

May 11, 1994.

Dr. Mitzi Hauret  
850 Professional Building, Suite 215  
1338 Olson Drive  
Cavalier, ND 58220-3141

Dear Dr. Hauret:

Congratulations! You have been nominated for an At-Large position on the Board of Directors for the Cancer Research Federation (CRF).

Please verify your willingness to serve by supplying a resume highlighting information that especially prepares you to serve on the CRF Board.

Your vita must reach the above address by June 15. The materials will then be copied and distributed to the Nominations Committee, which will present its slate to the general membership at the September conference. If elected, you would serve a two-year term beginning January 1.

If you have any questions about this nomination, please call on me.

Cordially,

*Hollis Clark, MD*

Hollis Clark, MD  
Executive Director

fw

Offer congratulations

Ask for necessary information

Supply details

Use friendly close

If appropriate, a letter of condolence can offer assistance; however, avoid the cliché ending. Make sure your offer is specific and genuine. Your message may be concluded by referring to the future in a positive way. Figure 7-2 shows a letter sent to a business friend whose building was destroyed by a tornado.

### Appreciation

Most people do not expect rewards for acts of kindness or thoughtfulness; however, we all enjoy knowing that our efforts are appreciated.

A letter of appreciation may be sent for long-time thoughtfulness or for a one-time favor. Some examples of individuals who have shown sustained thoughtfulness include a long-standing, loyal customer; a faithful employee; a friend who has consistently recommended a company and brought it many customers; and a volunteer who has generously contributed time and effort to charitable causes. Letters expressing thanks to such persons are always appropriate. Examples of letters of

Messages of appreciation show your gratitude

March 6, 199-

William Taylor  
1354 Sandish Drive  
Terra Ceia FL 34250-1221

Dear Bill:

Thank you for participating in the Main Street Youth Phonathon, which culminated on March 3. This four-week event provided more than \$150,000 in pledges to Main Street Youth, Inc. This figure represents a 41 percent increase over last year's total.

A level of success such as this could not have been achieved without your support and that of other volunteers such as you. Please accept my deepest appreciation for your participation in the 199- MSY Phonathon. Main Street Youth, Inc. is fortunate to have volunteers who are dedicated to providing a productive environment for the youngsters of this community.

Thanks again for your contribution to the success of the 199- MSY Phonathon. We could not have done it without you.

Sincerely,

*Emily Lacewell*

Emily Lacewell  
Phonathon Director

b

To a  
reson-  
and a  
the  
by  
I con-  
current  
the  
handing  
73.

to a  
and community members to attend a fund-raising event, inviting civic leaders and selected customers to a company open house are all examples of invitations that are currently used in the business community. A form letter inviting selected local citizens to a \$15-a-plate dinner recognizing honor students is shown in Figure 74.

An invitation may be handwritten, it may be typed on company stationery, or it may be a formal, printed invitation. It should include all the necessary details such as the date, time, place, suggested dress, and whether the receiver may bring a guest. In some cases, business arrangements (guest versus spouse). In order to plan effectively, an invitation should include an RSVP, that is, a request for a reply to the invitation. The RSVP should specify the method by which to respond and the date by which the response is requested.

RSVP  
or  
by [letter] 3

Regrets only  
555-6749

April 14, 199-

Mr. Walt Apperson  
*The Southern Sentinel*  
 3257 McKinney Avenue  
 Birmingham, AL 35218-1817

Dear Walt:

The people in our organization are sorry that yesterday's tornado was so destructive to your community and to your building. Please express our sympathy to all of *The Sentinel's* employees.

Offer assistance

You are welcome to use our facilities, at no cost, to print your newspaper until your facility has been restored. We are interested in helping you maintain the 75-year tradition of uninterrupted service to your community.

Use positive close

Walt, *The Sentinel* will overcome this disaster and continue to provide the excellent news service to the Birmingham area that it has provided for so many years. We wish to you for a quick return to normal operations!

