To improve your odds of meeting a realistic but ambitious target, you will need to determine your *best alternative to a negotiated agreement*, or BATNA, as recommended by Roger Fisher, William Ury, and Bruce Patton in *Getting to Yes: Negotiating Agreement Without Giving In*.

Determining your BATNA will help you know when it's time to walk away and pursue your best alternative. In their book *Negotiation Genius*, Harvard Business School professors Deepak Malhotra and Max H. Bazerman note that BATNA assessment involves the following three steps:

1. Identify all of the plausible alternatives you might pursue if you can't reach a deal with the current party.
2. Estimate the value associated with each alternative.
3. Select the best alternative, which is your BATNA.

For a job seeker who is engaged in negotiation preparation for a particular hiring negotiation, the first step would involve identifying other possible job opportunities as well as other alternatives, such as staying at her current job or applying to graduate school. The second step would involve assessing the monetary and non-monetary value of each alternative, including likely salary, benefits, responsibilities, engagement with one's work, quality of life, and so on. This type of analysis should lead the job seeker to identify the alternative that she prefers.

Calculate Your Reservation Value

Once your negotiation preparation has helped you identify your BATNA, you are in a position to calculate your *reservation value*, or reservation price, which is your walk-away point in the upcoming negotiation. In a price negotiation, this might be a particular number. In an integrative negotiation where multiple issues are at stake, your reservation value might be expressed as a package, such as the lowest salary, benefits, and responsibilities you'd accept to take a certain job.

Your knowledge of your reservation value will help you avoid two mistakes: (1) accepting a deal that's worse than your BATNA or (2) rejecting a deal that's better than your BATNA.

Assess Your Counterpart's BATNA

When engaging in negotiation preparation, it's not sufficient to only look at your own needs and wants. To improve the odds of a mutually beneficial deal, you also need to figure out how much the other party may be willing to give. To do so, you need to analyze their BATNA.

Ask yourself, "What will they do if our negotiation ends in impasse?" This will lead you to contemplate the other side's reservation value. For instance, a job seeker might conclude that the hiring organization is likely to have other qualified candidates waiting to take the job for a relatively low salary. If so, the job seeker might recognize that he won't be able to push the hiring manager very far in a salary negotiation. Conversely, a job seeker might be aware that she is one of the only appealing candidates for the open position—in which case, she may be able to drive a tough bargain.

Negotiation preparation needs to be conducted with a clear-eyed view of the playing field. The more rational and methodical your negotiation preparation process is, the better your negotiation results are likely to be.

What other steps do you recommend when engaging in negotiation preparation?

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PREPARING FOR NEGOTIATION

Understanding how to arrange the meeting space is a key aspect of preparing for negotiation. In this video, Professor Guhan Subramanian discusses a real world example of how seating arrangements can influence a negotiator's success. This discussion was held at the 3 day executive education workshop for senior executives at the Program on Negotiation at Harvard Law School.

Guhan Subramanian is the Professor of Law and Business at the Harvard Law School and Professor of Business Law at the Harvard Business School.

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Negotiation
Introduction
In a nutshell
Common questions
Understanding negotiations
Winning and losing
You as a negotiator
Your experience of negotiation
Your negotiating skills
Do you have a preferred negotiation style?
Your negotiating strategy
Possible negotiating strategy responses
Deciding whether or not to negotiate
Preparing for negotiations (before)
Conducting negotiations (during)
What if things go wrong?
Possible solutions
Preparing for the next negotiation (after)
The ten commandments of negotiation
Glossary
Want to know more?

Conducting negotiations (during)

There are four recognisable stages for you to notice during successful negotiations:

1. Engaging
2. Suggesting
3. Bargaining
4. Agreeing.

Of course, these stages don't always follow each other neatly and sequentially, so you'll need to be prepared to go back over ground that you thought you'd already covered.

1. Engaging

- Building trust
- Reviewing the history
- Agreeing the process and negotiating ground rules
- Mapping out the issues and context of the negotiations
- Setting the agenda.

2. Suggesting

Making speculative opening negotiating gambits:

- If you... we might be prepared to...

> ...perceptions are all that matter when it comes to deciding whether or not to accept an agreement.
>
> — Brad Spangler

3. Bargaining

Making a firm provisional offer:

- If you... , we will...

4. Agreeing and closing

- Agreeing the outcomes
- Summarising your agreement or contract **in writing** (the parties exchange drafts, check, and confirm the final written agreement or settlement)
- Setting the scene for next time you want to negotiate with each other.
- Shaking hands (if that is culturally acceptable) and celebrating a mutually beneficial outcome!

> **TIP**
>
> If you cannot agree at this stage, which would constitute a 'win-win or no deal' situation, and if you still wish to achieve a negotiated outcome, then you might try either to look for some sort of mediation or arbitration, or agree to make contact at some later stage.

What are the possible outcomes of negotiation?

Whatever the specific issue that is under negotiation, in terms of Stephen Covey's paradigms of human interaction, there are only five possible outcomes, of which the win-win outcome is the one to aim for.

ME	THEY
Win	Win
Win (no deal)	Win (no deal)
Win	Lose
Lose	Win
Lose	Lose

If you think you might want to negotiate with each other again in future, it is essential to reach some form of win-win or win (no deal)-win (no deal) outcome, even if there are differential gains for the different parties involved (see From win-win to lose-lose).

How can you overcome an impasse?

An impasse occurs in a situation where the respective parties become locked into seemingly-fixed positions from which they are not prepared to budge.

How can you seek to overcome apparent obstacles to reaching a negotiated agreement? You can use a combination of the following four methods.

1. Carry out a reality check – how strong is each party's negotiating position?
2. Create BATNAs, EATNAs and WATNAs (best-case, estimated and worst-case scenarios). Discuss these openly in order to determine possible options outside the negotiations.
3. Foster a greater understanding of the other party's views and feelings, in order to help them to overcome their unwillingness to negotiate with you. For example, sometimes you may need to help the other party to change their perception that your negotiating position is too strong or too weak.
4. Enlist the services of a mutually-acceptable third party to help you to break the deadlock.

Time out

We need to find opportunities to assess the situation, and choose an appropriate set of negotiating behaviours accordingly. Too often, people tend to adopt a fixed set of behaviours in every set of negotiations in which they're involved. Especially if strong feelings are aroused, this reflex reaction can prejudice the achievement of a satisfactory outcome. In other words, you may need a cooling-off period.

If you feel that you or the other party are becoming angry, frightened, frustrated or excited, that's often a good occasion to call for time out, so that you can decide what to do next.

You might call time out for a number of possible reasons:

- When you feel you have reached an impasse
- To regain control, if the discussion has become heated
- To generate ideas by asking 'what if' questions
- To run some reality checks
- To rehearse some possible dialogues
- To try to identify potential areas of agreement.

Arriving at a negotiated agreement

Especially if the matter under negotiation is a business deal, a critical moment will probably arrive at which you need to make the transition from an oral to a written agreement. What are the factors that you must take into account? Some of the most important are listed below, but there may be others that are case specific.

- Be sure you know who has the authority to sanction and sign the final agreement. Is it you, your boss or someone else?
- The agreement should cover the all the Kipling Questions, plus 'How much?'

> **The Kipling questions**
>
> I keep six honest serving men
>
> (They taught me all I knew);
>
> Their names are What and Why and When
>
> And How and Where and Who.
>
> — Rudyard Kipling, *Just-So Stories*, following 'The Elephant's Child'

- Include explicit monitoring and enforcement arrangements for ensuring compliance with the agreement
- Address any issues of confidentiality. (There might be some secret information or clauses, or classified business information that the parties agree must be kept securely under restricted access.)

What if you cannot reach a negotiated settlement?

Even if you decide to close the negotiations without an agreement (a win-win or no deal outcome), it's generally worth:

1. Declaring an impasse
2. Emphasising the positive aspects of the experience
3. Holding open the possibility of future talks.

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Some Rules for Making a Presentation

Here's a 10-minute Powerpoint talk with the essentials.

Golden rule

Human attention is *very* limited. Don't cram too much information, either in each slide, or in the whole talk. Avoid details: they won't be remembered anyway.

Organization

- Have a very clear introduction, to motivate what you do and to present the problem you want to solve. The introduction is **not technical** in nature, but strategic (i.e. why this problem, big idea).
- If you have a companion paper, mention it during the talk and recommend it for more details. Don't put all the details in the talk. Present only the important ones.
- Use only **one idea per slide**.
- Have a good conclusions slide: put there the main ideas, the ones you really want people to remember. Use **only one "conclusions" slide**.
- The conclusion slide should be the last one. Do not put other slides after conclusions, as this will weaken their impact.
- Having periodic "talk outline" slides (to show where you are in the talk) helps, especially for longer talks. At least one "talk outline" slide is very useful, usually after the introduction.
- Don't count on the audience to remember any detail from one slide to another (like color-coding, applications you measure, etc.). If you need it remembered, re-state the information a second time.
- Especially if you have to present many different things, try to build a unifying thread. The talk should be sequential in nature (i.e. no big conceptual leaps from one slide to the next).
- Try to cut out as much as possible; less is better.
- Help the audience understand where you are going. Often it's best to give them a high-level overview first, and then plunge into the details; then, while listening to the details they can relate to the high-level picture and understand where you are. This also helps them save important brain power for later parts of the talk which may be more important.

Mechanics

- Use a good presentation-building tool, like MS PowerPoint. Avoid Latex, except for slides with formulas (Leslie Lamport himself says that slides are visual, while Latex is meant to be logical). Good looks are important. If you need formulas, try TeXPoint, George Necula's Latex for Powerpoint.
- Humor is very useful; prepare a couple of puns and jokes beforehand (but not epic jokes, which require complicated setup). However, if you're not good with jokes, better avoid them altogether. Improvising humor is very dangerous.
- The more you rehearse the talk, the better it will be. A rehearsal is most useful when carried out loud. 5 rehearsals is a minimum for an important talk.
- The more people criticize your talk (during practice), the better it will be; pay attention to criticism, not necessarily to all suggestions, but try to see what and why people misunderstood your ideas.
- Not everything has to be written down; speech can and should complement the information on the slides.
- Be enthusiastic.
- Act your talk: explain, ask rhetorical questions, act surprised, etc.
- Give people time to think about the important facts by slowing down, or even stopping for a moment.
- Do not go overtime under any circumstance.
- Listen to the questions very carefully; many speakers answer different questions than the ones asked.
- Do not treat your audience as mentally-impaired: do not explain the completely obvious things.

Text

- Slides should have short titles. A long title shows something is wrong.
- Use uniform capitalization rules.
- All the text on one slide should have the same structure (e.g. complete phrases, idea only, etc.).
- Put very little text on a slide; avoid text completely if you can. Put no more than one idea per slide (i.e. all bullets should refer to the same thing). If you have lots of text, people will read it faster than you talk, and will not pay attention to what you say.
- Don't use small fonts.
- Use very few formulas (one per presentation). The same goes for program code (**at most one code fragment** per presentation).
- Do not put useless graphics on each slide: logos, grids, affiliations, etc.
- Spell-check. A spelling mistake is an attention magnet.

Illustrations

- Use suggestive graphical illustrations as much as possible. Don't shun graphical metaphors. **Prefer an image to text**. In my presentations I try to have 80% of the slides with images.
- Do not put in the figures details you will not mention explicitly. The figures should be as schematic as possible (i.e. no overload of features).
- Do not "waste" information by using unnecessary colors. Each different color should signify something different, and something important. Color-code your information if you can, but don't use too many different colors. Have high-contrast colors.
- A **few** real photos related to your subject look very cool (e.g. real system, hardware, screen-shots, automatically generated figures, etc.). Real photos are much more effective during the core of the talk than during the intro. I hate talks with a nice picture during the introduction and next only text; they open your appetite and then leave you hungry.
- For some strange reason, rectangles with shadows seem to look much better than without (especially if there are just a few in the figure).
- Sometimes a matte pastel background looks much better than a white one.
- Exploit animation with restraint. Do not use fancy animation effects if not necessary.
- However, there are places where animation is extremely valuable, e.g., to depict the evolution of a complex system, or to introduce related ideas one by one.
- Use strong colors for important stuff, pastel colors for the unimportant.
- Encode information cleverly: e.g. make arrow widths showing flows proportional to the flow capacity.
- Use thick lines in drawings (e.g. 1 1/2 points or more).

Results

- Don't put useless information in result graphs (e.g. the 100% bar for each application).
- Label very clearly the axes of the graphs. Explain the un-obvious ones. Use large fonts for labels; the default fonts in Excel are too small.
- Discuss the results numbers in detail; "milk" them as much as possible.

References

- I don't agree 100% with him, but Mark Jason Dominus gives some very good advice on presentations.
- Excellent advice from 1979 by Leslie Lamport.

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14.1 Four Methods of Delivery

Learning Objectives

1. Differentiate among the four methods of speech delivery.
2. Understand when to use each of the four methods of speech delivery.

Maryland GovPics – House of Ruth Luncheon – CC BY 2.0.

The easiest approach to speech delivery is not always the best. Substantial work goes into the careful preparation of an interesting and ethical message, so it is understandable that students may have the impulse to avoid "messing it up" by simply reading it word for word. But students who do this miss out on one of the major reasons for studying public speaking: to learn ways to "connect" with one's audience and to increase one's confidence in doing so. You already know how to read, and you already know how to talk. But public speaking is neither reading nor talking.

Speaking in public has more formality than talking. During a speech, you should present yourself professionally. This doesn't mean you must wear a suit or "dress up" (unless your instructor asks you to), but it does mean making yourself presentable by being well groomed and wearing clean, appropriate clothes. It also means being prepared to use language correctly and appropriately for the audience and the topic, to make eye contact with your audience, and to look like you know your topic very well.

While speaking has more formality than talking, it has less formality than reading. Speaking allows for meaningful pauses, eye contact, small changes in word order, and vocal emphasis. Reading is a more or less exact replication of words on paper without the use of any nonverbal interpretation. Speaking, as you will realize if you think about excellent speakers you have seen and heard, provides a more animated message.

The next sections introduce four methods of delivery that can help you balance between too much and too little formality when giving a public speech.

Impromptu Speaking

Impromptu speaking is the presentation of a short message without advance preparation. Impromptu speeches often occur when someone is asked to "say a few words" or give a toast on a special occasion. You have probably done impromptu speaking many times in informal, conversational settings. Self-introductions in group settings are examples of impromptu speaking: "Hi, my name is Steve, and I'm a volunteer with the Homes for the Brave program." Another example of impromptu speaking occurs when you answer a question such as, "What did you think of the documentary?"

The advantage of this kind of speaking is that it's spontaneous and responsive in an animated group context. The disadvantage is that the speaker is given little or no time to contemplate the central theme of his or her message. As a result, the message may be disorganized and difficult for listeners to follow.

Here is a step-by-step guide that may be useful if you are called upon to give an impromptu speech in public.

- Take a moment to collect your thoughts and plan the main point you want to make.
- Thank the person for inviting you to speak.
- Deliver your message, making your main point as briefly as you can while still covering it adequately and at a pace your listeners can follow.
- Thank the person again for the opportunity to speak.
- Stop talking.

As you can see, impromptu speeches are generally most successful when they are brief and focus on a single point.

Extemporaneous Speaking

Extemporaneous speaking is the presentation of a carefully planned and rehearsed speech, spoken in a conversational manner using brief notes. By using notes rather than a full manuscript, the extemporaneous speaker can establish and maintain eye contact with the audience and assess how well they are understanding the speech as it progresses. The opportunity to assess is also an opportunity to restate more clearly any idea or concept that the audience seems to have trouble grasping.

For instance, suppose you are speaking about workplace safety and you use the term "sleep deprivation." If you notice your audience's eyes glazing over, this might not be a result of their own sleep deprivation, but rather an indication of their uncertainty about what you mean. If this happens, you can add a short explanation; for example, "sleep deprivation is sleep loss serious enough to threaten one's cognition, hand-to-eye coordination, judgment, and emotional health." You might also (or instead) provide a concrete example to illustrate the idea. Then you can resume your message, having clarified an important concept.

Speaking extemporaneously has some advantages. It promotes the likelihood that you, the speaker, will be perceived as knowledgeable and credible. In addition, your audience is likely to pay better attention to the message because it is engaging both verbally and nonverbally. The disadvantage of extemporaneous speaking is that it requires a great deal of preparation for both the verbal and the nonverbal components of the speech. Adequate preparation cannot be achieved the day before you're scheduled to speak.

Because extemporaneous speaking is the style used in the great majority of public speaking situations, most of the information in this chapter is targeted to this kind of speaking.

