WEEK 1

Building Great Business Writing

3 Watch Words : clarity - formula - revision

Good writing is easy to read.

You want to be the 2nd writer.

Outside-in rule in writing, the way our reader encounters it.

THE BASIS OF GOOD WRITING

- Be the Windowpane
  - how to recreate good writing
  - George Orwell : Good writing is a windowpane.
  - if you can see it : not working
  - → words & sentences disappear for the reader

  CLARITY ABOVE ALL!
- Waste no time
  - reader's busy → keep their schedule in mind
  - you take extra time to save reader's time
  - → reader's experience
- Simplifying sentences

- Don't sound smart ; be smart !
  - writing voice : tone
  - → only one audience : they're busy !
  - → be smart !
  - complexity detracts from your goal
    - ↳ the reader knows the writer's full of himself
- Own your ideas
  - be the authority → understands the situation
  - ~~in my opinion~~
  - wishy-washy words : ~~maybe could might think~~

We think these changes might create the efficiency we could use to further improve our supply chain.

→

these changes will create the efficiency we need to ~~further~~ improve our supply chain.

↓

These changes will create the efficiency we need to improve our supply chain.

- Everyone needs an editor

"Don't ask me to make you better
and then tell me not to hurt your feelings."
Jadi Tention

everyone gets too close to their work

Imperfection is OK

- take intensive course
- look up words before use
- don't write a single sentence that exceeds 2 lines !

the real triumph comes from always working to get better at what you do

DESIGN WELL TO WRITE WELL

- Who are you?
- Appearance matters

how to document looks reflect your personal brand

↳ the first second impression

- leave breathing room on the page
- use short paragraphs
- don't highlight too much
- use bullet points when necessary

Type is the Message

Type is meant to be read.

OBITUARY Marker Felt

Obituary Baskerville

ant

tan

ANT

We read type according to the shape of the word as much as by the individual characters itself.

Type is design.

Century The 'X' height

Garamond

I always wished my instructors had mentioned that the effort invested in those seemingly singular freshman exercises, might have, with a bit of extra care, been leveraged to help with a much bigger challenge; finding that first job. I know now that some employers would've been very interested in my brushed-ink caricature of Ernest Hemingway... had I taken the time to get the hands right. Close, but no cigar.

In art school I learned that no assignment should be considered singular. Even the most pedantic piece, if approached with the long game in mind, can prove valuable at some point down the road. And being mindful of the integrity of one's personal brand never hurts. Whenever I have the pleasure of working with first year students on, say, an in-class presentation, I mention this:

"I know this is just another one of dozens of PowerPoints you'll be preparing during your career as a student, but think of it as something much more: the starting place for developing your own unique style. And think about next semester in another class; if you already have a style you're happy with, or that requires just a bit of refining, you'll come in well ahead of the game. And think about how great your work will look by your fourth year!"

Century Gothic

Garamond

Use type purposefully. → don't forget your reader

WEEK 2

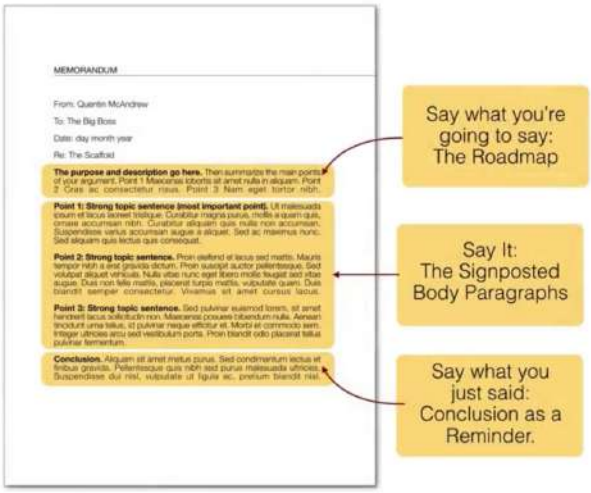
The Formula for Writing Success

- Organize or die

scaffold well to write well

Good organization can overcome poor writing.

Good writing can't over come poor organization.



Great writers are great advisers.

No good revison → no good writing

REVISE! REVISE! REVISE!