Sincerely,

Ginn

Ginn Hancock  
 General Manager

cc:

gratitude for onetime favors include a complimentary letter from a customer to a service department, a letter to a guest speaker who has given an excellent presentation, a letter to a new customer, a letter to a new member of an organization, and a letter to someone who has found a lost article and returned it to the owner. Letters of appreciation should follow the direct approach. The good news—the expression of gratitude—should be given in the first paragraph and be followed by supporting evidence in a second or succeeding paragraphs. The letter should conclude with a comment of appreciation in the final paragraph; however, different words should be used in the opening and closing paragraphs. The thought of being a volunteer for participating in a fund-raising phonathon is shown in Figure 7.1.

### Invitation

A business **invitation** is a request for an individual's presence and is used in various situations. Inviting employees to a small social gathering, asking prominent

*Thank the receiver in the first paragraph.*

• A welcome message is used to greet new employees, new customers, and new prospects in a community. A new employee welcome is aimed at familiarizing new workers with the company and at building goodwill. Many cities have organizations such as the Welcome Wagon, that send welcome letters to persons moving to a community. These letters usually include special offers, coupons, small souvenirs, and other enticements from business firms wishing to attract new customers. Similar letters are sent frequently to new customers, particularly to those who go outside credit with the business. These messages are used to congratulate prospects on opening a charge account with the business and to offer an incentive for another customer to use the business' facilities in the near future. Figure 7.6 shows an example of such a letter.

Welcome letters are appropriate for new employees, new customers, in new community members.