Speaking from a Manuscript

Manuscript speaking is the word-for-word iteration of a written message. In a manuscript speech, the speaker maintains his or her attention on the printed page except when using visual aids.

The advantage to reading from a manuscript is the exact repetition of original words. As we mentioned at the beginning of this chapter, in some circumstances this can be extremely important. For example, reading a statement about your organization's legal responsibilities to customers may require that the original words be exact. In reading one word at a time, in order, the only errors would typically be mispronunciation of a word or stumbling over complex sentence structure.

However, there are costs involved in manuscript speaking. First, it's typically an uninteresting way to present. Unless the speaker has rehearsed the reading as a complete performance animated with vocal expression and gestures (as poets do in a poetry slam and actors do in a reader's theater), the presentation tends to be dull. Keeping one's eyes glued to the script precludes eye contact with the audience. For this kind of "straight" manuscript speech to hold audience attention, the audience must be already interested in the message before the delivery begins.

It is worth noting that professional speakers, actors, news reporters, and politicians often read from an autocue device, such as a TelePrompTer, especially when appearing on television, where eye contact with the camera is crucial. With practice, a speaker can achieve a conversational tone and give the impression of speaking extemporaneously while using an autocue device. However, success in this medium depends on two factors: (1) the speaker is already an accomplished public speaker who has learned to use a conversational tone while delivering a prepared script, and (2) the speech is written in a style that sounds conversational.

Speaking from Memory

Memorized speaking is the rote recitation of a written message that the speaker has committed to memory. Actors, of course, recite from memory whenever they perform from a script in a stage play, television program, or movie scene. When it comes to speeches, memorization can be useful when the message needs to be exact and the speaker doesn't want to be confined by notes.

The advantage to memorization is that it enables the speaker to maintain eye contact with the audience throughout the speech. Being free of notes means that you can move freely around the stage and use your hands to make gestures. If your speech uses visual aids, this freedom is even more of an advantage. However, there are some real and potential costs. First, unless you also plan and memorize every **vocal cue** (the subtle but meaningful variations in speech delivery, which can include the use of pitch, tone, volume, and pace), gesture, and facial expression, your presentation will be flat and uninteresting, and even the most fascinating topic will suffer. You might end up speaking in a monotone or a sing-song repetitive delivery pattern. You might also present your speech in a rapid "machine-gun" style that fails to emphasize the most important points. Second, if you lose your place and start trying to ad lib, the contrast in your style of delivery will alert your audience that something is wrong. More frighteningly, if you go completely blank during the presentation, it will be extremely difficult to find your place and keep going.

Key Takeaways

- There are four main kinds of speech delivery: impromptu, extemporaneous, manuscript, and memorized.
- Impromptu speaking involves delivering a message on the spur of the moment, as when someone is asked to "say a few words."
- Extemporaneous speaking consists of delivering a speech in a conversational fashion using notes. This is the style most speeches call for.
- Manuscript speaking consists of reading a fully scripted speech. It is useful when a message needs to be delivered in precise words.
- Memorized speaking consists of reciting a scripted speech from memory. Memorization allows the speaker to be free of notes.

Exercises

1. Find a short newspaper story. Read it out loud to a classroom partner. Then, using only one notecard, tell the classroom partner in your own words what the story said. Listen to your partner's observations about the differences in your delivery.
2. In a group of four or five students, ask each student to give a one-minute impromptu speech answering the question, "What is the most important personal quality for academic success?"
3. Watch the evening news. Observe the differences between news anchors using a TelePrompTer and interviewees who are using no notes of any kind. What differences do you observe?

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- Deciding the Presentation Method
- Managing your Presentation Notes
- Working with Visual Aids
- Presenting Data
- Managing the Event
- Coping with Presentation Nerves
- Dealing with Questions
- How to Build Presentations Like a Consultant

- 7 Qualities of Good Speakers That Can Help You Be More Successful
- Self-Presentation in Presentations

Specific Presentation Events

- Remote Meetings and Presentations
- Giving a Speech
- Presentations in Interviews
- Presenting to Large Groups and Conferences
- Giving Lectures and Seminars
- Managing a Press Conference
- Attending Public Consultation Meetings
- Managing a Public Consultation Meeting
- Crisis Communications

Elsewhere on Skills You Need:

- Communication Skills
- Facilitation Skills
- Teams, Groups and Meetings

What Helps you to Decide your Presentation Method?

In making a decision about your presentation method, you have to take into account several key aspects. These include:

- **The facilities available to you by way of visual aids, sound systems, and lights.**
  Obviously you cannot use facilities that are not available. If you are told that you will need to present without a projector, you're going to need to decide on a method that works without slides.

- **The occasion.**
  A formal conference of 200 people will require a very different approach from a presentation to your six-person team. And a speech at a wedding is totally different again. Consider the norms of the occasion. For example, at a wedding, you are not expected to use slides or other visual aids.

- **The audience, in terms of both size and familiarity with you, and the topic.**
  If it's a small, informal event, you will be able to use a less formal method. You might, for example, choose to give your audience a one-page handout, perhaps an infographic that summarises your key points, and talk them through it. A more formal event is likely to need slides.

- **Your experience in giving presentations.**
  More experienced presenters will be more familiar with their own weak points, and able to tailor their preparation and style to suit. However, few people are able to give a presentation without notes. Even the most experienced speakers will usually have at least some form of notes to jog their memory and aid their presentation.

- **Your familiarity with the topic.**
  As a general rule, the more you know about it, the less you will need to prepare in detail, and the more you can simply have an outline of what you want to say, with some brief reminders.

- **Your personal preferences.**
  Some people prefer to 'busk it' (or 'wing it') and make up their presentation on the day, while others prefer detailed notes and outlines. You will need to know your own abilities and decide how best to make the presentation. When you first start giving presentations you may feel more confident with more detailed notes. As you become more experienced you may find that you can deliver effectively with less.

Some Different Methods of Presentation

Presentation methods vary from the very formal to the very informal.

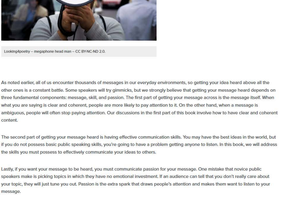
	Very formal	Formal	Informal	Very informal

SKILLS YOU NEED

1.2 The Process of Public Speaking

LEARNING OBJECTIVES

1. Identify the three components of getting your message across to others.
2. Distinguish between the interactional models of communication and the transactional model of communication.
3. Explain the three principles discussed in the dialogical theory of public speaking.



LookingAwesomely – megaphone head man – CC BY-NC-ND 2.0.

As noted earlier, all of us encounter thousands of messages in our everyday environments, so getting your idea heard above all the other ones is a constant battle. Some speakers will try gimmicks, but we strongly believe that getting your message heard depends on three fundamental components: message, skill, and passion. The first part of getting your message across is the message itself. When what you are saying is clear and coherent, people are more likely to pay attention to it. On the other hand, when a message is ambiguous, people will often stop paying attention. Our discussions in the first part of this book involve how to have clear and coherent content.

The second part of getting your message heard is having effective communication skills. You may have the best ideas in the world, but if you do not possess basic public speaking skills, you're going to have a problem getting anyone to listen. In this book, we will address the skills you must possess to effectively communicate your ideas to others.

Lastly, if you want your message to be heard, you must communicate passion for your message. One mistake that novice public speakers make is picking topics in which they have no emotional investment. If an audience can tell that you don't really care about your topic, they will just tune you out. Passion is the extra spark that draws people's attention and makes them want to listen to your message.

In this section, we're going to examine the process of public speaking by first introducing you to a basic model of public speaking and then discussing how public speaking functions as dialogue. These models will give you a basic understanding of the communication process and some challenges that you may face as a speaker.

Models of Public Speaking

A basic model of human communication is one of the first topics that most communication teachers start with in any class. For our focus on public speaking, we will introduce two widely discussed models in communication: interactional and transactional.

Interactional Model of Public Speaking

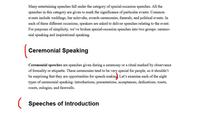
Linear Model

Source → Receiver :> Source → Receiver" width="497" class="alignnone size-full wp-image-26" />

18.2 Special-Occasion Speeches

Learning Objectives

1. Identify the different types of ceremonial speaking.
2. Describe the different types of inspirational speaking.



WWD - Robert Jones - 19 WCBS 08-10

Many networking opportunities fall under the category of special-occasion speeches. All the speeches in this category are given to mark the significance of particular events. Common events include weddings, bar mitzvahs, awards ceremonies, funerals, and political events. In each of these different occasions, speakers are asked to deliver speeches relating to the event. In this section, we will discuss two different special-occasion speeches: ceremonial speaking and inspirational speaking.

Ceremonial Speaking

Ceremonial speeches are speeches given during a ceremony or a ritual marked by observance or celebration. Ceremonies are a common occurrence in our lives. We all have been to weddings, but surprising that they are opportunities for speech-making. Let's examine each of the eight types of ceremonial speaking: introductions, presentations, acceptances, dedications, toasts, roasts, eulogies, and farewells.

Speeches of Introduction

The first type of speech is called the **speech of introduction**, which is a stimulant given by the host of a ceremony that introduces another speaker and his or her speech. For things we were thus into the introduced or a speaker stands up and says, "This is Joe Smith, he's going to talk about stones." While Joe Smith has spoken's name and the topic, the introduction fulfills that. Audiences want to hear the best of excited about listening to Joe's speech.

Just like any other speech, a speech of introduction should be a complete speech and have a beginning, middle, and conclusion—and you should do it in a logical and organized manner. The bridge is another. Bridge statements are introductory speaker who matches up the speaker's topic. The speaker's topic is herself instead of focusing on the person being introduced.

For an introduction, think of a bowl with fruit which your audience interested in the upcoming speaker. Did you notice a pun which related to the speaker's topic? Have you been impressed by a presentation you've heard the speaker give in the past? You want to find something that sets up the audience's attitude and makes them excited about learning the main speech.

The body of your introductory speech should be devoted to telling the audience about the speaker's topic, why the speaker is qualified, and why the audience should listen (notice we now have our three body points). First, tell your audience in general terms about the evaluation of the speaker's topic. Second, tell your audience why the speaker is qualified. Third, you need to make a connection of information to help guide the part of your speech. Don't worry if you don't tend to know all the ins and outs of the main speaker's speech, you just need to know enough to what the audience's appetite. Next, you need to tell the audience why the speaker is a credible speaker on the topic. Has the speaker written books or articles on the subject? Has the speaker had special jobs or tasks that make him or her qualified? Lastly, you need to help explain to the audience why they should care about the upcoming speech.

The final part of a good introduction is the conclusion, which is generally designed to welcome the speaker to the lectern. Many introducers will conclude by saying something like, "I am pleased to introduce Joe Smith, who will speak about stones." Another way to do this is to phrase you are introducing Joe Smith, "We've known some presentation that will cover all a notation to their notes or "start clapping" and "where speakers based on" or "give speaker a big" depending on the entertainment of the speaker.

Now that we've walked through the basic parts of an introductory speech, let's see one complete example.

Specific Purpose: To entertain the audience while preparing them for Senior Wright's speech on rituals.

Introduction: Mention some common rituals people in the United States engage in (Christmas, spouting events, legal proceedings).

Main Points:

1. Explain that the topic was selected because understanding how cultures use ritual is an important part of understanding what it means to be human.
2. Jamie Wright is a cultural anthropologist who studies the impact that everyday rituals have on communities.
3. All of us engage in rituals, and we often don't take the time to determine how these rituals were started or how they impact our daily routines.

Conclusion: I had the opportunity to listen to Dr. Wright at the regional conference in Springfield last month, and I am excited that I get to share the wealth of you tonight. Please join me in welcoming Dr. Wright (start clapping, shake speaker's hand, exit stage).

Speeches of Presentation

The second type of ceremonial ceremonial speech is the **speech of presentation**. A speech of presentation is a brief speech given to accompany a prize or honor. Speeches of presentation can be as simple as saying, "This year's recipient of the Schuman Publics Speaking prize is Wilhelmina Jeffries," or could lead up to five minutes as the speaker explains why the honoree was chosen for the award.

When preparing a speech of presentation, it's always important to ask how long the speech should be. Once you know the time limit, then you can set to create the speech itself. First, you need to explain why the award is being given and why the recipient is being honored. Next, you can explain how the recipient has accomplished in order for the award to be honored. Did the person win a race? Did the person write an important piece of literature? Did the person mediate conflict? Whatever the recipient has done, you need to clearly highlight his or her work. Lastly, if the man or competition was a notable person, you can end with a brief anecdote about the person's life. For example, if you are presenting a prize for a person who wanted to read the four-story-from-volume-six Kanye West title by Dwight Swift during the 2009 MTV Music Video Awards, for example (http://www.mtv.com/videos/misc/157997/kanye-west-feat-dwight-yoakam-should-ive-married-for-money.jhtml?vid=1155997), you may want to highlight the work of the other competitors or nominees.

Speeches of Acceptance

The complement to a speech of presentation is the **speech of acceptance**. The speech of acceptance is a speech given by the recipient of a prize or honor. For example, in the above-cited clip from the 2009 MTV Music Video Awards, Taylor Swift starts by expressing her appreciation for the award and then she goes into a speech. She says, "I don't know what to say, I'm speechless. I think you, I think you." Swift's speech was a minute-and-a-half long and consisted of a few sentences, but she managed to get to the important point.

There are three typical components of a speech of acceptance: thank the giver of the award or prize, thank those who helped you, and explain why you deserve the award or prize. Sometimes, first, you want to thank the people who have given you the award or honor and possibly those who voted for you. We see this done every year during the Oscars. First, I'd like to thank the academy and the academy voters." Second, you want to give credit to those who helped you achieve the award or honor. The person accomplishes things in life on her or his own, but there are people who have helped along the way. Third, you need to explain why you deserve the award. Acceptance is a great time to genuinely recognize the people who helped you. Lastly, put the award in perspective. Tell the people listening to your speech why the award is meaningful to you.

Speeches of Dedication

The fourth ceremonial speech is the **speech of dedication**. A speech of dedication is delivered when a new store opens, a building is named after someone, a plaque is placed on a wall, a new library is completed and so on. These speeches are designed to highlight the importance of the project and possibly those to whom the project has been dedicated. Maybe your great-uncle has a building named after him, and you want to give a speech at the dedication ceremony. Dedicatory speeches offer your great-uncle. In this case, you may be asked to speak at the dedication.

When preparing the speech of dedication, start by explaining how you are involved in the dedication. If the person to whom the dedication is being made is a relative, tell the audience that the building is being named after your great-uncle who borrowed a gift for his alma mater. Second, you want to explain why the building is being dedicated. If the dedication is a new building or a presentation building, you want to explain what is being dedicated and the importance of the building. Third, you need to explain why the person to whom the building is being dedicated is worthy of the honor. Fourth, you need to thank people who made the structure or designed it. If the speech is given at a groundbreaking ceremony, you need to thank the supplier and decided on the dedication. Lastly, explain why the structure is important for the community where it is located. If the dedication for a new store, talk about how the store will bring in new jobs and new shopping opportunities. If the dedication is for a new wing of a hospital, talk about how patients will be served and the advances in medicine the new wing will provide the community.

Toasts

At our time or another, almost everyone is going to be asked to deliver a toast. A toast is a short speech accompanying the consumption of a beverage. Toasts are a common part of the preparation of congratulating someone for an honor, a new job, or getting married. You can use a toast someone to show your appreciation for something that has occurred, and you want people to remember the event that have accomplished.

When preparing a toast, the first goal is to keep things your remarks brief. Toasts are generally given during the middle of some kind of festivities (e.g., weddings, retirement party, farewell party), and you don't want your toast to take away from those festivities for too long. Second, the goal of a toast is to remind the audience why they are gathering and why they are at the speaker. As such, while you are speaking you need to focus your attention to the people being toasted. Third, you want to make your toast memorable and entertaining. Fourth, you should also avoid any inside jokes between you and the people being toasted because toasts are public and should be memorable for everyone who hears them. To conclude a toast, simply say something like, "Please join me in recognizing Jane for her outstanding work in the community." When you lift your glass, this will signal to others to do the same and then you can all take a drink, which is the end of your speech.

Roasts

The **roast** speech is a very interesting and peculiar speech because it is designed to both praise and goodnaturedly insult a person being honored. Generally, roasts are given at the conclusion of a dinner, and they are a form of entertainment. Roasts are a form of entertainment that celebrates a person's life and achievements.