ORGANIZATIONAL SCAFFOLD

- Say what you're going to say ROAD MAP
- Say it BODY
- Say what you just said CONCLUSION

From: Quentin McAndrew

To: The Big Boss

Date: day month year

Re: The Scaffold

The purpose and description go here. Then summarize the main points of your argument. **Point 1** Maecenas lobortis sit amet nulla in aliquam. **Point 2** dracilar todast risus tevuta gri. **Point 3** dracilar todast risus tevut

Point 1: Strong topic sentence (most important point). Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Point 2: Strong topic sentence. Proin eleifend et lacus sed mattis. Mauris tempor nibh a erat gravida dictum. Proin suscipit auctor pellentesque. Sed volutpat aliquet vehicula. Nulla vitae nunc eget libero mollis feugiat sed vitae augue. Duis non felis mattis, placerat turpis mattis, vulputate quam. Duis blandit semper consectetur. Vivamus sit amet cursus lacus.

Point 3: Strong topic sentence. Sed pulvinar euismod lorem, sit amet hendrerit lacus sollicitudin non. Maecenas posuere bibendum nulla. Aenean tincidunt urna tellus, id pulvinar neque efficitur et. Morbi et commodo sem.

Point **1**

Point **2**

Point **3**

- One idea per para
- Strong topic sentence

These should make an outline!

The purpose and description go here. Then summarize the main points of your argument. Point 1 Maecenas lobortis sit amet nulla in aliquam. Point 2 Cras ac consectetur risus. Point 3 Nam eget tortor nibh.

Point 1: Strong topic sentence (most important point). Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Point 2: Strong topic sentence. Proin eleifend et lacus sed m tempor nibh a erat gravida dictum. Proin suscipit auctor peller volutpat aliquet vehicula. Nulla vitae nunc eget libero mollis feu augue. Duis non felis mattis, placerat turpis mattis, vulputate blandit semper consectetur. Vivamus sit amet cu

Point 3: Strong topic sentence. Sed pulvinar euismod lorem, sit amet hendrerit lacus sollicitudin non. Maecenas posuere bibendum nulla. Aenean tincidunt urna tellus, id pulvinar neque efficitur et. Morbi et commodo sem. Integer ultricies arcu sed vestibulum porta. Proin blandit odio placerat tellus pulvinar fermentum.

Say It: The Signposted Body Paragraphs

Point 3: Strong topic sentence. Sed pulvinar euismod lorem, sit amet hendrerit lacus sollicitudin non. Maecenas posuere bibendum nulla. Aenean tincidunt urna tellus, id pulvinar neque efficitur et. Morbi et commodo sem. Integer ultricies arcu sed vestibulum porta. Proin blandit odio placerat tellus pulvinar fermentum.

Conclusion. Aliquam sit amet metus purus. Sed condimentum lectus et finibus gravida. Pellentesque quis nibh sed purus malesuada ultrices. Suspendisse dui nisl, vulputate ut ligula ac, pretium blan

Say what you just said: Conclusion as a Reminder.

- A blank page : facing the void

getting started is the hardest part of all

→ start with your purpose → beacon

> Many business professionals find that they need better writing, design, and presentation skills to showcase their ideas and advance their careers. Employers agree that many employees lack these critical skills for business success. The time is right for a specialization that addresses these areas.

failed opening

didn't start with a purpose

didn't describe what I'm writing about

didn't say anything about pitching a specialization to Coursera

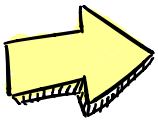
Why?

purpose

State the purpose in the first sentences.

THE TRAP of justifying the purpose before ever getting there!

be willing to cut anything that doesn't state



The purpose of this memo is to propose a new specialization to Coursera on business writing, design, and presentation.

REVISE!

- Say it : The body paragraphs outlining our main arguments

The purpose of this memo is to propose a new specialization to Coursera on communicating effectively with business writing, design, and presentation.

- Employers want their employees to know how to write, design, and present
- Students will learn these skills
- They'll have confidence in their abilities
- Coursera MOOCs are more popular than ever
- Our students will be able to present their best professional selves to their audience
- There are concrete learning benefits to taking the courses
- There's a market need for these courses

listing ideas

no particular order yet

Problems
- too many points
- some irrelevant ideas
- similar ideas

ALWAYS WRITE TO OUR PURPOSE !