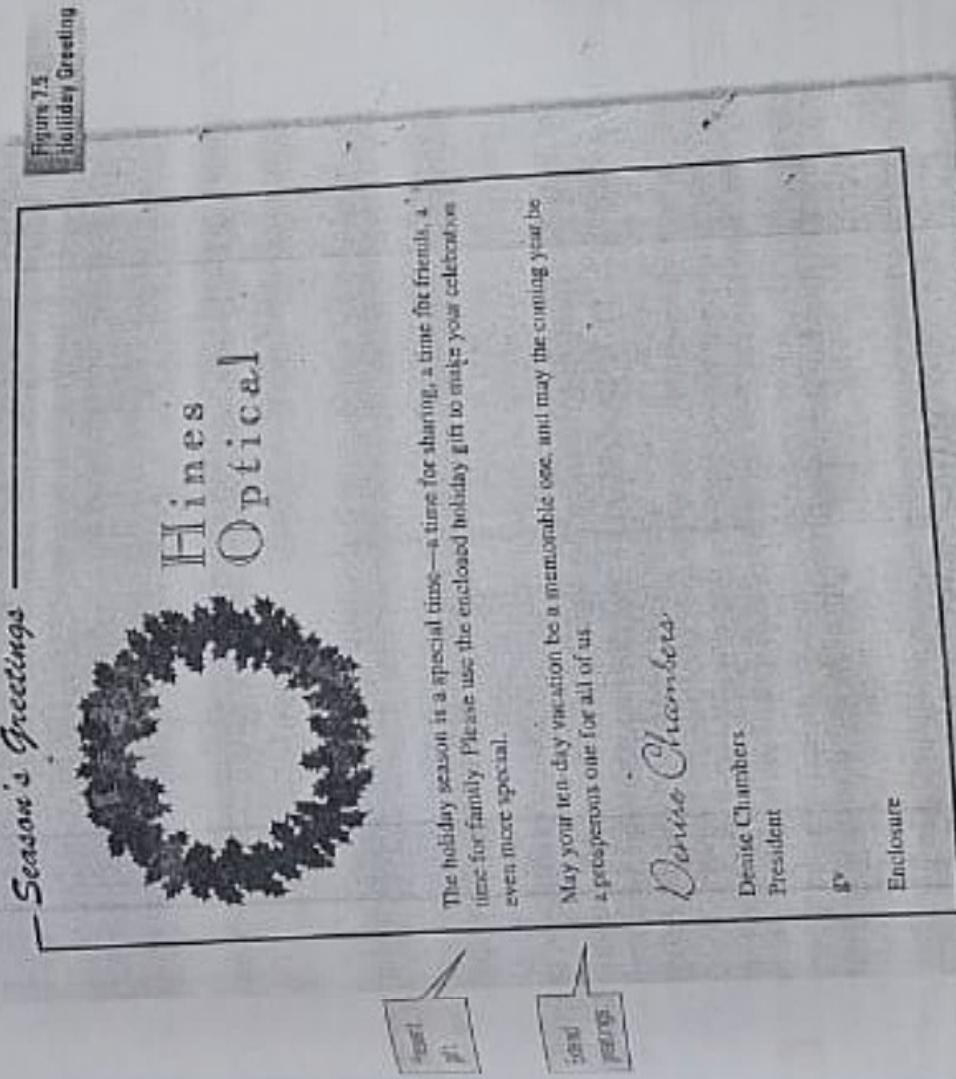


Figure 7.5  
Holiday Greeting

May 3, 1997

(Individually  
Invited  
Address)

Dear [Name]

You and your guests are invited to join the Academic Booster Club for dinner at Colice Steak House on May 20 at 6:30 p.m. to honor the outstanding May winners of Colice High School.

The \$15 price per plate includes a steak dinner and helps to provide complimentary dinners for the honor students.

Through your commitment to the community, you have set a fine example for the students of Colice High School. Your participation in this important ceremony will make possible the recognition of these students' high academic achievements.

Please send reservations for yourself and your guests by May 15. Checks should be made payable to Academic Booster Club.

Sincerely,

*Victoria Gomez*

Victoria Gomez  
President

k

**Enclosed:**  
Ticket  
**Request reply:**  
Dinner

Welcome message  
Welcome to a committee  
with the V  
such as the V  
the community  
the other ent  
and other letters  
Welcome cre  
establishing cre  
or customer on op  
the customer cus  
the to the new cus  
an example of su  
is an example

Recent  
git

cord  
greetings

### Holiday Greeting

A holiday greeting may be sent before or during any festive season. New Year's Day, Easter, Labor Day, Thanksgiving, Hanukkah, and Christmas are holidays usually celebrated in the United States. Businesses participating in international trade should be aware of and acknowledge appropriate holidays in the countries where they have employees, customers, or suppliers.

Many companies send season's greetings cards to customers or suppliers. The majority of letters and cards sent during December now say Holiday Greetings rather than Merry Christmas, because of diversity in the workplace. These representatives usually have the company name printed on the card. Executives and sales representatives may use a different kind of company card on which they can personalize greetings to business friends and colleagues. Some companies still distinctively designed cards that bear the company name and logo. This type of

Holiday greeting may be sent  
to celebrate festive season

A greeting card is used often



INDIRECT PLAN FOR THE DIRECT MESSAGES

The Starting Buffer

- 1. The Opening
    - A. Provide coherence.
    - B. Build goodwill.
    - C. Be positive.
    - D. Maintain neutrality.
    - E. Introduce the explanation.
  
  - 2. The Logical Explanation
    - A. Relate to opening buffer.
    - B. Present convincing reasoning.
    - C. Stress receiver interests/benefits.
    - D. Use de-emphasis techniques.

Evaluation

2. ~~the negative~~

  - A. Relate to opening buffer.
  - B. Present convincing reasoning
  - C. Stress receiver interests/benefits.
  - D. Use de-emphasis techniques.
  - E. Be positive.

3. The Negative Information

  - A. Relate to logical expectation.
  - B. Imply or give negative information
  - C. Use de emphasis techniques.
  - D. Give negative information quickly
  - E. Be positive.

4. Say what can be done (not what can't)

- The Constructive Follow-up**

  - A. Provide alternative solution
  - B. Give additional reasoning
  - C. Stay off negative subject
  - D. Be warm

**The Friendly Close**

  - A. Build goodwill
  - B. Personalize the close
  - C. Stay off negative subject
  - D. Be warm

200

The situation must be analyzed before the end-user plan is

Each communication situation must first be analyzed to determine (1) primary and secondary purposes and (2) the basic content of the message. The following questions must be answered for negative messages: What ideas can I use in the query to establish coherence and build goodwill in this particular situation? Why is the receiver's interest for me to refuse the request or present the unfavorable information? Is there an alternative course of action that I can recommend to the receiver? What friendly message can I convey in the off-the-subject close?

Once you have determined the purposes and content of the negative message you are ready to implement the tritict plan. In the following sections, the initial outline is discussed and the most important considerations are reviewed.