In this clip, watch as Stephen Colbert, television host of *The Colbert Report*, roasts President George W. Bush.

http://www.youtube.com/watch?v=fB6E_ac7X_Ak

Let's pick this short clip apart. You'll notice that the humor doesn't pick any punches. The goal of the roast is to celebrate and insult in a good-natured manner. You'll also see that the roaster, in this case Stephen Colbert, is standing behind a lectern while the roastee, President George W. Bush, is sitting at a table. This is a common setup for roasts because it allows the roaster to point to President Bush to take his mistakes. Notice that the end of a good roast is similar the roastee's reaction during the roast, so it's important to have the roastee close to allow for reactions.

How does one prepare for a roast? First, you want to really think about the person who is being roasted. Do they have any strange habits or amusing stories in their past that you can discuss? When you think through these things, you want to make sure that you cross anything off your list that is truly private information or will really hurt the person. The goal of a roast is to poke at them, not immolate them. Second, when selecting which aspects to poke fun, you need to make sure that you don't go too far. Roasts are a form of entertainment, and they are meant to be enjoyable. Third, you need to make sure that you don't go too far. Roasts are a form of entertainment, and they are meant to be enjoyable. Fourth, you need to make sure that you don't go too far. Roasts are a form of entertainment, and they are meant to be enjoyable. Lastly, and in a positive vein, When the jokes are ridiculous the fun part of a roast, you should have the roastee knowing that you truly do care about and appreciate the person.

Eulogies

A **eulogy** is a speech given in honor of someone who has died. Don't confuse "eulogy" with "elegy"; a poem or song of mourning. Unless you are a musician, poem, artist, lawyer, or other person who is famous, you will be asked to give a eulogy at some point in your life. Moreover, when the time comes to deliver a eulogy, it's good to know what you're in for and be adequately prepare your remarks. Watch the following clip of Sean Hannity Barack Obama delivering a eulogy at the funeral of civil rights icon Dorothy Pitts in November of 2009.

http://www.youtube.com/watch?v=rqRzPEGaCvE

In this eulogy, Senator Obama delivers one of his remarking from Pitts importance and her legacy to American history.

When preparing a eulogy, first you need to know as much information about the deceased as possible. Second, you need to know the audience to whom you are delivering the eulogy. Third, you need to know why or your own information. If you were close to the deceased, it is always a good idea to talk friends and relatives of the deceased for their memories, as these sorts of anecdotes will make your eulogy more personal to your audience. If you were very close to the deceased, you will need to ask friends and family for information. Second, depending on the audience, you need to make sure that you don't go too far in your remarks for the deceased. It is very helpful to look for at least one point to lighter or humorous. In some cultures, in fact, the friends and family attending the funeral will expect the eulogy to be highly entertaining and amusing. While eulogies are not comic, one goal of the funeral or lighter aspects of a eulogy is to relieve the tension that is created by the serious nature of the occasion. Third, you need to make sure that you don't go too far. Fourth, you need to make sure that the person would like to be. The tone of your speech, you can make a eulogy, the more tending it will be for the deceased's friends and families. The eulogy should reflect the deceased's wishes. Lastly, you need to make sure that you don't go too far.

Speeches of Farewell

A speech of farewell allows someone to say goodbye to one part of his or her life or he or she is moving on to the next part of life. Maybe you're assigned a new job and are leaving your current job, or you are graduating from college and entering the real world. Whatever the case may be, periods of transition are often marked by speeches of farewell. Watch the following clip of Derek Jeter's 2009 speech during Yankee Stadium's farewell. Back in 1951, before New York Yankees moved to the new stadium, Jeter's 2009 speech.

http://www.youtube.com/watch?v=1SfzFzEnsNw

In this speech, Derek Jeter is not only saying good-bye to Yankee Stadium but also thanking the fans for their continued support.

When preparing a speech of farewell, the goal should be to thank the people in your current position and let them know how much you appreciate them as you make the move to your next position in life. In Derek Jeter's speech, he starts by talking about the history of the 1923 Yankee Stadium and then thanks the fans for their support. Second, you want to inform your audience how much the experience has meant to you. A farewell speech is a time to announce your feelings about the people you are leaving behind. In Derek Jeter's farewell speech, in this speech, Lastly, you want to make sure that you end on a high note. Derek Jeter concludes his speech by saying, "On behalf of this entire organization, we just want to take this moment to salute you, we appreciate you for the world" or which point Jeter and the other players take their ball caps and hold them up toward the audience.

Inspirational Speaking

The goal of an **inspirational speech** is to elicit or arouse an emotional state within an audience. In Section 18.1, "Ceremonial Speaking", we looked at ceremonial speeches. Although some inspirational speeches are sometimes tied to ceremonial occasions, there are also other occasions when people give inspirational speeches. In this section, we will look at two types of inspirational speeches: goodwill and speeches of commemoration.

Speeches to Ensure Goodwill

Goodwill is a feeling of good will toward others, which can be an expectation of an individual's reputation. **Speeches of goodwill** are speeches given by an attorney to get audience members to vote the person or organization more favorably. Although speeches of goodwill are rarely persuasive, they are not to be obvious about the presence to intent and are often delivered as informational-sounding speeches that focus on an individual or organization's positive attributes. There are three basic types of speeches of goodwill: public relations, justification, and apology.

Speeches for Public Relations

In a public relations speech, the speaker is attempt to endeavor one's own image or the image of his or her organization. You can almost think of these speeches as advertising speeches because the ultimate goal is to get people to like the speaker and what he or she represents. In the United States, many of the Fortune 500 companies have speechwriters who write speeches about their organizations to during the 2010 call spike in the Dallas area.

http://www.youtube.com/watch?v=eCMdAmaZTEw

Notice that he keeps emphasizing what his company is doing to fix the problem. Every part of this speech is constructed to make BP look caring and attempts to get some amount of goodwill from the viewing public.

Speeches of Justification

The second common speech of goodwill is the speech of justification, which is given when someone or something needs to be justified in the eyes of the audience. In the United States, speakers have relatively standard (or derided by some) excuse kind of behavior, and we are attempting to justify why the behavior is or was appropriate. In the following clip, President Bill Clinton discusses his decision to bomb Iraq longer after uncovering a plot to assassinate former President George H. W. Bush.

http://www.youtube.com/watch?v=0ma4Ny7xTbE

In this speech, President Clinton outlines his reasons for bombing Iraq in the American people and the globe. Again, the goal of this speech is to seem goodwill for President Clinton's decision both in the United States and the world stage.

Speeches of Apology

The final speech of goodwill is the speech of apology. Frankly, these speeches have become more and more commonplace. Every time we turn around, a politician, professional athlete, musician, or actor/actress is doing something reprehensible and getting caught. In fact, the speech of apology has quickly become a familiar but humor as well. Let's take a look and apology speech delivered by professional golfer Tiger Woods.

http://www.youtube.com/watch?v=5ubaqoFbAqI

When you need to make an apology speech, there are three elements that you need to include: be honest and take responsibility, say you're sorry, and offer restitution. First, a speaker needs to be honest and admit to doing something wrong. The word apology speaches are those in which the individual tries to sidestep the wrongdoing. Even if you didn't do anything wrong, it is often best to take responsibility from a public perspective perspective. Second, say that you are sorry. Third, you need to offer some kind of restitution. In the case of Tiger Woods, he has been unsure were with Tiger Woods's speech is that he doesn't look remorseful at all. While the words coming out of his mouth are appropriate, he looks like a robot forced to read from a commercial written by his press agent. Lastly, you need to offer restitution. Restitution can come in the form of doing something broken or a promise not to engage in such behavior in the future. People in society are very willing to forgive and forget when they see what

Speeches for Commemorations

The second type of inspirational speech is the **speech of commemoration**, which is designed to recognize and celebrate the achievements of a grieving class or other group of people. Unlike a speech of farewell, speeches of commemoration are not necessarily tied to a particular event. Nearly all of us have sat through commemorative speaches at some point in our lives. Until you're like us, you've heard good ones and bad ones. Numerous celebrities and politicians have written books of their commemorative speeches or eulogies and are delivered. Dan Barnes and well-designed commemorative speech was given by Samuel Barry Partner author L. E. Rowling at Harvard University in 2008.

http://www.youtube.com/watch?v=ldd2Hrqb-ds

L. E. Rowling's speech has the perfect balance of humor and inspiration, which are two of the main ingredients of a good commemorative speech.

If you're ever asked to deliver a commemorative speech, there are some key points to think through when deciding on your speech's topic.

- If there is a specific theme for the graduation, make sure that your commemorative speech is relevant to the theme. For example, if the theme is "Dreams Come Alive," you can have certain commemorative speaches on commitment, compassion, compassion, confidence, decision-making, discipline, ethics, failure (and overcoming failure), faith, generosity, integrity, lost-and-found, leadership, learning, perseverance, perspective, procrastination, reality, responsibility, and self-respect.
- Talk about your life and how graduates can learn from your experiences and how to provide tips and strategies of life. Here can your life inspire the graduates in their future endeavors?
- Make the speech interesting. Commemorative speeches should be entertaining and make the audience laugh.
- Be brief. Nothing is more painful than a commemorative speech that drones on and on. Remember, the graduates are there to get their diplomas; their families are there to watch the graduates, and so on. The stage.
- Remember, while you may be the speaker, you don't have to be asked to impart wisdom and advice for the graduating and moving on with their lives. Keep it focused on them.
- Place the commemorative speech into the broader context of the graduates' lives. Hence the graduates have the advice and wisdom you are offering can be utilized in their future lives from before.

Overall, it's important to make sure that you have fun when delivering a commemorative speech. Remember, it's a large honor and responsibility to be asked to deliver a commemorative speech, so take the time to really think through and prepare your speech.

Key Takeaways

- There are eight common forms of ceremonial speaking: introduction, presentation, acceptance, dedication, toast, roast, eulogy, and farewell. Speaches of introduction are speeches given to introduce another speaker and his or her speech. Speaches of presentation are given to a recipient of some kind. Speaches of acceptance are delivered by the person receiving an award or honor. Speaches of dedication are given when a new building or other place is being opened for the first time. Toasts are given to acknowledge and honor someone on a special occasion (e.g., wedding, birthday, retirement). Roasts are a form of entertainment that celebrates a person's life and the person being honored. Eulogies are given during funeral and memorial services. Lastly, speaches of farewell are delivered by an individual who is leaving a job, community, or organization, and wants to acknowledge how much the group means to him.
- Inspirational speaches fall into two categories: goodwill (e.g., public relations, justification, and apology) and speaches of commemoration. Speaches of goodwill are given to elicit a positive response from the audience toward a person or organization. On the other hand, speaches of commemoration are delivered to recognize the achievements of a group of people.

Exercises

1. Imagine you've been asked to speak before a local civic organization such as the Kiwanis or Rotary Club. Develop a sample speech of introduction that you would like someone to give to introduce you.
2. You've been asked to roast your favorite celebrity. Develop a two-minute roast.
3. Develop a speech of commemoration for your public speaking class.

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General Presentation Skills

- What is a Presentation?
- Preparing for a Presentation
- Organising the Material
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- Deciding the Presentation Method
- Managing your Presentation Notes
- Working with Visual Aids
- Presenting Data
- Managing the Event
- Coping with Presentation Nerves
- Dealing with Questions
- How to Build Presentations Like a Consultant

- 7 Qualities of Good Speakers That Can Help You Be More Successful
- Self-Presentation in Presentations

Specific Presentation Events

- Remote Meetings and Presentations
- Giving a Speech
- Presentations in Interviews
- Presenting to Large Groups and Conferences
- Giving Lectures and Seminars
- Managing a Press Conference
- Attending Public Consultation Meetings
- Managing a Public Consultation Meeting
- Crisis Communications

Elsewhere on Skills You Need:

- Communication Skills
- Facilitation Skills
- Teams, Groups and Meetings
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Top Tips for Effective Presentations

See also: Dealing with Presentation Nerves

How can you make a good presentation even more effective?

This page draws on published advice from expert presenters around the world, which will help to take your presentations from merely 'good' to 'great'.

By bringing together advice from a wide range of people, the aim is to cover a whole range of areas.

Whether you are an experienced presenter, or just starting out, there should be ideas here to help you to improve.

1. Show your Passion and Connect with your Audience

It's hard to be relaxed and be yourself when you're nervous.

But time and again, the great presenters say that the most important thing is to connect with your audience, and the best way to do that is to let your passion for the subject shine through.

Be honest with the audience about what is important to you and why it matters.

Be enthusiastic and honest, and the audience will respond.

2. Focus on your Audience's Needs

Your presentation needs to be built around what your audience is going to get out of the presentation.

As you prepare the presentation, you always need to bear in mind what the audience needs and wants to know, not what you can tell them.

While you're giving the presentation, you also need to remain focused on your audience's response, and react to that.

You need to make it easy for your audience to understand and respond.

3. Keep it Simple: Concentrate on your Core Message

When planning your presentation, you should always keep in mind the question:

> What is the key message (or three key points) for my audience to take away?

You should be able to communicate that key message very briefly.

Some experts recommend a 30-second 'elevator summary', others that you can write it on the back of a business card, or say it in no more than 15 words.

Whichever rule you choose, the important thing is to keep your core message focused and brief.

And if what you are planning to say doesn't contribute to that core message, don't say it.

4. Smile and Make Eye Contact with your Audience

This sounds very easy, but a surprisingly large number of presenters fail to do it.

If you smile and make eye contact, you are **building rapport**, which helps the audience to connect with you and your subject. It also helps you to feel less nervous, because you are talking to individuals, not to a great mass of unknown people.

To help you with this, make sure that you don't turn down all the lights so that only the slide screen is visible. **Your audience needs to see you as well as your slides.**

5. Start Strongly

The beginning of your presentation is crucial. You need to grab your audience's attention and hold it.

They will give you a few minutes' grace in which to entertain them, before they start to switch off if you're dull. So don't waste that on explaining who you are. Start by entertaining them.

Try a story (see tip 7 below), or an attention-grabbing (but useful) image on a slide.

6. Remember the 10-20-30 Rule for Slideshows

This is a tip from Guy Kawasaki of Apple. He suggests that slideshows should:

- ✔ Contain no more than 10 slides;
- ✔ Last no more than 20 minutes; and
- ✔ Use a font size of no less than 30 point.

This last is particularly important as it stops you trying to put too much information on any one slide. This whole approach avoids the dreaded 'Death by PowerPoint'.

As a general rule, slides should be the sideshow to you, the presenter. A good set of slides should be no use without the presenter, and they should definitely contain less, rather than more, information, expressed simply.

If you need to provide more information, create a bespoke handout and give it out **after** your presentation.

7. Tell Stories

Human beings are programmed to respond to stories.

Stories help us to pay attention, and also to remember things. If you can use stories in your presentation, your audience is more likely to engage and to remember your points afterwards. It is a good idea to start with a story, but there is a wider point too: you need your presentation to act like a story.

Think about what story you are trying to tell your audience, and create your presentation to tell it.

Finding The Story Behind Your Presentation

To effectively tell a story, focus on using at least one of the two most basic storytelling mechanics in your presentation:

1. **Focusing On Characters** – People have stories; things, data, and objects do not. So ask yourself "who" is directly involved in your topic that you can use as the focal point of your story.

   For example, instead of talking about cars (your company's products), you could focus on specific characters like:

   - The drivers the car is intended for – people looking for speed and adventure
   - The engineers who went out of their way to design the most cost-effective car imaginable

2. **A Changing Dynamic** – A story needs something to change along the way. So ask yourself "What is not as it should be?" and answer with what you are going to do about it (or what you did about it).

   For example…

   - Did hazardous road conditions inspire you to build a rugged, all-terrain jeep that any family could afford?
   - Did a complicated and confusing food labelling system lead you to establish a colour-coded nutritional index so that anybody could easily understand it?

To see 15 more actionable storytelling tips, see Nuts & Bolts Speed Training's post on Storytelling Tips.

8. Use your Voice Effectively

The spoken word is actually a pretty inefficient means of communication, because it uses only one of your audience's five senses. That's why presenters tend to use visual aids, too. But you can help to make the spoken word better by using your voice effectively.

Varying the speed at which you talk, and emphasising changes in pitch and tone all help to make your voice more interesting and hold your audience's attention.

For more about this, see our page on **Effective Speaking**.

9. Use your Body Too

It has been estimated that more than three quarters of communication is non-verbal.

That means that as well as your tone of voice, your body language is crucial to getting your message across. Make sure that you are giving the right messages: body language to avoid includes crossed arms, hands held behind your back or in your pockets, and pacing the stage.

Make your gestures open and confident, and move naturally around the stage, and among the audience too, if possible.

10. Relax, Breathe and Enjoy

If you find presenting difficult, it can be hard to be calm and relaxed about doing it.