The purpose of this memo is to propose a new specialization to Coursera on communicating effectively with business writing, design, and presentation.

- ~~Employers want their employees to know how to write, design, and present~~
- ~~Students will learn these skills~~ → learning benefits (3)
- ~~They'll have confidence in their abilities~~
- ~~Coursera MOOCs are more popular than ever~~
- ~~Our students will be able to present their best professional selves to their audience~~ → best professional selves (1)
- ~~There are concrete learning benefits to taking the courses~~
- ~~There's a market need for these courses~~

combined

→ market need (2)

Judgement call: which is the most important point?

personal

- Buiding the Scaffold

The purpose of this memo is to propose a new specialization to Coursera on communicating effectively with business writing, design, and presentation. Argument 1: Best professional selves. Argument 2: Market need. Argument 3: Learning benefits.

1. Best professional selves
   - Achieving success through effective communication
   - Teaches business critical skills
   - Every document reflects who we are
   - Bad work makes us look bad
   - ~~Practical easy-to-learn and easy-to-apply techniques for writing, design, and presentation~~

same pruning process

2. Market need
   - Employers want employees to have these skills
   - Employees don't have them
   - Corporations spend $1.3 billion a year on training
   - Employers are frustrated that employees can't present well
   - ~~Target market~~

3. Learning benefits

REVISE!

Be intentional about your structure!

- The conclusion concludes

nothing new
say what you just said

WEEK 3

Crafting Powerful Writing

- The first paragraph roadmap
  start with purpose & desc.
  summarize key argumentative points

The purpose of this memo is to propose a new specialization to Coursera on communicating effectively with business writing, design, and presentation. Target market. Argument 1: Best professional selves. Argument 2: Market need. Argument 3: Learning benefits.

1. Best professional selves
   - Achieving success through effective communication
   - Teaches business critical skills
   - Every document reflects who we are
   - Bad work makes us look bad

FIRST DRAFT

The purpose of this memo is to propose a new specialization to Coursera on communicating effectively with business writing, design, and presentation. "Effective Communication: Mastering Business Writing, Graphic Design, and Successful Presentation" targets busy professionals who want to improve their writing, design, and presentation skills. We are particularly excited about this project because we believe it fills a clear market need and teaches business critical skills. Although it seems to address fairly straightforward skills, this specialization is about much more. It's about success. It's about our students achieving job success by learning how to present their best professional selves in the workplace.

purpose

description

summary

Notes This is a pitch memo → benefit driven
Informational memo → e.g. 3 main findings

THE BASIC PRINCIPLES STAY THE SAME!

- Signposting with topic sentences
  - give your reader a signpost
  - give you a signpost

1. Best professional selves

"Effective Communication" teaches learners how to present not just their ideas, but themselves, in the best possible way.

- Achieving success through effective communication
- Teaches business critical skills
- Every document reflects who we are
- Bad work makes us look bad

2. Market need

In spite of their critical nature, employers complain about the lack of writing and presentation skills amongst their employees.

- Employers want employees to have these skills
- Employees don't have them
- Corporations spend $1.3 billion a year on training
- Employers are frustrated that employees can't present well

Draft the topic sentences

1. Which of the following does a topic sentence NOT do?

from the quiz

- ○ Help you focus the ideas included in the paragraph
- ○ Introduce the subject of the paragraph
- ○ Let the reader know where they are in your document
- ◉ Repeat the main point of your document

✓ **Correct**

While each paragraph should directly relate to the purpose of your document, it is not necessary to state that purpose at the start of every paragraph.

- Get voice into writing

YOU

keep the spontaneity of a human being in it

don't just revise → read the revisions out loud

if you can't even say a sentence smoothly → it's crap

- Writing a paragraph

too vague

1. Best professional selves

"Effective Communication" teaches learners how to present not just their ideas, but themselves, in the best possible way.

- Achieving success through effective communication
- Teaches business critical skills
- Every document reflects who we are
- Bad work makes us look bad

supporting points

key point

rearrange

~~1. Best professional selves~~

"Effective Communication" is a three-course specialization about professional success, and achieving success through effective business writing, design, and presentation.

- ~~Achieving success through effective communication~~
- Teaches business critical skills
- Every document reflects who we are
- Bad work makes us look bad
- _____

MODIFY the plan along the way

why business critical skills ?

business writing, design, and presentation. Every professional career hinges on the ability to write, design, and present ideas effectively.

