David Leach, Dave Drummond, Justin Koch, Ryan Short

SUBJECT: Invoice #69420

Dear Regal Banquet Center,

This is Jeff Sutton, owner and president of Sutton Creative Services. I’m writing regarding our recent annual winter-holiday party hosted at the Regal Banquet Center.

While the food was scrumptious, I feel our experience could have been better. There were two major issues that caused my displeasure. First, the temperature of the room was too warm and even though I brought the issue to the staff’s attention, they were unable to fix it. Second, there was a shortage of servers, which caused some of my valued employees to get their food late.

This experience has left a bad impression on my employees because I set up this event to show my appreciation for their continued efforts. Because of the subpar experience, I do not believe I should have to pay the full price for the services received.

Thank you,

Jeff Sutton

SUBJECT: RE: Don’t-Craft Fabric

Ms. Sanderson,

I’m sorry that our product was not suitable for your needs. All Do-Craft products are crafted with care, and we guarantee all of our products will perform as promised. After our professionals reviewed your images, it has become apparent that the Do-Craft fabric was being exposed to excessive amounts of sunlight. As stated in the catalog and packaging, this Do-Craft fabric was designed for indoor use only. Because of this, we cannot fulfill your request for a refund.

Despite this, I am happy to inform you that Pinnacle offers an outdoor fabric line that would be applicable to your use case. As a token of our gratitude for being our customer, we would like to offer you a 10% off coupon.

Thank you,

Ryan Drummond

1. Examples where directness is appropriate:
   * Regularly delivered negative messages such as a daily email sent to your boss about mistakes or errors made in your department for the day
   * People who prefer not to beat around the bush
   * People you work with regularly such as a boss or coworker
2. How can the indirect order be justified?
   * Indirect order makes it so that a negative message is delivered softly. Being concise with a negative message would most likely be very blunt and potentially come across as insensitive. Giving a message the extra buffer provides time for the receiver to prepare for the bad news and even potentially brings them back to a better mood after the delivery.
3. Best strategy for a refusal in the writer’s best interests?
   * The best strategy for a message that is refusing a request when the refusal is strictly in the writer’s best interests is to try and be understanding, not to direct, and keep it vague. Doing these things will hopefully not leave a bad impression on the reader and the opportunity to conduct business with them could still be a possibility in the future.
4. Should apologies be avoided?
   * Avoiding apologies for refusals is good practice. You don’t want to apologize to the reader in most cases, but at the same time want to give them a valid explanation for why their problem is being rejected and sometimes the issue at hand could require you or your company to apologize depending on the circumstances. But in most cases, you want to avoid apologizing while issuing refusals to customers’ requests.
5. How can a claim message be both direct and indirect?
   * Claims can be both direct and indirect; it is important to find the balance between the two when writing a sincere claim. It is possible to be direct in a claim by bringing the problem to the attention of those responsible quickly. This is critical because you are able to present the facts of your claim very early on. It is then possible to be indirect in the claim by delaying the actual request for adjustment that you have. Focusing on the facts is the most important part of writing a claim; it doesn’t matter how you feel, it matters what actually happened.
6. Response to statement:
   * Claims are important to help keep businesses responsible for their mistakes. And the way you feel about the situation is important, because you purchased another business’s product or service to help you achieve something great. However, when claiming a mistake of a company, the facts of the situation are far more important to the company in terms of their financial stance with their customers. If you felt like the fabric looked good outside, yet it was meant for indoor use only, that does not make the company any more willing to adjust their price for your purchase. But if you payed for a gourmet supper at a banquet and received a poor experience for what you paid, then yes, the facts will support your claim of adjusting the price of the banquet.
7. Is the explanation adequate?
   * This is a good start, but it lacks a positive outlook or counterpropsal. It also does not end with positive, forward-looking friendly words.
8. Explain why negative announcements must include much more than the announcement:
   * To properly craft a negative announcement, much more is required than the announcement itself. Directness in a negative message will alarm the reader, appearing abrupt and rude. You need to start by preparing your readers for the bad news. There also needs to be an explanation for the announcement. Then, finally, the message ends with the bad news, rather than starting with it.
9. Examples of negative announcements appropriately written in the direct order:
   * Example 1 - You are tasked with telling employees that yearly raises are currently frozen to help save funds to purchase a new, nicer warehouse to operate the business from.
     1. Ex: Good morning, I hope everyone had a good weekend. I know these past few weeks in the warehouse have been difficult due to the lack of effective air conditioning, but I have some good news. We have located a new warehouse that would be perfect for our company. The building was constructed within the last five years and the entire workspace is climate controlled. Not only will the temperatures be appropriate for summer and winter, but the warehouse will also come with more space so everyone will have their own workstations. Unfortunately, to help cut costs and allow us to purchase this new warehouse, yearly raises will be frozen starting next month. Employees that were due to receive a raise this month, or next month, will be taken into consideration, but all other yearly raises will be postponed until further notice. I don't make this decision lightly, but I believe everyone would be happier if we moved sooner rather than later. I'm confident that this will be the best choice in the long run, and that everyone will thoroughly enjoy the accommodation that will be made for them in our new location.
     2. Ex: Good afternoon, as you all know we are currently experiencing internet troubles across multiple locations. Because of this, we are currently upgrading our network, which will take about ten days. As a result, for the next week and a half, everyone will have to switch to paper forms. I understand that this is a huge inconvenience and will create a backlog of work. However, I believe this can be quickly resolved once the netowrk upgrade is complete, because it will greatly increase our productivity.  
          
        Sincerely,  
        Bob

**Exercises:**

1. Shortcomings:
   * Should have used a buffer in the first statement rather than going straight to heartbreak
   * Doesn’t give any alternatives
   * Too direct in their refusal
   * While they do say they grants free lectures, they don’t offer any insight as to when they would be available for Ms. Chung
2. Criticisms:
   * Comes across as accusatory towards the customer
   * Using “well beyond” when describing how the mower is past its one-year guarantee
   * Should be more indirect about unauthorized repairs
   * Offers suggestions of authorized service centers, but doesn’t provide anything to comfort the customer
3. Main improvements:
   * Start message more indirectly
   * Could state the negative impact on the workplace to give context for the workers
   * The whole message is very short and blunt
   * Ends with a very negative consequence rather than showing how this would be a positive change for the workers
   * Could explain the negative effects of time spent on social networking