One option is to start by concentrating on your breathing. Slow it down, and make sure that you're breathing fully. Make sure that you continue to pause for breath occasionally during your presentation too.

For more ideas, see our page on **Coping with Presentation Nerves**.

If you can bring yourself to relax, you will almost certainly present better. If you can actually start to enjoy yourself, your audience will respond to that, and engage better. Your presentations will improve exponentially, and so will your confidence. It's well worth a try.

Improve your Presentation Skills

Follow our guide to boost your presentation skills learning about preparation, delivery, questions and all other aspects of giving effective presentations.

Start with: What is a Presentation?

Next Page

Continue to:

How to Give a Speech

Self Presentation

See also:

Upgrading Your Presentation Skills and How You Can Turn a No into a Yes

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For information on how to reference correctly please see our page on referencing.

Persuasive Speaking

Persuasive speaking is the type of speaking that most people engage in the most. This type of speech can involve everything from arguing about politics to talking about what to eat for dinner. Persuasive speaking is very connected to the audience, as the speaker must, in a sense, meet the audience halfway. Persuasion, obviously, is not entirely controlled by the speaker--persuasion occurs when an audience assents to what a speaker says. Consequently, persuasive speaking requires extra attention to audience analysis.

Traditionally, persuasion involves ethos (credibility), logos (logic), and pathos (emotion). By performing these three elements competently, a speaker can enhance their persuasive power.

Tips for Persuasive Speaking

Recognize that the audience is constantly processing what the speaker is saying. Nonverbal reactions are common for an audience listening to a persuasive speech--a furrowed brow, nodding head, or rolling eyes can be signals from audience members that they either like or dislike what the speaker is saying. Acknowledging these nonverbal reactions can help a speaker explain more in detail certain points.

Identify the target audience. In almost any persuasive speaking situation, there will be a subset of the audience that agrees, that disagrees, and that are undecided about the topic. Preaching to the choir--speaking to persuade those that already believe the speaker--might consolidate the audiences' beliefs but has little benefit beyond that. Trying to persuade the segment of the audience that adamantly disagrees with the perspective voiced is generally unlikely (though not unheard of). Therefore, a speaker ought to focus on the part of the audience that is undecided on the issue. Speaking more directly to this group of undecideds allows a speaker to tailor their speech more towards their concerns.

Pre-empt common objections. Many audience members might be skeptical of the viewpoint advanced by a presenter. Consequently, an orator ought to acknowledge and respond to these objections within the speech. This approach might answer some of the questions that audience members might be asking of themselves.

Most persuasive speeches concern questions of fact, value, or policy. Issues of fact are similar to informative speeches in that they review findings. The difference is that persuasive speeches make judgments about which findings are accurate. Issues of value tackle the time-honored questions of what is good, right, or beautiful. Values can be either individually, communally, or nationally held, and are thus contentious and often clashing. Issues of policy concern what actions should be taken to resolve a particular problem. Policy questions posit a problem and a solution.

Articulate the goals of the speech. Does the speaker want the audience to sign a petition, write their legislator, boycott a product, talk to their friends, buy a certain product, or take some other tangible action? Oftentimes, the conclusion enables a speaker to make a call to action that is the culmination of a persuasive speech.

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Report writing

Report writing is an essential skill in many disciplines. Master it now at university and writing reports in the workplace will be easier.

A report aims to inform and sometimes to persuade. They should be written as clearly and succinctly as possible, with evidence about a topic, problem or situation.

Here are some general guidelines, but check with your lecturer for more detailed information about what is expected.

What is a report?

Differences between a report and an essay

A report is similar to an essay in that both need:	A report is different to an essay in that a report:

- to be written in a formal style
- an introduction, body and conclusion
- analytical thinking
- extensive researching for information and evidence to support a conclusion
- careful proofreading and neat presentation.

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Differences between a report and an essay

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- is a presentation of facts and information, rather than a discussion of various opinions
- is often written for a very specific audience (e.g. an organisation that has commissioned a report)
- is structured so that it may be scanned quickly by the reader
- uses numbered headings and subheadings (e.g. 2.1 Executive summary)
- uses short, concise paragraphs and dot points, where applicable
- uses graphics wherever possible (tables, graphs, illustrations)
- may need an abstract (sometimes called an executive summary)
- makes recommendations
- does not always need references and a bibliography
- often has appendices.

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- Who has requested the report?
- Why have they asked for a report?
- What do they need to know?
- How will the report be used?
- Who is/are my audience or audiences? (e.g. clients, lecturers, assessors, managers etc.)

Types of reports for university

For all reports you have to ensure that the conclusions that you draw are supported by the evidence that you find. At university you will mostly be writing business, experimental / laboratory or technical reports.

Business report | Experimental/Laboratory report | Technical design report

A business report aims to:

- examine how an organisation can achieve an objective
- highlight a problem and suggest a solution.
- offer information, interpretation (e.g. product surveys), analysis and recommendations

Typical format of a report

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Business report | **Experimental/Laboratory report** | Technical design report

An experimental report aims to report on:

- an experiment or research
- what was achieved during the course of the experiment
- what was concluded and how this compares with previous published results.

Typical format of a report

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Business report | Experimental/Laboratory report | **Technical design report**

A technical design report aims to:

- solve a problem
- recommend a design.

Typical format of a report

Provided to the person or group who commissioned the report, stating the

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margins, and the income statement. Next to these are the revenue evolution over a year compared to its target predefined, the annual evolution of operational expenses for various business departments as well as the evolution of the EBIT compared to its target.

click to enlarge

The different sets of visual representations of data can clearly point out specific trends or actions that need to be taken in order to stay on the financial track of a company. All your financial analysis can be integrated into a single visual. When the

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- uses graphics wherever possible (tables, graphs, illustrations)
- may need an abstract (sometimes called an executive summary)
- makes recommendations
- does not always need references and a bibliography
- often has appendices.

How to write a report

Plan to write your report | Analyse your task

Ask some questions first:

- Who has requested the report?
- Why have they asked for a report?
- What do they need to know?
- How will the report be used?
- Who is/are my audience or audiences? (e.g. clients, lecturers, assessors, managers etc.)

Types of reports for university

For all reports you have to ensure that the conclusions that you draw are supported by the evidence that you find. At university you will mostly be writing business, experimental / laboratory or technical reports.

Business report | Experimental/Laboratory report | **Technical design report**

A technical design report aims to:

- solve a problem
- recommend a design.

Typical format of a report

Letter or memorandum	Provided to the person or group who commissioned the report, stating the purpose of the report, brief summary and/or recommendations, and acknowledging others who have contributed.
Title page	Clearly describes what the report is about.
Abstract or Executive summary	Approximately 200 words. States the problem, how it was investigated, what was found, and what the findings mean.
Table of contents	A list of the major and minor sections of the report.
Introduction	Sets the scene and gives some background information about the topic. States the aim/purpose of the investigation and outlines of the sections in the body of the report.
Main body	Organised into sections: what was investigated, how it was investigated it, what was found (evidence), and interpretations.
Conclusion	Summary, what the report achieved – did it meet its aims, the significance of the findings and a discussion and interpretation of the findings.
Recommendations	What is recommended as a course of action following the conclusion?
References	A list of all the sources you used.
Appendices	Any information (graphs, charts, tables or other data) referred to in your report but not included in the body.

Layout of the report

Lay out the report for easy reading and comprehension. Many managers will only read the recommendations, but will dip into the report for the details, which they want to find quickly and easily.
Use this checklist:

- use white space to de-clutter the page/s
- ensure the separate parts of your report stand out clearly
- use short informative headings and subheadings
- allow generous spacing between the elements of your report
- use dot points/ numbers/ letters to articulate these elements
- use tables and figures (graphs, illustrations, maps etc) for clarification
- number each page
- use consistent and appropriate formatting
- use formal language
- proofread to ensure accuracy

Further resources

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Study support
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Learning online
HDR
Referencing
English for Uni
Masters by Coursework
Appointments
Students Helping Students
Get Started
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Awards and recognition

Last updated: October 21, 2019 (12:35pm) • Page custodian: Division of Student Life

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- Business Communication - Introduction
- Communication Process Components
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- Written Communication
- Non Verbal Communication
- Importance of Communication
- Communication Flows
- Writing Effectively
- Effective Writing for Results
- How to make a Great Presentation?
- Body Language in communication
- Grapevine Communication
- Feedback Communication
- Communication Barriers

What is Report Writing ?

A report can be defined as a testimonial or account of some happening. It is purely based on observation and analysis. A report gives an explanation of any circumstance. In today's corporate world, reports play a crucial role. They are a strong base for planning and control in an organization, i.e., reports give information which can be utilized by the management team in an organization for making plans and for solving complex issues in the organization.

A report discusses a particular problem in detail. It brings significant and reliable information to the limelight of top management in an organization. Hence, on the basis of such information, the management can make strong decisions. Reports are required for judging the performances of various departments in an organization.

An effective report can be written going through the following steps-

1. Determine the objective of the report, i.e., identify the problem.
2. Collect the required material (facts) for the report.
3. Study and examine the facts gathered.
4. Plan the facts for the report.
5. Prepare an outline for the report, i.e., draft the report.
6. Edit the drafted report.
7. Distribute the draft report to the advisory team and ask for feedback and recommendations.

The essentials of good/effective report writing are as follows-

1. Know your objective, i.e., be focused.
2. Analyze the niche audience, i.e., make an analysis of the target audience, the purpose for which audience requires the report, kind of data audience is looking for in the report, the implications of report reading, etc.
3. Decide the length of report.
4. Disclose correct and true information in a report.
5. Discuss all sides of the problem reasonably and impartially. Include all relevant facts in a report.
6. Concentrate on the report structure and matter. Pre-decide the report writing style. Use vivid structure of sentences.
7. The report should be neatly presented and should be carefully documented.
8. Highlight and recap the main message in a report.
9. Encourage feedback on the report from the critics. The feedback, if negative, might be useful if properly supported with reasons by the critics. The report can be modified based on such feedback.
10. Use graphs, pie-charts, etc to show the numerical data records over years.
11. Decide on the margins on a report. Ideally, the top and the side margins should be the same (minimum 1 inch broad), but the lower/bottom margins can be one and a half times as broad as others.
12. Attempt to generate reader's interest by making appropriate paragraphs, giving bold headings for each paragraph, using bullets wherever required, etc.

Types of Professional Business Letters

▸ Letters & Emails
BUSINESS LETTERS
EMPLOYEE LETTERS
REFERRAL LETTERS
THANK YOU LETTERS

ARTICLE TABLE OF CONTENTS Skip to section
How to Write a Business Letter
Business Letter Template
Business Letter Formats
Business Letter Examples

BY ALISON DOYLE | Updated July 06 2020

In the professional world, you will often need to write a business letter or send a professional email. From applying to a new job, writing a thank you note, sending a note of apology, or sending a farewell email when you depart, there are many circumstances that will require an appropriately formatted letter or email.

How to Write a Business Letter

A business letter is a formal document, with a set structure. As you can see from the examples in the links below, a business letter has a very defined format.

> **Note:** A business letter includes contact information, a salutation, the body of the letter, a complimentary close, and a signature.

What should you include in a professional letter written for business purposes? A business letter is a formal document, with a set structure. As you can see from the examples in the links below, a business letter has a very defined format. A business letter includes contact information, a salutation, the body of the letter, a complimentary close, and a signature.

There are rules for everything, from how wide the letter's margins should be to what size font to use.

- In general, it's wise to keep the body of your business letter direct and brief.
- Explain why you are writing in your first paragraph.
- Provide more specifics in the next paragraph, and
- Use your closing paragraph to reiterate your reason for writing.
- Thank the recipient for reading, and possibly mention follow-up plans.

Below, you'll find a list of business letter examples for a variety of employment and business-related correspondence, as well as tips for how to write an appropriate and effective business letter. Use these samples as a starting point when you have to write your own letter.

Business Letter Template

This is an example of a professional business letter. Download the professional business letter template (compatible with Google Docs and Word Online) or see below for more examples.

SAMPLE

Business Letter Sample (Text Version)

Jennifer Lastname
(Street Address)
(City), (State) (Zip Code)
555-555-5555
email@email.com

June 17, 2020

Michelle Lastname
Manager
The Company Name
(Street Address)
(City), (State) (Zip Code)

Dear Ms. Lastname:

Thank you so much for taking the time to meet with me to discuss selling my handmade sweaters in your wonderful shop.

As I mentioned in our conversation, I've been a customer of your store since I used my third-grade allowance to buy my very first pair of knitting needles. I'm honored that you'd consider selling one of my original creations at The Yarn Company alongside your own work.

We discussed a trial consignment arrangement in which a portion of the sales would go to the store. This is more than agreeable to me.

Let me know how you want to proceed. I'm available most afternoons at 555-555-5555, or you can email me at email@email.com, and I'll respond to your message ASAP.

Thanks, and best,

Jennifer Lastname

More Business Letter Templates & Formats

Business Letter Template
This template includes all the information that should be included in a business letter. There are examples of each section of the letter, and tips on how to choose a style for your correspondence.

Format for Writing a Business Letter
This letter format includes information on choosing an appropriate layout, font, salutation, spacing, closing, and signature for business correspondence.

Business Letter Examples Listed by Type

Apology Letters
When and how to apologize at work, plus examples of apology letters for employers and co-workers. Use these letters when you have made a mistake, behaved poorly, missed an interview, or in other circumstances where you've messed up and need to apologize.

Appreciation Letters
Very often, feedback at work is dominated by the negative. If someone you work with closely does a great job, don't miss the opportunity to give praise and positive feedback. Sending a letter is a nice way to let employees, co-workers, colleagues, clients, and others know how much you appreciate them.

Business Thank You Letters
If someone does you a favor or helps you out in any way, always remember to send a thank you note. Browse this link for business thank you letter samples for a variety of business- and employment-related scenarios.

Candidate Rejection Letter
When you are in charge of hiring, you will need to inform job applicants when they do not receive the position. Here is an example of a candidate rejection letter to send to an individual who was not selected for a job.

Congratulation Letters
Everybody loves to be recognized for their achievements, even if it's just a quick email message or a handwritten note. Review sample congratulation letters for new jobs, new businesses, promotions, and other business-related endeavors.

Email Message Examples
While it's often nice to send a handwritten or printed out note in the mail, it's more common these days to send. Here you'll find business- and employment-related email message examples.

Employee Letters
Review sample employee letters and letters for job applicants for employment including employee reference letters, job offer letters, appreciation and congratulation letters, and more letter examples.

Employment Verification Letter
Employment verification letters are often requested by landlords to confirm that a person is employed at a company. See information on what should be included in the letter and a sample employment verification letter.

Farewell Letters
Farewell message examples to let colleagues, clients, and your connections know that you are moving on. Sending a farewell letter is a good way to update people with new contact information so you can keep in touch in the future.

Inquiry Letters
Use inquiry letters to request meetings and to inquire about job opportunities that haven't been advertised. These letters are a way to get your foot in the door at a prospective employer who hasn't publicly listed available jobs.

Job Offer Letters
Examples of job offer letters, a job rejection letter, counter offer letters, and more letters related to offers of employment.

Job Promotion Letter
A job promotion letter gives information on the promotion, including the employee's new title, salary, and the date the employee is transitioning into the new role.

Networking Letters
Sample job search and career networking letters including referral letters, letters of introduction, and networking outreach letters.

New Employee Letter
Sample welcome letter to send to a new employee, as well as details on the information to include in this type of letter.

Promotion Announcement
Sample email message notifying company employees about a promotion.

Reference Letters
See examples of reference letters, recommendation letters, personal references, professional references, character references, and academic references.

Referral Letters
Referral letter examples including letters and email messages requesting a referral, letters referring employees, a colleague, or an acquaintance for a job, and examples of referral cover letters and thank you letters.

Resignation Letters
If you are planning on quitting a job, review these resignation letter and email examples. They can be used in a variety of situations, including resigning with notice, resigning over email, and resigning effective immediately.

Retirement Letters
See letter examples for retirement announcements when you're retiring, and congratulation letters and emails for connections who have retired.

Termination Letter
Sample termination letter terminating an employee from an organization.

Welcome Back Letters
Examples of welcome back letters for new employees and employees returning to work after a leave.

Microsoft Word Letter Templates
When you need to write an employment letter, it can be helpful to start from a template. Microsoft Word templates are available for resumes, cover letters, resignation letters, reference letters, and interview letters.