1. Best professional selves

"Effective Communication" is a three-course specialization about professional success, and achieving success through effective business writing, design, and presentation. Every professional career hinges on the ability to write, design, and present ideas effectively. Every time we produce a document, create a presentation, or give a talk, we not only deliver information, we offer ourselves for the judgment of our audience. A disorganized report, inelegant Power Point, or awkward speech not only confuses the message we attempt to communicate, it invites a negative personal assessment from our audience. A well-written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional person, someone worth getting to know further and worth keeping an eye on in the future.

TOO LONG

How do we know?
- It looks long!

- Revising a paragraph

Keep in mind the principles
- clarity above all
- wasting no time

Saying the same thing in two different ways

Drop the negative

→ the writer wants to focus on the positive and saves the reader's time

"Effective Communication" is a three-course specialization about professional success, and achieving success through effective business writing, graphic design, and presentation. Every professional career hinges on the ability to write, design, and present ideas effectively. Every time we produce a document, create a presentation, or give a talk, we not only deliver information, we offer ourselves for the judgment of our audience. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional person, someone worth getting to know further, and worth keeping an eye on in the future.

Still too long...

pretty much the same thing, so...

repeated below

"Effective Communication" is a three-course specialization about professional success, and achieving success ~~through effective business writing, graphic design, and presentation~~. Every professional career hinges on ~~the ability to~~ write, design, and present ideas effectively. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional person, ~~someone worth getting to know further, and worth keeping an eye on in the future~~.

combine

redundant

... still long ...

What else can I cut without losing the main points?

"Effective Communication" is a three-course specialization about achieving professional success. Every career hinges on writing, designing, and presenting ideas effectively. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional professional.

"Effective Communication" is a three-course specialization about achieving professional success. Every career hinges on writing, designing, and presenting ideas effectively. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional professional.

↓ making the topic sentence stronger by focusing on what the spe. does!

"Effective Communication" gives students the tools they need to achieve professional success. Every career hinges on writing, designing, and presenting ideas effectively. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional professional.

BEFORE & AFTER

"Effective Communication" is a three-course specialization about professional success, and achieving success through effective business writing, graphic design, and presentation. Every professional career hinges on the ability to write, design, and present ideas effectively. Every time we produce a document, create a presentation, or give a talk, we not only deliver information, we offer ourselves for the judgment of our audience. A disorganized report, inelegant Power Point, or awkward speech not only confuses the message we attempt to communicate, it invites a negative personal assessment from our audience. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional person, someone worth getting to know further, and worth keeping an eye on in the future.

"Effective Communication" gives students the tools they need to achieve professional success. Every career hinges on writing, designing, and presenting ideas effectively. In turn, a well written document, a crisp visual, and a powerful speech communicate the vibrancy of success, and tell the world that the author is an exceptional professional.

- The conclusion concludes

  no new info

  summarize main points

DOES GOOD GRAMMAR MATTER? YES!

good grammar = clarity

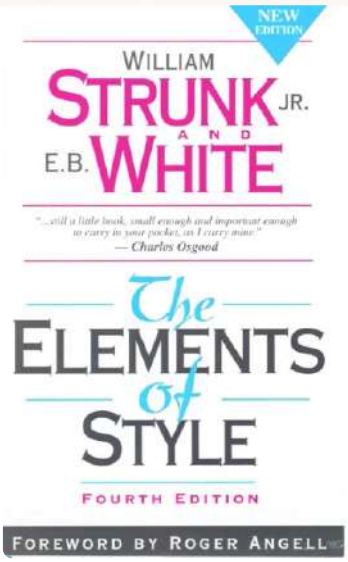
= better reading exp.

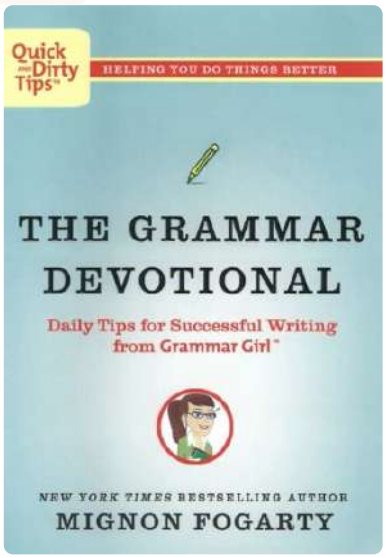
= making you look good

After rotting in the cellar for weeks, Janie Russell and Fred Smith brought up some oranges. When they arrived they felt ill and they smelled terrible.