Digitized by srujanika@gmail.com

gutter

The two final requirements of the explanatory model are to produce the opening by through the suggestion of the need to suggest the need to implement not only not only

budget section; it should be the final requirement. The introduction, that is, introduce receiver some indication the "deadline" for the the strategy for the up the strategy in proven and assist in proving

Final Explanations

The second part of the logical expression, the logical connector, can be handled in one of two ways. The first way is to bury the connector in the message situation, as in the following example:

more paragraphs. One of the most justifies the negative information will be effective, must be

The specific request to the opening beneficiary, uses The opening benefici



## Opening Buffer

In the indirect plan, the opening buffer should meet the following requirements: provide coherence, build goodwill, be positive, maintain neutrality, and introduce the explanation. The opening buffer usually will consist of one to three sentences. It will serve as the first paragraph in a memo or a letter.

To provide coherence, the opening buffer puts you and your receiver on the same wavelength. The negative message is tied to a previous conversation, a point of agreement, a memo or letter received earlier, a prior transaction, or some other common ground.

You will want to build goodwill by using courteous, polite words such as *thank you, please, and appreciate*, and by keeping the receiver's interests central to your opening buffer. Use positive words; avoid negative words. Using positive words helps set a favorable tone and makes your message more acceptable to the receiver. It is possible, in fact desirable, to compose negative messages without using a single negative word.

The two final requirements for a good opening buffer—maintain neutrality and introduce the explanation—are closely related. You will want your receiver to read through the opening buffer into the logical explanation that follows. You do not want to suggest the negative information in the opening. Therefore, the opening buffer should not imply either a yes or a no. It should not lead the receiver in either direction; it should be neutral.

The final requirement of the opening buffer is to set the stage for the explanation, that is, introduce the explanation. In the last sentence of the buffer, give your receiver some indication of the thrust of the explanation. In effect, give the receiver the "headline" for the explanation that follows in the next paragraph(s). This sets up the strategy for the logical explanation, which is the next part of your message, and it assists in providing coherence.

### Use the opening buffer to

- Provide coherence
- Build goodwill
- Be positive
- Maintain neutrality
- Introduce the explanation

## Logical Explanation

The second part of the indirect plan is the logical explanation. In a memo or letter, the logical explanation usually begins after the opening buffer and often can be handled in one paragraph. If the explanation is short, the negative information may be included in the same paragraph. In some situations the constructive follow-up can immediately follow the negative information in the same paragraph. This buries the negativity in the middle of a paragraph. In other written message situations, the logical explanation may be so long that it requires two or more paragraphs.

One of the most important aspects of the indirect plan is that the reasoning that justifies the negative information is presented *before* the negative information. After the opening buffer, you present the reasons explaining why you must convey the negative information. If at all possible, these reasons should show how the negative information will be in the best interest of your receiver. This reasoning, in order to be effective, must be presented in a calm, convincing, and pleasant manner using the you-viewpoint.

The specific requirements for the logical explanation are that it relates coherently to the opening buffer, presents convincing reasoning, stresses receiver interests/benefits, uses emphasis techniques, and is positive. The beginning of the explanation will have introduced the explanation. The beginning of the logical explanation should use coherence techniques to relate it to the opening and

Logical explanation follows the opening buffer and precedes the negative information.

- |                                      |
|--------------------------------------|
| • The logical explanation            |
| • Justifies the negative information |
| • Provides coherence                 |
| • Presents convincing reasoning      |
| • Uses rules of emphasis             |
| • Accentuates positives              |

Executive Follow-Up

**Constructive follow-up** section of a negative message, you provide opportunities to the problem or, if that is not possible, you give an additional reason why, along the unfavorable news line.

For example, one good way to strengthen your communication and to improve human relations is to do more than is expected by offering an alternative resolution to the receiver. If you were asked to return to your high school on Saturday to speak to seniors about attending college and your schedule would not permit you to do so, you could suggest an alternative speaker or an alternative date. Even though you have to refuse the request, your suggested alternative may improve and maintain effective human relations. In the case of adjustment of the problem and resolution of the customer on the product, or service, you can make a special offer or resell the customer on the product, or service.