LETTERS & EMAILS
Writing a Professional Letter? Review These Examples First

BUSINESS LETTERS
Need to Write a Business Letter? Use This Format

LETTERS & EMAILS
Goodbye Letter Examples When Leaving a Job

LETTERS & EMAILS
Sample Format for Writing a Letter

BUSINESS LETTERS
Template to Use When Writing Business Letters

LETTERS & EMAILS
Apology Letter for Being Late to Work

CAREER ADVICE
Tips and Samples for Getting and Giving Recommendations

LETTERS & EMAILS
How to End a Letter With Closing Examples

LETTERS & EMAILS
Job Offer, Acceptance, and Rejection Letters for All Occasions

BUSINESS LETTERS
The Best Ways to Close a Business Letter

LETTERS & EMAILS
How to Write the Closing of a Formal Letter

JOB APPLICATION TIPS
What to Include in a Job Application Letter

LETTERS & EMAILS
Farewell Letter Examples to Say Goodbye to Coworkers

LETTERS & EMAILS
Here's a List of the Different Types of Letters and What to Include

RESIGNATION LETTERS
Use This Farewell Letter to Say Goodbye to Colleagues

JOB APPLICATION TIPS
How to Write a Job Application Letter

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By writing an inquiry letter or email, you can ask the company to provide you a catalog or brochure with more details of their product. So, you can be sure about a certain thing before buying the product.

Business Inquiry Letter is written in a ***formal business letter format*** and should be straightforward, compact & precise.

Table of Contents

Structure of a Business Inquiry Letter

A letter can be divided into a few basic sections for better understanding;

1. A formal introduction needs to be used like "Dear Sir", "Dear Ma'am" to start your letter. A formal introduction is required as you are not familiar with the recipient.
2. A description of your request is required; it includes the reference of the advertisement and name of the product or service. After writing down the reference, you have to ask for the details you require about the product. You can also ask for a catalog or brochure to help you with the details. If you have some additional details to ask for, except for the information on brochures or catalogs, you can specifically ask for that information.
3. A final summary can be written to explain your overall request.
4. A Signature of your agency or yours in a very formal way.

Tips for writing a Business Inquiry Letter

- Keep your letter short and precise. Don't mention unnecessary information in such letters. Be very specific about the information you need. If you put only the necessary details, then your letter will look more readable, and you will still be able to convey your message.
- If you are ***inquiring about a job or work-related vacancy,*** then you should try to properly start your letter with a professional but friendly tone. But always remember that rest of the letter should live up to the anticipation build by your impressive opening.

Sample, Format & Examples

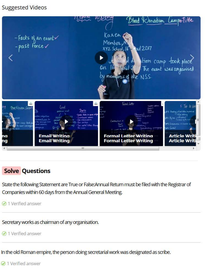
Congratulations on New Job Letter Samples

Business Correspondence

Meaning and Importance of Business Correspondence

The most convenient way to reach out to people is by sending messages through texts or letters. These are a few types of correspondence used in business. We call this as the business correspondence. Let us get ourselves familiar with business correspondence.

Suggested Videos



Solve Questions

State the following Statement are True or False:Annual Return must be filed with the Registrar of Companies within 60 days from the Annual General Meeting.

1 Verified answer

Secretary works as chairman of any organisation.

1 Verified answer

In the old Roman empire, the person doing secretarial work was designated as scribe.

1 Verified answer

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Suppose you are given a course project at your college. There are six people in each respective group. Suppose you and your five other friends decided to go for a topic. How will you contact them? Is it always possible to meet them? Is it always possible to talk to them?

Suppose you want to ask something to your professor. Suppose he is not in the room that time. How will you clear your doubt? Will you wait for him to return? No! You can reach to them by texting them or writing emails.
Can reach to them by sending texts or writing emails.

Business Correspondence

Just as we express our views, opinions, thoughts, and idea through writing. Business persons also feel the need of expressing themselves. It is not always possible for them to remember each and every detail in the business.

They use the simplest way of expressing i.e., written correspondence. A written correspondence in the business world is the business correspondence.

Quick summary with stories

Meaning of Business Correspondence

Any communication in the form of the letter is correspondence. Any person related to a business expresses oneself though business correspondence. One can also ask any doubt or uncertainty through business correspondence.

A businessman writes and receives letters in his day to day life. A correspondence A businessman writes and receives letters in his day to day life. A correspondence between two organizations or within an organization comes under this category. A letter to a supplier, complaint letters, letter of inquiry, job application letters are some of its examples.

Importance of Business Correspondence

A business correspondence has numbers of importance. Its most important feature is the ease of reaching and communicating with different parties. It is not always possible to meet persons face to face.

A business correspondence helps to meet some organizational goals. One can achieve the objectives through it. Let us study some of them in details.

1. Maintaining a Proper Relationship

It is not always possible for any business or organization to reach to any person in particular. This will cost any business. Here, the business correspondence will be a rescue for any business.

It helps in maintaining the proper relationships between the parties. Business correspondence strengthens the business. It also helps in the internal communication. It makes communication within the organization more clear and precise.

2. Serves as Evidence

Any written form of communication serves as evidence. A business correspondence helps the person in a business to keep a record of all the facts. These written records will serve as evidence.

3. Create and Maintain Goodwill

It helps in creating and maintaining goodwill between a business and a customer. Any letter to enquire, complaint, suggestion or feedbacks helps a company to grow and maintain goodwill.

4. Inexpensive and Convenient

It is a cheap and convenient form of business communication.

5. Formal Communication

A business communication serves as a formal communication between two persons. It may be a seller and a buyer. It can be between an employee and the employer. The language used is formal and logical.

It helps in removing the ambiguity and the doubts of the person involved in the business. The formal communication in business is followed and acceptable.

6. Helps in the Expansion of Business

A business correspondence helps a business to achieve the set goal. It also ensures the expansion of a business. With no waste of time and proper utilization of manpower and resources, a business can expand.

Any information regarding some resources or any product or market can be easily done. Even the news of the expansion of business can be spread by it.

Types of Business Correspondence

A correspondence is of many types. Let us get ourselves familiar with some of them.

1. Internal Correspondence

It refers to the correspondence between the individuals, departments, or branches of the same organization.

2. External Correspondence

It refers to the correspondence between two individuals. These are not of the same organization. Any correspondence outside the organization is external correspondence. Customer and suppliers, banks, educational institutions, government departments come under this category.

3. Routine Correspondence

It refers to the correspondence on routine manners. A correspondence made for inquiries, orders, replies, acknowledgments, invitation, and appointment letters are routine correspondence.

4. Sales Correspondence

It refers to the correspondence related to the sale. Sales letters, sales reports, invoice, and confirmation of orders are sale correspondence. Delivery letters, statement of accounts etc. are also some of its examples.

5. Personalized Correspondence

It refers to the correspondence based on emotional factors. Letters of the request, recommendation, and congratulations are personalised correspondence. Letter of introduction, granting and the refusal of terms are some of its examples.

6. Circulars

It refers to the communication of common matter to a large number of persons or firms. Circulars, notices of tenders, change of address, on opening of the new branch come under this category. An introduction of new products is also its example.

Solved Example on Business Correspondence

Which of the followings are not a business correspondence? Why?

- Emails
- Memos
- Written communication
- Telephonic Conversation
- Face to face communication
- Face to face communication

Solution: Telephonic conversation and face to face communication. A correspondence is a written communication between persons. Any oral communication is not a business correspondence.

Revise with Concepts

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- Tender Process and Notices
- Purchase Correspondence
- Human Resource Correspondence
- Goodwill Letters
- Accounts Correspondence
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RESUME FORMATS

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TYPES OF RESUME FORMATS

There are three standard resume formats to choose from in your job search. They shape your first impression and determine the way your candidacy is viewed by recruiters and hiring managers. Your resume formatting can also determine how well your resume is parsed within an applicant tracking system (ATS) and how likely you are to be noticed as a result.

The right resume format captures the recruiter or hiring manager's attention. They may skim your resume in mere seconds, so stand out by choosing a format that places your most impactful information at the top and makes your resume easier to navigate.

THERE ARE THREE COMMON RESUME FORMATS

1. **Chronological:** Classic format that lists your work experience in order, starting with the most recent.
2. **Functional:** Emphasizes qualifications and accomplishments instead of specific jobs, but isn't recommended.
3. **Hybrid:** Modern format where skills and highlights go at the top before a detailed work history.

Each resume format has a specific purpose and highlights different parts of your professional history.

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because you want to give plenty of attention to both, you may not have much room left for other sections, such as a resume summary, volunteer work, interests, etc.

Resume Best-Practice Reminder

- Most recruiters want your entire resume to fit on one page, but a maximum of two pages is acceptable for those with an extensive work history

Modern resume format

What to include in the combination resume format:

1. Contact Information
2. Skills Summary*
3. Additional Skills*
4. Work Experience*
5. Education

**The layout for this type of resume is flexible, so you can choose the order of the skills and work experience section. But "Additional Skills" should always follow "Skills Summary."*

How to Choose the Best Resume Format

Now that we've covered the different types of resume formats, it's time to help you pick the right one for your circumstances.

As already mentioned, you want to choose a resume format that is suited to your personal profile. Here's a small matrix for choosing a resume format based on your level of work experience:

	Student or Entry-level	Mid-level
Reverse Chronological	✓	✓

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Media relations refer to the relationship that a company or organization develops with journalists, while public **relations** extend that relationship beyond the **media** to the general public. It is possible for communication between the **media** and the organization to be initiated by either side.

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Media relations

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Media Relations involves working with media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the mass media. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising.[1]

Many people use the terms *public relations* and *media relations* interchangeably; however, doing so is incorrect. Media relations refer to the relationship that a company or organization develops with journalists, while public relations extend that relationship beyond the media to the general public.[2]

It is possible for communication between the media and the organization to be initiated by either side. However dealing with the media presents unique challenges in that the news media cannot be controlled — they have ultimate control over whether stories pitched to them are of interest to their audiences.[3] Because of this fact, ongoing relationships between an organization and the news media are vital. One way to ensure a positive working relationship with media personnel is to become deeply familiar with their "beats" and areas of interests.[4] Media relations and public relations practitioners should read as many magazines, journals, newspapers, and blogs as possible, as they relate to one's practice.

Organizations often compile what is known as a media list, or a list of possible media outlets who may be interested in an organization's information. The media can consist of thousands of magazine publications, newspapers, and TV and radio stations. Therefore, when a "newsworthy" event occurs in an organization, a media list can assist in determining which media outlet may be the most interested in a particular story.[5]

Working with the media on behalf of an organization allows for awareness of the entity to be raised as well as the ability to create an impact with a chosen audience. It allows access to both large and small target audiences and helps in building public support and mobilizing public opinion for an organization.[6] This is all done through a wide range of media and can be used to encourage two-way communication.

Possible reasons an organization may reach out to the media are:[7]

- Launch of a new product/service
- Initiation of new factories/offices
- Financial results
- Organization sponsored events or awards
- Launch of organization promotional campaigns
- Recent disasters, strikes or organizational closures
- Awards/accolades for the company
- Visits from company dignitaries/celebrities
- Involvement in local/community activities
- Community engagement

Contents [hide]

1 Media Relations and Information Subsidy

13 golden rules to building a good relationship with the media

Posted by **Matthew Stibbe** on 7 August 2017 | How To Do PR

Good PR is about relationships not coverage. So how do you build a good relationship with the press?

I wrote the first version of this article more than a decade ago after five years' experience as a freelance journalist. Now I'm on the other side of the table, although more in marketing than PR, and I have reviewed and updated it from that perspective as well.

1. Make a hit list

Work out what audiences you are interested in reaching. Is it the general public, the financial community, your peers, customers etc. Marketing personas can help identify influencers and relevant media. Prioritise the list. Who's most important? Work out which media reach your target audiences. From the list so that you can actually communicate effectively with everyone who is on it.

It's better to have a short list of highly focused targets that you can deal with personally than a long, impersonal, catch-all list that gets no attention at all.

2. Be yourself

The best person to do PR for your company is you. Editors talk to PR companies and marketing managers all the time and view them as, at best, gatekeepers and at worst, nuisance time-wasters.

Editors like to talk to real people. Journalists and editors are people too. If you don't like them, be polite. If you do, be friendly. There's no need to behave as if you are a lying politician and they are Jeremy Paxton. Learn how to give a good press interview.

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3. Figure out what they're interested in

Some magazines (e.g. "PLC Director") have a clearly defined target audience while others talk to many different groups (e.g. "The Times") so it is worth finding out what they're interested in and tailoring your approach accordingly.

4. Understand their philosophy

I used to write for two magazines aimed at small businesses. One's philosophy is "for business, not about business" and it is advice driven; while the other is more focused on individuals and their philosophy is "real people in the business world." Clearly you would want to change your approach accordingly.

5. Know their lead times

American magazines typically have three month lead times. In other words if a journalist writes a story in March it appears on the shelves in May or June. UK magazines tend to do better at about a month, although all magazines tend to plan two or three issues ahead.
If you can give early warnings or embargoed story leads that allow them to be newsworthy when the magazine hits the shelves that is a great plus.

Some companies do this very well with confidential briefings and embargoes. If you are nervous about confidentiality or market timing, you can get a lawyer to write you an embargo confidentiality agreement which a magazine editor should sign before you disclose anything to them and which will bind them to keep it out of the press until a given date.
However, it has to be time-related. If a journalist signs an unlimited non-disclosure agreement, he might as well not be talking to you. If you have something you really want to keep secret, don't tell.

6. Ask about the stories they are working on

Although editors are sometimes reluctant to outline their forward features list (i.e. future content plans) they will always have these in mind and may be talking to you about something that won't get written for a couple of months.

In discussion be prepared to talk about different story ideas and be prepared to make imaginative leaps with a writer or editor as they test how your story might work in different articles.

7. Understand that journalists are doing you a favour

Or at least they think they are. If a journalist feels that they are being mucked around or taken advantage of or their time is being wasted, they'll find another source and another story.

For example, on a typical story I used to try to contact perhaps a dozen potential interviewees but ended up interviewing three or four and using one or two in the piece.

This is because some people are very hard to deal with or don't want to help at all and some interviewees simply don't say anything useful. So, your job is to be responsive, co-operative and interesting!

8. Remember that their time is valuable

For a freelance journalist time is really money. They get a fixed fee to do a story and the more time it takes, the less money they make.

Staff reporters are on a salary but they are overworked and constantly looking towards deadlines.

Consequently, you should respect their time as you would an important prospective client's. Irrelevant phone calls are a big time waster. There's nothing more annoying than someone calling for a chat (as opposed to an urgently needed interview) in press week or when you're racing to hit a deadline.

By all means call, but if the other person sounds harried, ask if they're up against it and then SHUT UP.

9. Respect people's deadlines

There's nothing more useless than an interview after a copy deadline has passed and yet companies regularly don't reply to calls or emails until weeks or even months after a journalist's first contact.

Very often, deadlines are a matter of days not weeks. As a result, you should treat any first contact as urgent and you should be clear about any deadlines as early in the discussion as possible.

10. Be persistent but not annoying

Stay in touch, preferably by email, occasionally by phone. Keep sending in ideas.

Don't be put off if nobody calls back. Most editors get hundreds of press release emails a day so they won't reply to every single one.

Be clear about why you're calling / emailing and use the subject line of the email to say so.

Editors will pay more attention to company executives than PR people.

Don't be hurt if they don't use an interview or publish your story and don't harass them to do so. Editors can be a good place to start, but sometimes making contact with writers – especially good, friendly freelancers – can be more effective.

11. Use PR companies effectively (or not at all)

My view about PR companies is that they over promise and under-deliver.

That said, a good PR firm can help a journalist in several ways:

- Authenticate and introduce them to the client
- Provide pictures
- Answer stupid questions (how much does it cost again?)
- Generally they're easier to get hold of than people inside companies
- Manage product and review loans

But as for the rest, personally, I think press events, launches, brochures, badly-written bland press releases and the rest are a waste of money.

They will tell you that they have loads of contacts, great access, lots of opportunities for getting your story in front of the right people and so on. These things may be true. If in doubt, ask if you can pay by results not time and see what they say.

12. Use your website

Journalists use the Internet to do their research. Their dream is that they type the title of their article into Google and it spits out a finished text. Consequently, it is important to have a PR-friendly website. This means:

- A press link on the home page,
- Linked to a page containing names, emails and telephone numbers of one or more dedicated press contacts and
- Optionally, a one paragraph company overview, downloadable high resolution pictures of the product, company, key personnel etc.
- You can include an index of old press releases on this page too if you want. But the key thing is the contact details.

About half the companies I used to call didn't have any press contact information and so I had to ring the head office reception or sometimes even a booking line or something similar. This takes time and is very frustrating, especially if these lines are not set up to deal with media enquiries.