Writing Resources:

https://owl.english.purdue.edu





7 MOST COMMON GRAMMAR ERRORS

- I vs. me

The debate about grammar was between Harry and I.

- Mangled modifiers

should stand next to what it modifies

The toy airplane hit the power line flying high.

A common mistake: misplaced modifier!

After rotting in the cellar for weeks, Janie, Russell, and Fred Smith brought up some oranges.

Gleefully, the mud-covered puppy ran across the white carpet.

this slows the reader down as they have to read on to understand

→ The mud-covered puppy ran gleefully across the white carpet.

- Serial or Oxford Comma
  → make it your habit

Note: British English uses serial commas a lot less than Ame English

- Pronoun problems (next page)

Pronouns refer to the closest preceding noun.

Here's an important point to keep in mind about pronouns: they refer to the closest preceding noun.

After Quentin pitched the campaigns to the clients, she launched them.

?

unclear antecedent

William's gas tank was almost empty, but he was tired of riding it.

hidden antecedent

? Steve went for a run yesterday and saw Harry as he leapt over the gate. He was running very fast, and passed Fred. ? Then he went to breakfast.

too far away

- Apostrophe Abuse
- Your You're They're There Their
- That vs. Which

seriously guys ??

RUBRIC FOR PEER REVIEW

- The paragraph was complete and contained between 75 and 120 words.
- **Clarity**: The paragraph contains readable prose that is easy to comprehend.
- **Concise**: The paragraph is concise and to-the-point, with no further reductions needed.
- **Authority**: The paragraph is written with authority and avoids wishy-washy words such as “in my opinion,” “could,” “might,” “should,” “think,” or “maybe.”
- **Topic Sentence**: The topic sentence gets straight to the point and reveals the topic of the paragraph, and all subsequent sentences relate back to it.
- **Voice**: The paragraph is smart, rather than trying to sound smart. This means that it avoids unnecessarily complicated grammar and vocabulary.

WEEK 4

Activate Your Voice

- Writing is Revision
  - proofreading is only one part
    ↳ do at the end
  - rewrite rewrite rewrite !
  - even with email
  - build a habit of cleaning the windowpane
- Check your scaffold
  - clear purpose ?
  - clear point by point summary ?
  - strong topic sentences ?
  - one topic per paragraph ?
  - concluding conclusion ?

REVISION = DISCOVERY

Recheck your scaffold at the final draft.

- Keep it simple

context in your head that reader can't see
→ put yourself in the reader's shoes

SIMPLICITY & CLARITY

Dave's band specializes in events of local scale that make use of extremely friendly environments and blues and gospel influence.

← Keep it simple!

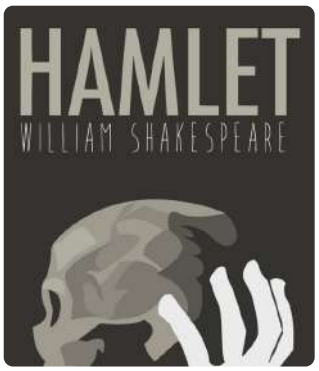
Dave's popular blues band plays local, casual venues.

= perform at

- Brevity is the soul of wit

Editing trick: cut your word count by a third to a half.

Hack away at the unessential (with thanks to Bruce Lee).



don't be Polonius!