If you cannot suggest an alternative or offer a solution to the problem, it is important for you to save part of the logical explanation and place it after the negative information. This helps the receiver accept the bad news by demonstrating its importance and giving him or her additional justification for it.

Friendship Close

The friendly close moves the receiver's mind away from the problem—and the negative information—and provides an opportunity to build goodwill. If you must refuse a customer credit, you will want him or her to continue to buy with cash. If you have to refuse an employee's request, you will want to maintain good human relations and reduce the employee's productivity.

You can build goodwill in the friendly close by ensuring that it is personalized off the subject, warm, and optimistic. The wording of the friendly close should reflect the receiver and the particular situation. It could make further reference to the contacts we follow-up, or it could express appreciation to a customer for his or her business. The friendly close should not include anything that reminds the receiver of the negative information you have given. It should be off the subject of the negative information. The friendly close should not include an apology such as, "Again, I'm sorry how sorry I am that we cannot honor your claim." This only reminds the receiver of the problem. The close can include any friendly remark appropriate to our receiver. The prime requirement for the friendly close is to regain the ground we may have been lost due to the negative information.

Implementing the Indirect Test

The step-by-step development of a memo to an employee who must be given negative information shows clearly how the indirect plan works. Although messages often are best presented orally, a written message will be more effective if it is to be filed.

卷之三

- Company policy requires that all employees be clocked if you were to come in.

卷之三

卷之三

卷之三

negotiation or that he or she could decide what to do. However, in many parts of the world—Asia and Latin America, for example—people prefer a lack of directness. This makes the moment more pleasant, because they prefer more directness and clarity; it is desirable in most cultures that prefer a positive message. It softens the bad news and permits us to imply the negative information in a positive manner. For example, "Smoking is not negative information only" is much more acceptable to most people than "Smoking in the classrooms and offices." These statements both say basically the same thing, just says it positively. For effective communication of negative information, it is better to say what can be done rather than what cannot be done. In general situations when the negative information should be given in explicit terms, when you believe that an implied refusal would not be understood by your receiver. In the case of rejection of a request or insight, for example, it may not be possible to imply the refusal. If you apply this technique to a college, for example, it is better to present the logical explanation and then the refusal in clear terms. Therefore, the committee has not actually stated the refusal for admission. This wording can leave no doubt in the reader's mind. In most cases, though, you will want to imply the negative information to reduce its emphasis.

The recommended placement of the negative information section of the message is immediately following the logical explanation. In a written message, never place the negative information in a separate paragraph. In order to de-emphasize the negative information by placing it in the middle of a paragraph. The negative news may be emphasized by placing it in the middle of a paragraph. This placement of information by an additional reason or suggested alternative(s). This placement is achieved by an additional reason and de-emphasize it. To make the negative information inside the paragraph and de-emphasize it, you may only call further attention to the negativity of the situation. Ideally, you will want to use positive words and negative words—say what can be done and not what cannot be done. As in all sections of a negative message, you will want to avoid apologies throughout the message because it may only call further attention to the negativity of the situation. Do not apologize such as, "I am sorry I must refuse your request."

In summary, negative information is implied or stated explicitly, follows the logical explanation, uses techniques to de-emphasize it, is given quickly, is positive,

says what can be done, and avoids apologies. After giving the negative information, the last step in the indirect plan is to provide constructive follow-up.

It is best to imply the negative information.

Sum what can be done but what cannot be done.

De-emphasize the negative information by placing it in the middle of a paragraph.

Be positive.

Avoid an apology.

Since it is critical to the operation of the office that her first run  
to office refuse her request. Your task is to write a memo conveying  
the information to her and, at the same time, to make that information ac-  
cessible to her. Amy is an excellent worker. You want her  
to remain in your organization even though she may work  
longer hours than you do.

content

Analyze the message to determine its purposes and content. The purpose in writing a memo to Amy Mills will be to convey clearly the negative information of your purpose is to make that information acceptable and maybe gain a secondary purpose of the memo must be developed and organized for the reader's benefit. The content of the memo must be developed and organized for the reader's benefit. The content of the memo must be developed and organized for the reader's benefit. The content of the memo must be developed and organized for the reader's benefit. The content of the memo must be developed and organized for the reader's benefit.