13. Be a media-friendly company

Anyone who might have to deal with a press enquiry needs to be told how to do so. This includes receptionists, front of house staff, anyone who answers the phone etc. They need to know who to put the calls through to and they need to understand that the calls are important.

Some people assume that ANY journalist is a scum-of-the-earth tabloid inquisitor and treat them accordingly.

I've had people be incredibly rude to me when I call up. About half the messages I left were never returned. There usually isn't time to make a second call or try and find someone who isn't paranoid, so you need to have simple systems in place to make sure messages get through and calls get returned.

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Investor Relations (IR)

By EVAN TARVER | Reviewed By GORDON SCOTT | Updated Mar 26, 2020

What Are Investor Relations (IR)?

The investor relations (IR) department is a division of a business, usually a public company, whose job it is to provide investors with an accurate account of company affairs. This helps private and institutional investors make informed decisions on whether to invest in the company.

KEY TAKEAWAYS

- The investor relations (IR) department is a division of a business whose job it is to provide investors with an accurate account of company affairs.
- IR departments are required to be tightly integrated with a company's accounting department, legal department, and executive management team.
- IR departments have to be aware of changing regulatory requirements and advise the company on what can and cannot be done from a PR perspective.

Understanding Investor Relations (IR)

Investor relations ensures that a company's publicly traded stock is being fairly traded through the dissemination of key information that allows investors to determine whether a company is a good investment for their needs. IR departments are sub-departments of public relations (PR) departments and work to communicate with investors, shareholders, government organizations, and the overall financial community.

Companies normally start building their IR departments before going public. During this pre-initial public offering (IPO) phase, IR departments can help establish corporate governance, conduct internal financial audits, and start communicating with potential IPO investors.

For example, when a company goes on an IPO roadshow, it is common for some institutional investors to become interested in the company as an investment vehicle. Once interested, institutional investors require detailed information about the company, both qualitative and quantitative. To obtain this information, the company's IR department is called upon to provide a description of its products and services, financial statements, financial statistics, and an overview of the company's organizational structure.

Important: The IR department's largest role is its interactions with investment analysts who provide public opinion on the company as an investment opportunity.

Special Considerations

The Sarbanes-Oxley Act, also known as the Public Company Accounting Reform and Investor Protection Act, was passed in 2002, increasing reporting requirements for publicly traded companies. This expanded the need for public companies to have internal departments dedicated to investor relations, reporting compliance, and the accurate dissemination of financial information.[1]

Requirements for Investor Relations

IR teams are typically tasked with coordinating shareholder meetings and press conferences, releasing financial data, leading financial analyst briefings, publishing reports to the Securities and Exchange Commission (SEC), and handling the public side of any financial crisis. Unlike other parts of public relations (PR)-driven departments, IR departments are required to be tightly integrated with a company's accounting department, legal department, and executive management team, such as the chief executive officer (CEO), chief operating officer (COO), and chief financial officer (CFO).

In addition, IR departments have to be aware of changing regulatory requirements and advise the company on what can and cannot be done from a PR perspective. For example, IR departments have to lead companies in quiet periods, where it is illegal to discuss certain aspects of a company and its performance.

The IR department's largest role is its interactions with investment analysts who provide public opinion on the company as an investment opportunity. These opinions influence the overall investment community, and it is the IR department's job to manage analysts' expectations.

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Managing Investor Relations for Your Company

by Shubhankar Ayan
Last updated: 27 January, 18, 2021

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When you have investors, it is important to have constant relations with them. This article will provide you with **an 11-introduction, 2-importance of investor relations, 3-how to leverage your investor relations, 4-ways to improve investor relations,** and **5-how social media has revolutionized investor relations.**

INTRODUCTION

Investor relations refer to the conversation between the company and the investors. Even though the conversation is regulated and the information disclosed is standardized, the conversation is an important element in stock market operations. Investor relations can take many forms, from the annual reports or the website to the company's presentations and conferences. Investors are interested in the type of communication that the company takes part in or that they inform the investors about the latest events taking place in company. They explain the financial performance, how the company is operating and the future prospects of the company.

The conversation is by no means one-sided. The investors do have the opportunity to give feedback to the company and express their views. Listening to the investors is important for the success of the company in investor relations and also in implementing suggested changes.

For companies, the process of handling investor relations starts before the IPO phase. The process begins when companies are looking for initial investment as display of their marketability. And when the initial investment has been accepted the active management of investor relations begins.

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IMPORTANCE OF INVESTOR RELATIONS

When managing investor relations, there are key points that companies should take into account. A company should try and know its investors, of course knowing each and every investor personally is quite a difficult and daunting task, but knowing the type of investors that are interested in the company's operations should know whether investors are searching for capital gains or a steady income. Doing deeps, they should determine the risk tolerance of the investors.

The investors that companies should look out for are the large institutional investors that bring in a steady cash flow. It is these investors that will bring in substantial capital when a search for more capital begins and it is the institutional investors that will make the company look like a more attractive investment option to other investors. Institutional investors are important for the company in the long run even if they bring no relatively small amounts of capital, the diversity of their investment objectives provides the company with some much needed quick liquidity. This is because institutional investors usually purchase in small quantities resulting in quick sources of liquidity.

Access to Capital

The importance of investor relations stems from the fact that it can generate recognition and credibility for the company in the market. Creating a true attractive in the eyes of the investors and thus bringing in more capital. When a company's investor relations are managed well, it creates a positive image for the company and increased access to capital. The community of investors looks at the company as a worthwhile investment opportunity when it gives back its investors not just in profit but also in financial security and information.

Liquidity

Another advantage of investor relations that companies aim for is liquidity. Through management of investor relations, the company continually updates the public on the profile of the company and in doing so, creates awareness. This leads to the frequency of shares trading to increase and provide the company with an injection of liquidity.

Fair Valuation

Companies also aim for fair valuation of their stock, and by and maintain a healthy value through the management of expectations that the investors might have regarding the company. Efficient communication with the investment community will let the company correct its details and strategy which it plans to employ in the future, giving the investors ample information to value the stock at its fair market value.

Increased Visibility

The purpose of investor relations is not only to inform the investors about the company's operations but also to create a positive image for the company. This will do the positive recognition and increased credibility bring in investors from step ahead in the operations of the company, the more attractive a company seems the easier it will be to find good employees. It will also help sales and lead to better market relations.

In the absence of communication between investors and the company, there may be negative consequences. Company management that does not communicate with investors may find that the company's operations are not in line with investors' wishes and the consequence can hold a competitive share of the company and could lay shares from other investors at advantageous prices. Apart from the aggressive investors, the company's management may also face shareholder activism, meaning that may take form of proxy fights and lawsuits by certain shareholders.

HOW TO MANAGE YOUR INVESTOR RELATIONS?

Simply by practicing investor relations, management does not give the company an advantage. There is the added process of how to manage the relationship and numerous other external factors that affect how the company will be perceived. For example, the fact whether the economy.

Talking about how to manage relations, the company needs to identify what type of investors are interested in the company's operations. Institutional investors are institutional investors that share their capital, so the relations in institutional are more effective in managing.

Institutional Investors

Institutional investors are considered as the most important investors. They bring a large amounts of capital and hold a large share of the company's financial. They bring in the company on long term, this means that they have a structured opinion about the company before investing and decide whether the company is a sufficient prospect for investment or not.

The long-term nature of their investment requires management to use their time and space to execute their development strategies and build up plans for the future in order to create a positive image for the company in the eyes of investors. The achievements and future prospects of the company should be actively and efficiently communicated with the investment community to attract the institutional investors.

Much like the idea of diversifying your investments, companies should carry the idea to diversify investors. Even though typically a majority of capital will be held by institutional investors, private investors carry an important purpose for the company.

Private Investors

Some of the motivations for private investors include tax efficiencies, an income aspect, capital gains opportunities etc. These motivations stems from their purchase of shares in the company's operations. Unlike the big, institutional investors, private investors provide the company with some much needed liquidity. In order to make the company more attractive to private investors companies should pay attention to the private investors' needs, if the majority of private investors have the capital to earn income, then the company should bring in light their dividend policy and make it more attractive. Private investors are important to communicate its growth in value over different time periods, both long-term and short-term. Communicating to the private investors' demands will attract them to the company and thus potentially benefit both parties in the process.

WAYS TO IMPROVE INVESTOR RELATIONS

Since we have established the importance of managing investor relations for companies, now we look at ways to improve its impact on investors and companies.

Encourage the Whole Board to get Involved

Get the company board involved. This will make the management of investor relations more effective. The board is the most influential and important stakeholders in investor relationship decisions will mean that the decision is taken seriously and is a part of the company agenda.

Explain to Investors the Dynamics of Your Market

Explain to investors the dynamics of the market of your company. Explain the market it is operating in. When companies show that it knowledge of how their respective markets work and how they can benefit from the markets, the investors gain confidence in the company. Companies within Janet Digman stated that investors enjoy talking to people who can talk about their company as well as the wider market.

Meet Your Performance Targets

Deep than the communicative improvements that companies can handle, there is an operational objective that companies need to tend to. Companies, in order to improve investor relations, need to meet their targets. Meeting the targets shows that targets is really a priorities in any other effort that put in to improve investor relations. It makes the company seem unstable, And the target do not have to be financial only, any social or environmental targets set should also be accomplished to improve investor relations.

Attract More Analyst Coverage

Investors nowadays are relying on analysts to help them make better investment decisions. So to improve relations with the investors, companies need to employ the services of analysts to show the value of their company. This will improve the company investor relationship as expert opinion shows what the company is and how does that of the company itself.

Provide a Regular Flow of Information

As important as the content of company publications and updates, it is also important for companies to put out regular flows of information. When companies disclose regular information it keeps the investors interested in your company, and it shows that the company is active in its operations. When the company does not regularly disclose information, their investors lose trust in the company.

Target Those Investors That Matter the Most

Previously we discussed the classifications of private and institutional investors and how managing relations with each classification was different. In order to better better investor relations companies need to decide which of the investors they need to focus on. Not all investors are important to companies and communication decisions should mainly cater to their requirements and vice versa.

Hold a Road Show

A company meeting with those potential and current investors has become a part of the investor relations process. Road shows are important because it allows for the investor community to be informed and positively affects how the company is perceived. Companies are representing themselves at financial centres across the world in order to seek potential investors.

HOW SOCIAL MEDIA HAS REVOLUTIONISED INVESTOR RELATIONS

In the global business environment, social media advertising is increasing, but social media related to investor relations is still in its infant stage. Most companies are still using the traditional communication regarding their stock to consider investor perceptions. Current use of social media by companies is seeking a variable resource which can lead to more efficient communication between companies and potential investors.

The popularity of social media websites has skyrocketed and has given companies a platform on which they can instantly and directly communicate with their current or potential customers. Social networking websites have also become significant communication channels between companies and their current and potential investors.

Twitter

The use of Twitter as a social media tool by companies provides a platform on which they can share information with their current and potential investors. The people who follow an official company account will be interested in what the company has to say about their current or potential future investments. Efficient ways that companies can use Twitter to improve investor relations is to create a StockTwits account so that investors can have a condensed version of investor and company discussions being done. They can also have the highlights of conference or annual meetings.

LinkedIn

For a social media website with a more professional setting, companies can update themselves on LinkedIn. It allows the company to promote itself to the industry and expand its reach. Some of the ways that it can be used to the benefit of the company's investor relations are posting company announcements, which can be use of keywords, promoting company products and services. The website is also used as an efficient way to organize contacts and discuss relevant topics with groups.

SlideShare

Another social media website with a professional use cases is SlideShare. This website like the rest can be used to increase exposure on the internet and the promotion to upload investor presentations and corporate slides provides an efficient channel to consumers. Companies can also share updates to average investors.

YouTube

YouTube can serve as a good complementary social media application. It can help the company expand itself in the online environment and make the company more visible on search engines. The addition of multiple tags on YouTube videos can help companies the advantage of Search Engine Optimization and visual presentations in the form of video can have a greater impact that text on investor decisions.

Facebook

The globally popular social media website has the potential to act as a second online hub for companies apart from their own website. It will be in search of convenience that investors will demand company information on Facebook. And to make sure that the information is accurate companies should provide information on Facebook that can provide information here and updates are the direct company website. It will also be helpful for investors if they are goades this feeds to stock information and charts. They should also communicate with investors on a regular basis.

Investor Relations App

YouTube is an iOS and Android app that allows entrepreneurs to stay connected with investors. It allows them to share latest events, share prices, presentations, financial highlights and press releases with investors on the go. This allows investors to stay updated, with minimal work from the company's side.

Social media has integrated itself into the fast-paced world of information and is a tool that can be used to the benefit of companies. It is an efficient and cost-efficient way to get in touch with investors both current and potential.

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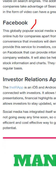

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Effective Government Relations

TOPICS: Government Relations

POSTED BY: SHREE LAHIRI JANUARY 26, 2018

An effective government relations plan can definitely help build relationships and foster advocacy opportunities. How can Public Relations firms set goals for effective government relations?

First of all, it is critical to decipher what the discipline of 'Government Communications' actually involves.

The corridors of the government can prove to be imposing, confusing or even intimidating to understand and navigate. This may be true for not only many PR professionals, but for ordinary people too. And, for this reason, it may happen that many people worry about laws and legislation only after they've been passed or implemented.

How important is it to maintain Government Relations? **Samir Kapur,** Senior VP and Branch Head – Delhi, Adfactors PR, feels that *"Government and other pressure groups are critical external forces that (could) affect the operations of any organisation. Government Relations can play a role in shaping public opinion and government sentiment."*

Let's take a closer look at government relations. For Public Relations firms, an effective government relations strategy is very important, for it leads them to do what is right for their clients, so that they can move in the right direction. Such strategies can help build relationships between businesses and legislators, secure funding, and provide laws and legislation that can positively impact an organisation, who may be their client.

Understanding Government Relations (GR)

By the very nature of its name, 'public relations' involves interactions and communications between various organisations and the public. This includes:

- Anticipating and interpreting public opinion
- Setting objectives and plans to convey a particular message
- Researching programs of action to educate the public

A logical part of communicating with the public also involves communicating with the public about legislative policy decisions; conveying an organisation's responsibilities as it relates to those policy decisions; and having an opportunity to influence and change public policy. As such, a strong government relations practice is essential to the broad public relations umbrella of any PR firm.

Government Relations specifically focuses on how an organisation interacts with the government and its various divisions and officials too. This area of public relations helps build relationships and positive interactions between an organisation and government officials. Toeing this line, it is clear that Government Relations relies heavily on communicating about regulatory issues, one-on-one conversations with government representatives or bureaucrats, and lobbying efforts on behalf of an organisation or group or non-profit.

Samir observes, *"Government (local, state and national) is one of the most sensitive constituencies for companies today. They influence public opinion, pose new and tough questions affecting how organisations communicate"*. He goes on to add, *"hence organisations need to demonstrate and communicate their strength to this constituency by emphasising research, innovation and technology"*.

How to make Government Relations effective?

So, PR firms have a responsibility toward their clients to be well-versed in all areas of communication, including positive interaction with government agencies and officials. Navigating government circles can be a tedious and confusing process for big and small businesses. Using their expertise, PR firms can help circumvent some of those struggles for clients.

A good government relations practice should be able to:

- Represent a client and their interests from a wide variety of sectors
- Provide knowledge in legislative developments
- Offer targeted messaging to reach government bodies and officials
- Conduct direct lobbying on behalf of a client's concerns
- Build relationships with key government officials

Ultimately, to be effective in government relations there must be a roadmap set to maximize a plan for success. In the long run, long-term government relations can be an investment that can lead to the visibility of an organisation or individual that results in increased recognition and reputation.

Shree Lahiri

Shree is the Senior Editor at Reputation Today and hopes to move from one focus area to another in the editions that will be released this year. Having worked in Corporate Communications teams, she has experience of advertising, public relations, investor and employee communications, after which she moved to the other side – journalism. She enjoys writing and believes the power of the pen is indeed mighty. Covering the entertainment beat and the media business, she has been involved in a wide range of activities that have thrown open storytelling opportunities.