1. Keep your sentences short.
2. Cut as many words as you can.

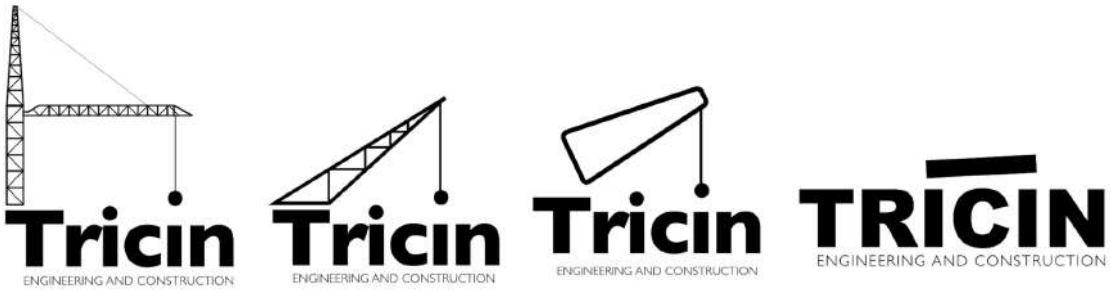
Our thorough analysis of the financial statements of Zeta Corporation reveals a spotless financial record and strong year-on-year growth, since there are no red flags or cause for worry, this indicates that they are an excellent candidate for acquisition.

Our analysis of Zeta Corporation reveals a spotless financial record and strong year-on-year growth. They are an excellent candidate for acquisition.

TIPS

- cut adj & adv
- cut qualifers & amplifiers e.g. very, somewhat
-

How logo design reflects brevity and clarity



Don't overstate.

Don't overload.

Don't confuse.

> "A designer knows he has achieved perfection not when there is nothing left to add, but when there is nothing left to take away."
>
> *Antoine de Saint-Exupery*

- Always be specific

avoid generalities

BE THE AUTHORITY.

The marketing campaign was highly successful.

The marketing campaign increased lead generation by 50% and conversions by 20%, adding $500,000 to the bottom line.

Watch out for 'absolute' words.

everyone
no one
all
always
never

Phrases to avoid:

in today's society
throughout history
everyone knows

e.g. In today's society, ~~everyone~~ knows that design drives success.

?

~~jargon~~

We want to drive the metrics to optimize the leveraging of the sales parameters to achieve a paradigm shift.

no jargon

Any time your reader has to work to understand you, you've lost them.

We need to diversify our sales.

specify

In order to meet our year-end goals, we need to increase sales by 15% in the gift market.

cut

To meet our year-end goals we need a 15% increase in gift market sales.

- The power of active voice

get rid of passive voice

Passive voice is indirect and muddy.
Passive voice uses more words.
Getting rid of passive voice adds energy to your writing.

- Limit crutch verbs

so called because they fit so easily into so many sentences

BORING!

limit "to be" and "to have"

Acme Corporation is a global leader in the discount retail market. They are a household name because they have low prices. Their competitors are Beta Corporation and Gamma Super Stores, who also have discounts. These price cuts are attractive to customers.

Acme Corporation owns the global discount market. Their low prices make them a household name. Acme's main competitors, Beta and Gamma, also offer deep discounts that attract customers.

- Cut prepositional phrases

I went to the client with the business plan after work.

?

?

longer
→ more difficult to read
→ confusing

I delivered the business plan to the client after work.

I delivered the client's business plan after work.

- Don't repeat words

The millennial market segment offers a strong opportunity for our company. This market segment displays strong loyalty and buying patterns. We recommend developing a strategy that targets this market segment.

Millennials offer a promising opportunity for our company, because they display strong buying patterns and loyalty. We recommend developing a strategy that targets this market segment.

avoid repeating sounds

Our pursuit of a ten-percent increase in production led to a greater opportunity for profitability.