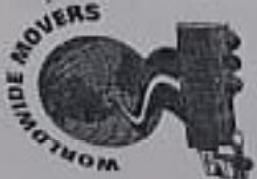
Martin Butler

Logical Explanation

**Grade 2: Communication**  
The manager's indirect plan is to build on the opening statement by explaining the negative information. A poor logical explanation is as follows:

- Company policy requires that all employees report to work at 8 a.m. Your pay would be docked if you were to come in late; and eventually you might be the subject of punitive action. We need you to be here on time.

The poor long-term prospects  
tells us justify the negative  
expectations.



## Interoffice Memorandum

DATE: March 1, 199-

TO: Amy Mills, Courier

FROM: Linda Scott, Administrative Manager

SUBJECT: Your Work Schedule

Good morning,  
Betty

I am thank you for your memo about your work schedule. You have been doing an excellent job for us as a

partner, and resolving your situation so you can continue your effective service is important to all of us. The high quality of your work as a courier has been possible for at least three reasons: (1) your interest in and enjoyment of the work, (2) your commitment to promptness and thoroughness during your rounds, and (3) the office depends on this kind of courier service. Since your continued excellent performance requires that you be as available as 8 a.m., I want to assist you in any way I can in making the necessary arrangements to do so. Betty Manning, my secretary, uses the ABC Child Care Center in the building next to ours. She said it is highly respected, and her children like the Center very much. Betty checked and found it has openings for additional children now.

Please contact Betty if you would like further information on the ABC Child Care Center. It appears to be a good alternative to you.

Excellent work is appreciated, and I hope you stay with Worldwide Movers for many years to come!

Good Friday  
Practice

The negative  
information is de-  
emphasized

Alternative is  
suggested

Figure 8.3  
Example of a Good  
Interoffice Message



## Interoffice Memorandum

DATE: March 1, 1991  
TO: Amy Stills, Courier  
FROM: Jamal Scott, Administrative Manager  
SUBJECT: Request to Come in Late

Negative influence

Explanation  
backs reader  
benefit  
negative  
message!

It would be very inconvenient for the company for you to come in late. Please make arrangements to be on time.

Your pay would be docked if you were to come in late, and eventually you might be the subject of punitive action. We need you to be here on time. I am sorry that I am forced to tell you that you have to be at work at 8 a.m. I hope you can get your day-care problem worked out.

Aguin, Aguin, let me say I am sorry I have to require you to be at work at 8 a.m. If I can be of any further help please let me know.

Please consider  
alternative.

Your excellent  
service will be  
missed.

Goodwill and  
customer satisfaction



Figure 2-1  
Example of a Fully  
Negative Message

# Center for Seminars

Ralph Simpson College,  
345 College Boulevard, Salina, KS 67401-4271  
(913) 555-7584 FAX (913) 555-1589



March 1, 199-

Dear Registrant:

Thank you for the interest you have shown in our seminar entitled "Improving Your Business Writing Skills." The seminar is an extremely popular one; over 40 people have submitted registration forms.

One of the reasons this seminar is so popular is that the leaders believe in giving each participant individual attention. To be sure this occurs, seminar enrollment is limited to 25 participants. Registrations were processed on a first-come, first-served basis, and the 25-person class size limit was reached before your form and check arrived. Your check is, therefore, enclosed with this letter. Your name and phone number have been placed on our waiting list; if an opening becomes available, we will notify you immediately.

The Center for Seminars is committed to providing seminars that meet the needs of the business leaders in this area. The enclosed brochure lists the courses that will be offered during the next three months. If you would like additional information about any of them, please call collect (913) 555-7584.

Sincerely,

*Diego Villa*

Diego Villa  
Program Coordinator

P:

Enclosures

Good request  
refusal has  
coherence and  
a neutral  
opening.

The negative  
information  
is implied.

Helpful  
alternative is  
suggested.

Page 85  
of a Good  
Business  
Letter

Hannan College Boulevard  
345 College Boulevard (913) 555-1589  
(913) 555-7584 FAX (913) 555-1589

March 1, 199.