She can be reached at: @shree_la on twitter

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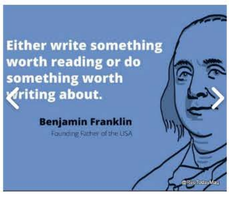

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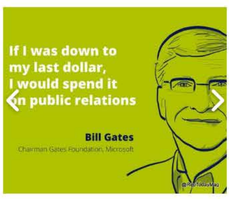

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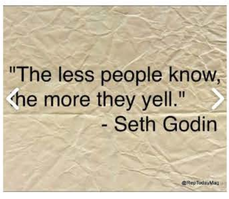

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BLOG

Three Examples of Effective Government Relations Strategy

Theresa Hebert
theresa@quorum.us
Feb 20, 2018

When planning your organization's government relations strategy, there's no need to reinvent the wheel. You can look to established players at the federal and state level for examples of strategy to replicate within your team. Here are three examples of organizations who integrate elements of effective government relations strategy in their daily workflows:

1. Building (and Sustaining) Close Relationships with Elected Officials Through Consistent Communication – Walmart

When Walmart implements a change that has an impact on a particular community—such as opening a new store or plant—it makes sure that the legislator who works in that district is made aware of Walmart's activity. This allows Walmart to remain front-of-mind for legislators and builds relationships beyond just requesting particular action on legislation.

See How Walmart Builds Relationships in Congress

Read the Case Study

Walmart takes its relationships with legislators a step further by frequently bringing them on site to Walmart facilities. This gives lawmakers a hands-on experience and understanding of the way that the company impacts the district.

2. Manage Engagement with Officials and Staff – Consumer Technology Association

Engaging with elected officials is a significant part of CTA's work from regular events at the CTA Innovation House on Capitol Hill to the annual CES show in Las Vegas—the largest trade show in the country. With all these events in addition to regular meetings and site visits with legislators and staff, it could be challenging to keep track of who on the CTA team has met with which legislative offices. With Quorum, CTA can log notes from each event or meeting and keep the team in the loop with where each relationship stands.

See How CTA Digitized Its Lobbying Strategy

Read the Full Case Study

3. Tracking Mentions of Key Issues Across All 50 State Legislatures – Jackpocket

As a startup in the lottery industry, Jackpocket's bottom line is dependent on regulatory changes happening across all 50 state legislatures. Jackpocket can't risk missing a relevant mention of the lottery on any bill, press release, or social media post, so they use legislative tracking software to follow all of these things in one centralized place. While it is certainly important to know what legislators are discussing in official meetings and events, businesses that are impacted by state-level legislation need a government relations strategy that helps follow online conversations.

Best Practice:

If your organization is looking for new ways to organize your government relations work or starting a new government relations practice, replicate the government relations strategies that established players in the space are using with success.

See How Jackpocket Tracks State Legislation

Read the Full Case Study

Start building your government relations strategy

Is your organization's success impacted by government policy at the federal, state, or local level? Building your strategic plan using this editable template.

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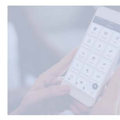

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For even more examples of effective government relations strategies, check out ways that Toyota, General Motors, and others are achieving success with Quorum.

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Crisis communication

From Wikipedia, the free encyclopedia

Crisis communication is a sub-specialty of the public relations profession that is designed to protect and defend an individual, company, or organization facing a public challenge to its reputation.[1] The communication scholar Timothy Coombs defines crisis as "the perception of an unpredictable event that threatens important expectations of stakeholders and can seriously impact an organization's performance and generate negative outcomes"[2] and crisis communication as "the collection, processing, and dissemination of information required to address a crisis situation."[3]

Meaning can be socially constructed,[4] because of this, the way that the stakeholders of an organization perceive an event (positively, neutrally, or negatively) is a major contributing factor to whether the event will become a crisis.[5] Additionally, it is important to separate a true crisis situation from an incident.[7] The term **crisis** should be reserved for serious events that require careful attention from management.[8]

Crisis management has been defined as "a set of factors designed to combat crises and to lessen the actual damages inflicted."[9] Crisis management would not merely be reactionary; it should also consist of preventative measures and preparation in anticipation of potential crises. Effective crisis management has the potential to greatly reduce the amount of damage the organization receives as a result of the crisis, and may even prevent an incident from ever developing into a crisis.[10]

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Theories in crisis communication research [edit]

In crisis communication literature, several streams of research exist at the same time. Different theories demonstrate certain ways to look at and explain crisis situations.

Image repair theory (IRT) [edit]

William Benoit established image repair theory (IRT) based on apologia studies. IRT assumes that image is an asset that a person or an organization attempts to protect during a crisis. When the person or the organization is attacked, the accused should take measures to save its image.[11] Benoit further introduced 5 general and 14 specific response strategies the accused can use to avoid reputation damage and crisis management. These general strategies are: evading responsibility, reducing offensiveness, corrective action, and mortification.[12]

Situational crisis communication theory (SCCT) [edit]

Timothy Coombs developed and working on situational crisis communication theory (SCCT) in 1995. Originated from attribution theory, SCCT assumes that crises are negative events that stakeholders attempt to attribute responsibility.[13] Coombs believes crisis managers can employ different crisis strategies according to different crisis types. Different from IRT, SCCT is an audience-oriented theory that focuses on stakeholders' perceptions of crisis situations. This idea is in line with Benoit's argument that crisis management concerns perception more so than reality.

Social-mediated crisis communication (SMCC) model [edit]

As social networks and blogs become popular, people spend more time online during crises. Social-mediated crisis communication (SMCC) model is introduced to investigate crisis management in online context. The model first explains how the source and form of information affect response selections and then proposes crisis response strategies. The model argues that five factors influence an organizations' communication during a crisis: crisis origin, crisis type, infrastructure, message strategy, and message form.[12]

Integrated crisis mapping (ICM) model [edit]

Another line of crisis communication research focuses on stakeholders' emotional changes in times of crises. Jin, Pang, and Cameron introduces integrated crisis mapping (ICM) model to understand stakeholders' varied emotion during a crisis. ICM assumes that people keep interpreting their emotions during a crisis.[14]

Coordination-based approach to crisis communication [edit]

As an extension of SCCT, Andreas Schwarz suggested to apply Kelley's coordination principle (attribution theory) more consistently in crisis communication to better explain the emergence and perception of causal attributions in crisis situations and deduce certain information strategies from this model and/or according findings. In this approach the three informational dimensions of consensus, distinctiveness, and consistency are considered in situations of organizational crises (or other types of crisis) to predict the likelihood of stakeholders to make organizational attributions, entity attributions, or circumstance attributions and subsequently influence responsibility perceptions and evaluations of organizational reputation.[15]

Discourse of renewal [edit]

The discourse of renewal theory examines the components an organization can employ when navigating a crisis in order to mitigate significant issues within the organization when entering the post-crisis stage. It is a theory assessed by Gregory Ulmer, Timothy Sellnow, and Matthew Seeger as a framework that "emphasizes learning from the crisis, ethical communication, communication that is prospective in nature, and effective organizational rhetoric".[16]

Rhetorical Arena Theory (RAT) [edit]

Developed by Frandsen and Johansen (2010, 2017),[17][18] RAT distinguishes itself from other crisis communication research due to its multi-vocal approach. RAT assumes that there are various voices which all communicate with one another inside a 'rhetorical arena' to co-construct the crisis dialogue. Therefore, RAT focuses on understanding the patterns of interaction between said various voices. For the purpose of their theory, the term 'rhetorical arena' is used to denote a space that opens during a crisis where different actors, including other corporations, political actors, activists, experts, and the media, talk to and about each other.[19]

Categories of crisis management [edit]

Coombs identifies three phases of crisis management:[6]

1. *Pre-crisis*: preparing ahead of time for crisis management in an effort to prevent a future crisis from occurring.[20] This category is also sometimes called the prodromal crisis stage.[21]
2. *Crisis*: the response to an actual crisis event.[6]
3. *Post-crisis*: occurs after the crisis has been resolved; the efforts by the crisis management team to understand why the crisis occurred and to learn from the event.[22]

Inside the management step, Bodeau-Ostermaier identifies 6 successive phases: - reaction, where the group behaves on first sight, - extension, because the crisis dilutes itself and touches neighbours, - means (material and human), which constitutes an overview of successfulness of emergency reaction, - focus, stands as a concrete action or event on which the team leaders concentrate to fight crisis, - retraction, is the moment where the group diminishes means involved, in accordance with its aims, - rehabilitation, where, as a last step, result is, for the group, emergence of new values, stronger than the older.

Crisis response strategy [edit]

Both situational crisis communication theory and image repair theory assume organizations should protect their reputation and image through appropriate responses to the crisis. Therefore, how to draft effective message to defend the crisis becomes the focal point of crisis communication research. image repair theory provides series of optional strategies organizations usually adopt including denial, evade responsibility, reduce offensiveness, corrective action, and mortification. Specifically, denial strategy contains two sub-strategies, simple denial and shift blame. Evade responsibility strategy includes provocation, defeasibility, accident, good intention. Reduce offensiveness strategy contains bolstering, minimization, differentiation, transcendence, attack accuser, and compensation.[12]

SCCT also offers a handful of strategies: denial, scapegoat, attack the accuser, excuse, justification, rationalization, concern, compassion, regret, apology. Coombs argues different strategy should be adopted according different situations.[4]

Crisis communication tactics [edit]

Pre-crisis [edit]

- Researching and collecting information about crisis risks specific to the organization.
- Creating a crisis management plan that includes making decisions ahead of time about who will handle specific aspects of a crisis if and when it occurs.
- Conducting exercises to test the plan at least annually.[23]
- Preparing press release templates for the organization's public relations team in the event of a crisis.
- The chain of command that all employees will follow in the dissemination of information during a crisis situation.[24]

A rapid response crisis communications team should be organized during the pre-crisis stage[25] and all individuals who will help with the actual crisis communication response should be trained.[26] At this stage the communication professional focuses on detecting and identifying possible risks that could result in a crisis.

In-crisis [edit]

Crisis communication tactics during the crisis stage may include the following: the identification of the crisis as a crisis by the organization's crisis management team; the collection and processing of pertinent information to the crisis management team for decision making; and also the dissemination of crisis messages to both internal and external publics of the organization.[27]

Post-crisis [edit]

- Reviewing and describing the successes and failures of the crisis management team in order to make any necessary changes to the organization, its employees, practices, or procedures.
- Providing follow-up crisis messages as necessary.[28]

Timothy Coombs proposes that post-crisis communication should include the following five steps:

- Deliver all information promised to stakeholders as soon as that information is known.
- Keep stakeholders updated on the progression of recovery efforts including any corrective measures being taken and the progress of investigations.
- Analyze the crisis management effort for lessons and integrate those lessons in to the organization's crisis management system.
- Scan the internet channels for online memorials.
- Consult with victims and their families to determine the organization's role in any anniversary events or memorials.[29]

In general, Timothy Coombs raises some practices regarding to crisis response strategy based on SCCT that crisis managers should consider carefully:

- All victims or potential victims should receive instructing information, including not revealed information, in a timely manner to avoid more crisis.
- All victims should be provided an expression of sympathy, any information about corrective actions and trauma counseling when needed. This can be called the "care response." This is the second half of the base response to a crisis.
- For crises with minimal attributions of crisis responsibility and no intensifying factors, instructing information and care response is sufficient.
- For crises with minimal attributions of crisis responsibility and an intensifying factor, add excuse and/or justification strategies to the instructing information and care response.
- For crises with low attributions of crisis responsibility and no intensifying factors, add excuse and/or justification strategies to the instructing information and care response.
- For crises with low attributions of crisis responsibility and an intensifying factor, add compensation and/or apology strategies to the instructing information and care response.
- For crises with strong attributions of crisis responsibility, add compensation and/or apology strategies to the instructing information and care response.
- The compensation strategy is used anytime victims suffer serious harm.
- The reminder and ingratiation strategies can be used to supplement any response.
- Denial and attack the accuser strategies are best used only for rumor and challenge crises.

Benoit's 5 Major Strategies [edit]

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Denial [edit]

There are two forms of denial: Simple denial which involves denying the involvement or the act, and shifting the blame, which is also known as Scapegoating. [*citation source needed*]

Evasion of Responsibility [edit]

Evading responsibility involves the following 4 steps

1. Provocation, suggesting that the accused only responded after being provoked.
2. Defeasibility, suggesting that lack of control or information is to blame.
3. Accidents, suggesting that it was an accident
4. Good intentions, suggest that it was done with good intentions in mind, despite the negative outcome.

Reducing [edit]

The apologists will attempt to reduce the offensiveness of the acts by:

- Bolstering by describing positive attributes
- Minimizing to decrease the negative view of the situation
- Differentiation by comparing the act to other similar acts that ended in worse terms
- Transcending by discussion in terms of abstract values and group loyalty
- Attacking the accuser in an attempt to eliminate credibility
- Offering compensation to victims

Corrective Action [edit]

The apologist will express corrective action when they attempt to correct the situation and prevent it from ever happening again.

Mortification [edit]

When the apologist admits wrongful behavior and asks for forgiveness while apologizing.

Crisis communication dilemma [edit]

An increasing number of studies are investigating "stealing thunder". The concept originates from law, which indicates that lawyers report flaws in their own cases instead of giving the opponent opportunities to find the flaw. Journal articles frequently demonstrates the advantage of adopting "stealing thunder" strategy in minimizing reputational loss during crises.[30] They argue organizations should report the problems first.[31] However, the strategy itself is fundamentally counter-intuitive. Companies are unwilling to disclose their crisis because there is a chance that the public will never know.

Landmark crisis communication case studies [edit]

- The Tylenol-Tampering Crisis – 1982 & 1986[32][33][34]
- The Exxon-Valdez-Oil Spill Crisis — 1989[35]
- The Bridgestone/Firestone & Ford Tire Crisis – 1990s[36]
- The McDonald's-Hot Coffee Crisis – 1992[37]
- The Pepsi-Syringe Crisis – 1993[38]
- The Dominos-YouTube Crisis – 2009[39][40][41]
- The BP-Gulf Oil Spill — 2010[42][43][44]
- The Love Canal-toxic crisis in Duisburg (Germany) 2010[45]
- The Toronto Mayor Rob Ford scandals of 2013–2014.[46][47][48]
- Malaysia Airlines' MH370 crisis[49] [50]
- The 2017 United Express Flight 3411 incident[51][52][53]

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Scholars [edit]

v·t·e **Communication studies** [hide]

History · Outline

Topics and terminology: Biocommunication · Broadcasting · Communication · Computer-mediated communication · Conversation · History of communication · Information · Interhuman / Intrapersonal / Interpersonal communication · Journalism · Mass media · Meaning · Media ecology · Media convergence · Modes of communication · New media · Nonverbal communication · Propaganda · Reading · Speech · Symbol · Telecommunication · Text and conversation theory · Writing

Subfields: Communication design · Communication theory · Communicology · **Cross communication** · Climate communication · Cross-cultural communication · Development communication · Discourse analysis · Environmental communication · Global communication · Health communication · International communication · Mass communication · Media studies · Mediated cross-border communication · Organizational communication · Political communication · Risk communication · Science communication · Technical communication · Visual communication · Closed-loop communication

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REQUEST A DEMO

Let's take a look at some examples of corporate responses to crises and how those decisions affected the outcome and their branding.

In February 2017, a man named Brad Reid posted on Cracker Barrel's website, asking why his wife had been fired after working there as a retail manager for more than 11 years. In a nutshell, the national outrage over it went viral. Cracker Barrel's corporate leaders chose not to address it publicly at all. In time, the crisis blew over, and while it hasn't been forgotten completely, it had little or no effect on the company's reputation or profitability.

Chipotle dealt with E. coli outbreaks between 2015 and 2016. To compound matters, a Chipotle executive was arrested for cocaine possession and 10,000 workers sued the company for unpaid compensation. The CEO made public comments about the Centers for Disease Control (CDC) having an unusual and unorthodox way of announcing E. coli outbreaks. He also blamed the media for continually pointing a finger at Chipotle. Chipotle's "blame others" strategy resulted in an 82% decrease in profits over the course of a year and a drop in the stock price of 15%.

Just see, not for exam though

Pepsi's marketing team made a misstep with their commercial starring Kendall Jenner, in which Jenner joins a bunch of marchers to "join the conversation." She seemingly shuts the protest down when she hands a can of Pepsi to a police officer. The commercial created an immediate and epic social media backlash, which branded it as the worst commercial ever. The company responded within 24 hours by pulling the ad and issuing a statement that clarified its intent as well as a public apology.

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4 Crisis Communication Do's and Don'ts to Avoid a PR Disaster

April 11, 2017 / In Blog, Industry Insight, PR /

The past month has been quite a rollercoaster ride for companies like **United Airlines**, **Pepsi**, and **United Airlines** (again) who found themselves in the spotlight for all the wrong reasons. At GreenRoom, we thought it prudent to put together four quick dos and don'ts when faced with a crisis. In the case that **Oliva Pope** doesn't pick up the phone when you call, it's critical to have a plan, which leads me to our first piece of advice:

DO have a plan of execution

With the amount of time spent planning announcements, marketing campaigns, trade show logistics, or even a vacation, the thought of having a "crisis communication" plan tends to fall to the wayside. Ensuring a designated spokesperson is prepared, and the message to media contacts is clear, having both an internal and external order of operations helps streamline conversations in the event a brand is faced with a crisis.