- Always proofread

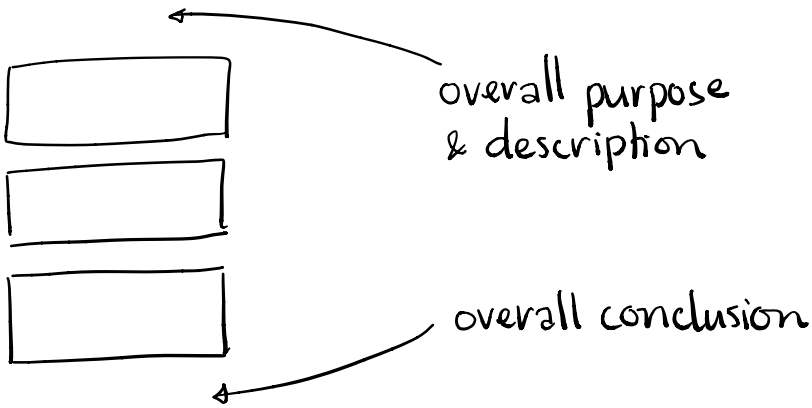
ON EMAIL

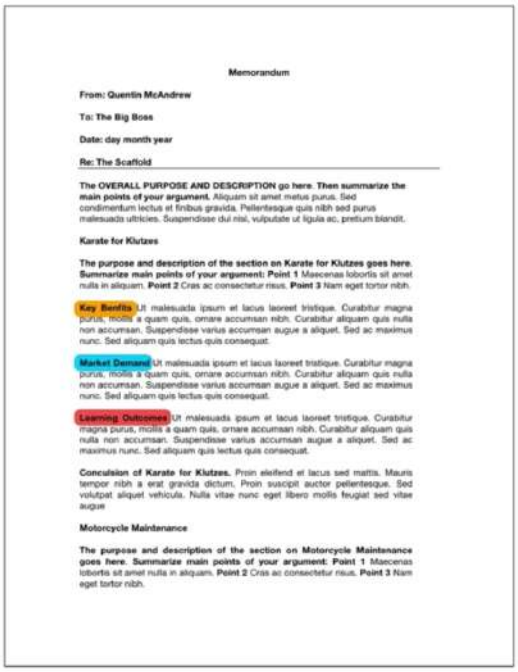
If I had more time, I'd have written you a shorter letter.

— Blaise Pascal

Okay, what about writing longer documents?

- just short docs joined together!





Memorandum

From: Quentin McAndrew

To: The Big Boss

Date: day month year

Re: The Scaffold

The OVERALL PURPOSE AND DESCRIPTION go here. Then summarize the main points of your argument. Aliquam sit amet metus purus. Sed condimentum lectus et finibus gravida. Pellentesque quis nibh sed purus malesuada ultricies. Suspendisse dui nisi, vulputate ut ligula ac, pretium blandit.

Karate for Klutzes

The purpose and description of the section on Karate for Klutzes goes here. Summarize main points of your argument: Point 1 Maecenas lobortis sit amet nulla in aliquam. **Point 2** Cras ac consectetur risus. **Point 3** Nam eget tortor nibh.

Key Benfits Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Market Demand Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Learning Outcomes Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Conculsion of Karate for Klutzes. Proin eleifend et lacus sed mattis. Mauris tempor nibh a erat gravida dictum. Proin suscipit auctor pellentesque. Sed volutpat aliquet vehicula. Nulla vitae nunc eget libero mollis feugiat sed vitae augue

Motorcycle Maintenance

The purpose and description of the section on Motorcycle Maintenance goes here. Summarize main points of your argument: Point 1 Maecenas lobortis sit amet nulla in aliquam. **Point 2** Cras ac consectetur risus. **Point 3** Nam eget tortor nibh.

Key Benefits Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Market Demand Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

Learning Outcomes Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

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Break Through Band Management

The purpose and description of the section on Break Through Band Management goes here. Summarize main points of your argument" Point 1 Maecenas lobortis sit amet nulla in aliquam. **Point 2** Cras ac consectetur risus. **Point 3** Nam eget tortor nibh.

Key Benefits Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus, mollis a quam quis, ornare accumsan nibh. Curabitur aliquam quis nulla non accumsan. Suspendisse varius accumsan augue a aliquet. Sed ac maximus nunc. Sed aliquam quis lectus quis consequat.

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OVERALL CONCULSION. Aliquam sit amet metus purus. Sed condimentum lectus et finibus gravida. Pellentesque quis nibh sed purus malesuada ultricies. Suspendisse dui nisi, vulputate ut ligula ac, pretium blandit nisi.

Parallel structures can aid understanding.

- longer analysis → scaffold for each point

The purpose of this memo is to examine the viability of a Coursera specialization on *Effective Communication*. Aliquam sit amet metus purus. Sed condimentum lectus et finibus gravida. Pellentesque quis nibh sed purus malesuada ultricies. Suspendisse dui nisl, vulputate ut ligula ac, pretium blandit.

Market Demand

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Point Two Ut malesuada ipsum et lacus laoreet tristique. Curabitur magna purus,

SUMMARY

- Clarity above all
- Waste no time
- Be the authority
  - be smart; don't sound smart
  - own your ideas
- Design your document
- Scaffold well
- Revise
- Write to your purpose
- Grammar matters
- Activate your voice
- Hack away at the unessential