Dear Registrant:

Dear Registrant! Your check to cover the cost of registering for our seminar, "Improving Your Business Writing Skills," is enclosed. The check arrived after the class limit was reached. Thank you for your interest in this program; we hope you will try to register for this seminar the next time it is offered.

Suggested alternative is not helpful.

*Diego Villa*

Diego Villa  
Program Coordinator

p)

Enclosure

Poor request refusal lacks coherence and clearness.

Explanation is not logical or meaningful.



Figure 6.4  
Example of a Poor Request Refusal (Form Letter)



its company, relocation to a new domain or commencement of a new product, or celebration of an anniversary.

Congratulatory business messages should be written in a personal, sincere manner. A direct approach should be used by immediately mentioning the honor or accomplishment. The message should focus on the receiver from start to finish. A closing that refers to the writer's assistance to the receiver in his or her achievement diminishes goodwill. A congratulatory letter to an individual who is being nominated for a board position is shown in Figure 7-1.

Confidence

A letter of condolence or sympathy is difficult to write because it deals with misfortune. When written properly, however, it should leave no doubt about your empathy. More importantly, your message should help ease the pain felt by the

Messages of sympathy may be sent for an illness, death, natural disaster, or other misfortune. They may be typewritten or handwritten, or they may be in the form of a printed card. Handwritten messages are by far the most personal and will be less likely to be overlooked.

The direct approach should be used for condolence letters. Begin with the purpose of the message—conveying sympathy. Only the necessary details need to be mentioned, and these should be treated positively and sincerely. For example, it's better to assure the survivor that she or he was appreciated and loved by the deceased person, in a letter of sympathy prompted by the death of a loved one, rather than eulogizing the deceased person. It is also appropriate to mention a personal detail of the deceased if such details are known to the writer; for example, "Remember your mention of the wonderful summer vacations you spent with your grandmother. I know that these memories will be even more precious to you now in the future."

104

**Appreciation** Most people do not ever, we all enjoy knowing. A letter of appreciation favor. Some businesses include a long-consistently recommended volunteer who has generated positive feedback.

Previous chapters have stressed the use of the you-viewpoint and the creation of goodwill. It has been suggested that you maintain good relationships with receivers by personalizing positive, neutral, negative, and persuasive messages. Certain messages have only one purpose, however, and that is to convey goodwill. A goodwill message is written to communicate your concern and interest.

A goodwill message shows that you care about the receiver. Avoid canceling a goodwill message by inserting statements that will cause the receiver to think you are simply trying to further a business relationship. Your goodwill messages should cause your receiver to form a positive opinion of you—the sender of the message. Timeliness is of utmost importance; goodwill can be lost if a message is received several weeks after an event occurs.

The purpose of some messages is to promote goodwill.



Greeting

Object

1

Goodwill

MESSAGES

Positive opinions are formed by goodwill messages.

## Types of Goodwill Messages

The types of goodwill messages are congratulations, condolence, appreciation, invitation, holiday greetings, and welcome.



Inviting

Object

2

Goodwill

MESSAGES

### Congratulations

Everyone enjoys receiving praise. A message that praises the receiver for an accomplishment or an achievement is referred to as a message of congratulations. One of the reasons that congratulatory messages are so effective in building goodwill is that organizations and businesspersons do not use them very often. Congratulatory messages may be as formal as a typewritten letter about a promotion, or as informal as a handwritten note attached to a newspaper clipping of a birth announcement.

Congratulatory messages are sent to both individuals and organizations. The occasion that warrants such a message may be either personal or business in nature. A congratulatory message may be sent to an individual on the occasion of a business-related accomplishment, such as attaining the highest sales for the month, retiring after 30 years of service, or receiving a promotion. You also may send a congratulatory message to an individual for a personal event, such as a birthday, an engagement, a marriage, a birth, or an election to office in a social or civic organization. A business firm could receive a message of congratulations for expansion of

COMPOSE THE FIVE COMMON TYPES OF GOODWILL MESSAGES.

Certain occasions call for goodwill messages.

Congratulatory messages build goodwill.

Congratulatory messages are sent for accomplishments or special occasions.