DON'T wait until the crisis comes

As you can imagine, this is easier said than done. Your day is filled with attending to pressing matters that could determine whether you hit your fiscal year's goal, and the last thing you want to focus on is a hypothetical situation that may never occur. Generally, when corporate entities scramble, it's very clear to the public and companies typically begin making terrible decisions. The potential snowball effect can lead to unintended consequences that prolong a crisis.

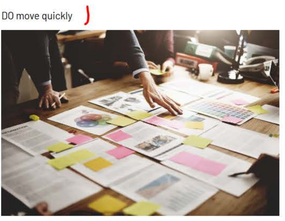
DO view the situation from the audiences' point of view

Once the crisis presents itself, take a step back and understand who is truly being affected and why. Sometimes when a company finds themselves in a crisis, the reasons aren't always obvious, and other times it's right in your **face**. Social media offers the ability to see the conversation in real time and can give perspective on the situation which can lead to a more effective and compassionate solution.

DON'T assume the audience is wrong or overreacting

The term "PR nightmare" exists for a few reasons and often arises out of an expectation that was amiss. Perhaps a concept was not meant to be insensitive but was perceived in a way that unleased a tornado of backlash. While it's impossible to always know what someone will think, trying to view a campaign from a multitude of angles can avoid a misunderstanding. However, it's always important to exercise empathy in the wake of something the public deems offensive.

DO move quickly



In the PR world, timing is EVERYTHING. Whether you're preparing a launch event and need to assure a high volume of press coverage is published or looking to secure longer-lead opportunities for a seasonal marketing initiative, it is imperative that everything is timed correctly so you don't miss what could be a major opportunity for brand awareness. The same thing applies in a crisis situation! Once a fire starts you need to begin putting it out before it burns down a village. This is closely intertwined with preparation, so you're not wasting valuable time bouncing ideas off one another (in an already stressful situation), and immediately begin executing your plan and mend your brand.

DON'T wait it out

In a world of 24-hour Snapchat Stories (or at this point, Facebook and Instagram stories), it can be very easy to assume that certain things will blow over soon enough. While that may be the case, companies that find themselves in a crisis learn rather quickly that sitting on the sideline can only make matters worse. When someone wants an answer, they want it now!

DO be transparent

When you find yourself with your reputation on the line, the last thing you want to do is add fuel to the fire and give people more of a reason to be upset or distrusting. Honesty and clarity are key. Explain the situation in conversational language and paint a clear picture on how you plan to resolve the issue. There are always two sides of a story, and sometimes it takes a company explaining their side of the story to help clarify misconceptions. By not addressing the issue head on, the audience can become even more unforgiving and elevate the situation to unfixable levels. Always be honest and never mislead, which takes us to our final don't...

DON'T lie

This one is a no-brainer but has been ignored in the wake of a crisis when people are not thinking clearly in tense situations. While it may seem like an easy way out, the moment it comes to light that a company lied, trust is violated, which is something consumers take quite seriously. You don't have to take our word for it, just ask **Samsung**.

There is no perfect formula to resolving a crisis, as some situations can take months or even years to fix. Being prepared and having a plan of action can go a long way when you find yourself in this situation. However, if you're a company that can do-no-wrong, there are still plenty of great reasons to hire a **PR agency**. Keep in mind though, there isn't a company on this planet that is immune to a crisis, as we learned when media darling and source of nutrition for **Millennials** was put on the spot – I'm of course talking about **Chipotle**.

Do you have any crisis communication tips to share? Comment to tell us your insights!

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11 Dos And Don’ts Of Crisis Communications

Wesley Donehue Follow
Aug 7, 2017 · 3 min read

Whether you’re in politics or business, crises are inevitable. That’s just a fact. Accidents and terrible situations are going to occur, but how you handle said situations could not be more crucial.

In politics, it’s common practice for campaign managers to have a plan in place just in case their candidate’s skeletons do decide to walk out of the closet. It enables them to react quickly. Businesses — big or small — also closet. It enables them to react quickly. Businesses — big or small — also need this ability. However, we’ve discovered that this is often NOT the case. Corporations tend to cower and deliberate about what they should do for days, letting a story get worse or allowing their competitor to capitalize on their mistakes, when they should have been seizing the opportunity to pivot and create positive attention. But that’s a whole different blog. You can learn about what corporations should learn from political campaigns here.

So, what do you do if you find yourself in a crisis? Well, here’s what you should do: respond quickly, effectively, efficiently and in a sincere manner. Or you can follow the Push Digital 3 Step System:

1. **Tell it all.**
2. **Tell it fast.**
3. **Tell the truth.**

Believe it or not, following those 3 simple steps is more difficult than you would think. However, thanks to our work with larger corporations and our combined 50+ years of campaign experience, we’ve compiled a comprehensive list of dos and please-whatever-you-do-don’t-do-thats.

Here are 11 things we’ve learned to do and not to do:

1. OWN IT AND APOLOGIZE
Time is crucial, so respond quickly and admit the mistake. Then proceed to apologize, again and again….and again. Be sincere and simple in apologizing even if the absolute truth is more complicated and blame isn’t singular.
singular.

2. DO THE RIGHT THING
Fix it fast. Make sure your audience knows how you plan to fix it and the timeline for completing. Being open and transparent here could not be more important. Don’t fake it till you make it because the internet trolls will know.

3. MOVE ON
Look for a pivot point to stop focusing on the problem and quickly get to the solution or back to business. The mistake happened, you owned up to it, and hopefully you’ve fixed it. The media storm will blow over, eventually.

4. REBUILD THE BRAND
Look for opportunities to prove you’ve corrected the crisis and reinforce your brand principles. Reward customer loyalty and give new customers a reason to do business.

5. KNOW THE BATTLEFIELD
The Internet is and will always be the battlefield. Every single day until forever. Things don’t just go away.

6. KNOW AND LABEL THE OPPONENT
Sometimes the real enemy isn’t clear to you or to the public. Make sure you know who you are fighting.

7. GET ALL THE FACTS
Don’t let one side get out their story on every news channel and be shared a million times without getting your side in the story. The Internet doesn’t
million times without getting your side in the story. The Internet doesn’t
wait for anyone.

8. TALK TO ATTORNEYS (SPARINGLY)
Attorneys are important to keep you out of jail, but they can also gum up the system and make it impossible for you to respond quick enough.

9. DON’T FEED THE TROLLS. BUT DO FEED THE BEAST.
You won’t make Internet trolls happy no matter how many questions you answer. The Internet demands content. More content. Fast contents. Lots and lots of content. Define yourself or someone else will.

10. MEASURE. ALWAYS. ALWAYS MEASURE.
Don’t go in blind. While you must respond quickly, get a poll in the field as fast as you can and base your decisions on real numbers. Then poll again. And again. Constantly measure online sentiment.

11. HAVE YOUR CRISIS TEAM IN PLACE BEFORE A CRISIS HAPPENS
Because you aren’t going to have time once the shit hits the fan. Don’t put too many cooks in the kitchen. The team must be small enough to move quickly and efficiently.

Over the next several weeks we’re going to pick apart of these do’s and do not’s. This is going to be quality material.

Freelancing Communications Dos And Donts Marketing Crisis

1 clap

WRITTEN BY
Wesley Donehue
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1.4 Case Study: The Cost of Poor Communication

No one knows exactly how much poor communication costs business, industry and government each year, but estimates suggest billions. In fact, a recent estimate claims that the cost in the U.S. alone are close to $4 billion annually.[1] Poorly-worded or inefficient emails, careless reading or listening to instructions, documents that go unread due to poor design, hastily presenting inaccurate information, sloppy proofreading — all of these examples result in inevitable costs. The problem is that these costs aren't usually included on the corporate balance sheet at the end of each year, so often the problem remains unsolved.

You may have seen the Project Management Tree Cartoon before (**Figure 1.4.1**); it has been used and adapted widely to illustrate the perils of poor communication during a project (you can make your own version at ProjectCartoon.com!).

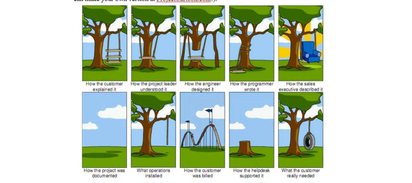

***Figure 1.4.1** Project Management Tree Swing Cartoon.* [2]

The waste caused by imprecisely worded regulations or instructions, confusing emails, long-winded memos, ambiguously written contracts, and other examples of poor communication is not as easily identified as the losses caused by a bridge collapse or a flood. But the losses are just as real—in reduced productivity, inefficiency, and lost business. In more personal terms, the losses are measured in wasted time, work, money, and ultimately, professional recognition. In extreme cases, losses can be measured in property damage, injuries, and even deaths.

The following "case studies" show how poor communications can have real world costs and consequences. For example, consider the "Comma Quirk" in the Rogers Contract that cost $2 million.[3] A small error in spelling a company name cost £8.8 million.[4] Examine Tufte's discussion (.pdf) of the failed PowerPoint presentation that attempted to prevent the Columbia Space Shuttle disaster.[5] The failure of project managers and engineers to communicate effectively resulted in the deadly Hyatt Regency walkway collapse.[6] The case studies below offer a few more examples that might be less extreme, but much more common.

In small groups, examine each "case" and determine the following:

1. Define the **rhetorical situation**: Who is communicating to whom about what, how, and why? What was the goal of the communication in each case?
2. Identify the **communication error** (poor task or audience analysis? Use of inappropriate language or style? Poor organization or formatting of information? Other?)
3. Explain what **costs/losses** were incurred by this problem.
4. Identify **possible solutions** or strategies that would have prevented the problem, and what benefits would be derived from implementing solutions or preventing the problem.

Present your findings in a brief, informal presentation to the class.

Exercises adapted from T.M Georges' *Analytical Writing for Science and Technology*.[7]

CASE 1: The promising chemist who buried his results

Bruce, a research chemist for a major petro-chemical company, wrote a dense report about some new compounds he had synthesized in the laboratory from oil-refining by-products. The bulk of the report consisted of tables listing their chemical and physical properties, diagrams of their molecular structure, chemical formulas and computer printouts of toxicity tests. Buried at the end of the report was a casual speculation that one of the compounds might be a particularly effective insecticide.

Seven years later, the same oil company launched a major research program to find more effective but environmentally safe insecticides. After six months of research, someone uncovered Bruce's report and his toxicity tests. A few hours of further testing confirmed that one of Bruce's compounds was the safe, economical insecticide they had been looking for.

Bruce had since left the company, because he felt that the importance of his research was not being appreciated.

CASE 2: The unaccepted current regulator proposal

The Acme Electric Company worked day and night to develop a new current regulator designed to cut the electric power consumption in aluminum plants by 35%. They knew that, although the competition was fierce, their regulator could be produced more cheaply, was more reliable, and worked more efficiently than the competitors' products.

The owner, eager to capture the market, personally but somewhat hastily put together a 120-page proposal to the three major aluminum manufacturers, recommending that their regulators be installed at all company plants.

She devoted the first 87 pages of the proposal to the mathematical theory and engineering design behind his new regulator, and the next 32 to descriptions of the new assembly line she planned to set up to produce regulators quickly. Buried in an appendix were the test results that compared her regulator's performance with present models, and a poorly drawn graph showed how much the dollar savings would be.

Acme Electric didn't get the contracts, despite having the best product. Six months later, the company filed for bankruptcy.

CASE 3: The instruction manual the scared customers away

As one of the first to enter the field of office automation, Sagatec Software, Inc. had built a reputation for designing high-quality and user-friendly database and accounting programs for business and industry. When they decided to enter the word-processing market, their engineers designed an effective, versatile, and powerful program that Sagatec felt sure would outperform any competitor.

To be sure that their new word-processing program was accurately documented, Sagatec asked the senior program designer to supervise writing the instruction manual. The result was a thorough, accurate and precise description of every detail of the program's operation.

When Sagatec began marketing its new word processor, cries for help flooded in from office workers who were so confused by the massive manual that they couldn't even find out how to get started. Then several business journals reviewed the program and judged it "too complicated" and "difficult to learn." After an impressive start, sales of the new word processing program plummeted.

Sagatec eventually put out a new, clearly written training guide that led new users step by step through introductory exercises and told them how to find commands quickly. But the rewrite cost Sagatec $350,000, a year's lead in the market, and its reputation for producing easy-to-use business software.

CASE 4: One garbled memo – 26 baffled phone calls

Joanne supervised 36 professionals in 6 city libraries. To cut the costs of unnecessary overtime, she issued this one-sentence memo to her staff:

> When workloads increase to a level requiring hours in excess of an employee's regular duty assignment, and when such work is estimated to require a full shift of eight (8) hours or more on two (2) or more consecutive days, even though unscheduled days intervene, an employee's tour of duty shall be altered so as to include the hours when such work must be done, unless an advrse impact would result from such employee's absence from his previously scheduled assignment.

After the 36 copies were sent out, Joanne's office received 26 phone calls asking what the memo meant. What the 10 people who didn't call about the memo thought is uncertain. It took a week to clarify the new policy.

CASE 5: Big science — Little rhetoric

The following excerpt is from Carl Sagan's book, *The Demon-Haunted World: Science as a Candle in the Dark*,[8] itself both a plea for and an excellent example of clear scientific communication:

> The Superconducting Supercollider (SSC) would have been the preeminent instrument on the planet for probing the fine structure of matter and the earliest moments of the early Universe. Its price tag was $10 to $15 billion. It was cancelled by Congress in 1993 after about $2 billion had been spent — a worst of both worlds outcome. But this debate was not, I think, mainly about declining interest in the support of science. Few in Congress understood what modern high-energy accelerators are for. They are not for weapons. They have no practical applications. They are for something that is, worrisomely from the point of view of many, called "the theory of everything."
>
> Explanations that involve entities called quarks, charm, flavor, color, etc., sound as if physicists are being cute. The whole thing has an aura, in the view of at least some Congresspeople I've talked to, of "nerds gone wild!" — which I suppose is an unchartable way of describing curiosity-based science. No one asked to pay for this had the foggiest idea of what a Higgs boson is. I've read some of the material devised to justify the SSC. At the very end, some of it wasn't too bad, but there was nothing that really addressed what the project was about on a level accessible to bright but skeptical non-physicists. If physicists are asking for 10 or 15 billion dollars to build a machine that has no practical value, at the very least they should make an extremely serious effort, with dazzling graphics, metaphors, and capable use of the English language, to justify their proposal. More than financial mismanagement, budgetary constraints, and political incompetence, I think this is the key to the failure of the SSC.

CASE 6: The co-op student who mixed up genres

Chris was simultaneously enrolled in a university writing course and working as a co-op student at the Widget Manufacturing plant. As part of his co-op work experience, Chris shadowed his supervisor/mentor on a safety inspection of the plant, and was asked to write up the results of the inspection in a **compliance memo**. In the same week, Chris's writing instructor assigned the class to write a narrative essay based on some personal experience. Chris, trying to be efficient, thought that the plant visit experience could provide the basis for his essay assignment as well.

He wrote the essay first, because he was used to writing essays and was pretty good at it. He had never even seen a compliance memo, much less written one, so was not as confident about that task. He began the essay like this:

> On June 1, 2018, I conducted a safety audit of the Widget Manufacturing plant in New City. The purpose of the audit was to ensure that all processes and activities in the plant adhere to safety and handling rules and policies outlined in the Workplace Safety Handbook and relevant government regulations. I was escorted on a 3-hour tour of the facility by…

Chris finished the essay and submitted it to his writing instructor. He then revised the essay slightly, keeping the introduction the same, and submitted it to his co-op supervisor. He "aced" the essay, getting an A grade, but his supervisor told him that the report was unacceptable and would have to be rewritten – especially the beginning, which should have clearly indicated whether or not the plant was in compliance with safety regulations. Chris was aghast! He had never heard of putting the "conclusion" at the **beginning**. He missed the company softball game that Saturday so he could rewrite the report to the satisfaction of his supervisor.

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Members and Visitors Present: (identify all committee members)

Opening – The first sentence should list all discussion items and topics for the specific meeting.

Body – Should give an overview of the main points of the discussion, including any factual information provided, conclusions drawn, motions, resolutions and recommendations for action. This part of the report should contain only what was agreed upon by the majority of the committee and reference all items to be.

Summary – Should identify and make clear any action to be taken that needs to be ratified by the Executive Committee and/or General Membership. This is the only part of the report that requires a motion for acceptance. Otherwise, after the report is read no motion is required and it can be received for information only.

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