

Writing Routine, Positive & Negative Messages

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Selecting Writing Approach

- Based on reader's probable reaction-
 - Direct order
 - Indirect order

Selecting Writing Approach

- When ever you are writing a message, properly assess the reader's reaction;
 - If the reaction is negative, indirect order is your likely choice
 - If it is positive or neutral, you probably will want directness

Writing Routine, Good-News and Goodwill Messages



Directness is likely choice

Routine, Good-News and Goodwill Messages Includes-

□ Routine requests:

- Asking for information, placing orders, making claims and requesting adjustments, requesting recommendations and references etc.

□ Routine Responses:

- Sending informative messages, granting requests for information and action, granting claims and requests for adjustments, providing recommendations and references

Routine, Good-News and Goodwill Messages Includes (Contd.)-

- Announcing Good News:
 - About employment, about products and operations

- Sending Goodwill Messages:
 - Congratulations, Message of Appreciation

 - Condolence message??

The Direct Pattern

- ❑ Begin with the objective (Tell immediately why you are writing)
- ❑ Explain in the body
- ❑ Be specific and courteous in the closing.

Requesting Information and Action



Opening

- Routine requests begin asking a question or issue with a polite command (*Will you please provide me with information about the ERP system you develop.*)---No question mark.

Body

- ❑ Include necessary information whenever fits (explain your purpose and provide details)
- ❑ If a number of questions are involved, ask them. Make the questions stand out (using bullet, numbering, paragraphing)
- ❑ Express questions in parallel form.
- ❑ To elicit the most information, use open-ended questions (*What training programs do you recommend?*) rather than yes-or-no questions (*Are training programs available?*).

Closing

- ❑ State specifically, but courteously, the action you wish to be taken
- ❑ Set an end date, if one is significant, and explain why.

E.g., (We will appreciate having your answers for our October 3 staff meeting).

- ❑ Avoid cliché endings (*Thank you in advance for your cooperation, a prompt reply will be appreciated*). Show appreciation but use a fresh expression, adapted for one case (We would appreciate hearing from you this week. You can reach me by calling 989 during business hours.

Dear Sir:

Because we are one of the largest banking systems in the country, we receive hundreds of résumés from job candidates every day. We need help in sorting and ranking candidates by categories, such as job classification, education, work history, skill, and experience.

Recently, I was reading *WORKFORCE* magazine, and the March issue has a story about your new software program called Resumix. It sounds fascinating and may be the answer to our problem. We would like more information about this program, which is supposed to read and sort résumés.

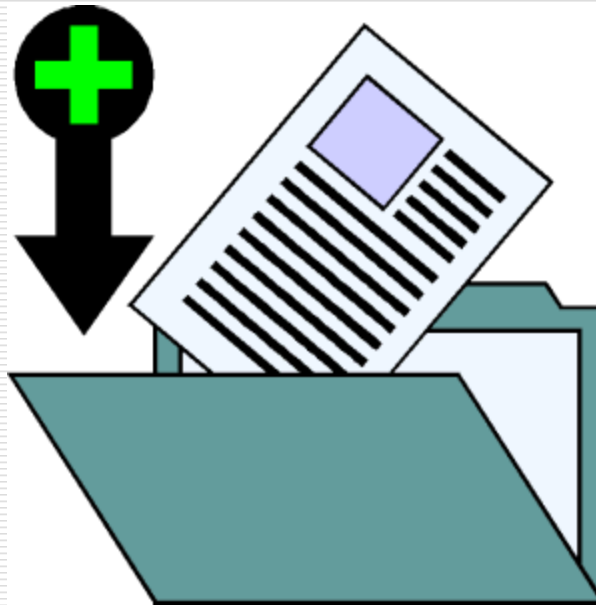
In addition to learning if the program can sort candidates into the categories mentioned earlier, I’m wondering if the program can read all the different typefonts and formats that candidates use on their résumés. Another important consideration for us is training and troubleshooting. If we need help with the program, would you supply it?

Thank you for your cooperation.

Sincerely,

Routine Request

“After” Version



Dear Product Manager:

Please send me information about your Resumix software program, which I read about in the March issue of *WORKFORCE* magazine.

We receive hundreds of résumés daily, and, frankly, we need assistance in processing them. Answers to the following questions would help us determine if Resumix could solve our problem.

1. In terms of fonts and formats, what kinds of résumés can your software read?
2. Can the program help us sort and rank candidates by

categories such as job classification, education, work history, skill, and experience?

3. How does your company provide training and troubleshooting service for your software?

I would appreciate your response by April 1 so that we can study the program before the rush of job applications in June.

Sincerely,

Routine Request

“Before” Version



This letter's indirect and vague beginning makes it slow.

Dear Mr. Piper:

We have seen your advertisement for 3,200 square feet of office space in the *Daily Journal*. As we are interested, we would like additional information.

Specifically, we would like to know the interior layout, annual cost, availability of transportation, length of lease agreement, escalation provisions, and any other information you think pertinent.

If the information you give us is favorable, we will inspect the property. Please send your reply.

Sincerely

Routine Request

"After" Version



This direct and orderly letter is better.

Dear Mr. Piper:

Will you please answer the following questions about the 3,200-square-foot office suite advertised in the June 28 issue of the *Daily Journal*? It appears that this space may be suitable for the new regional headquarters we are opening in your city in August.

- Is the layout of these offices suitable for a work force of two administrators, a receptionist, and seven office employees? (If possible, please send us a diagram of the space.)
- What is the annual rental charge?
- Are housekeeping, maintenance, and utilities included?
- What is the nature of the walls and flooring?
- Does the location provide easy access to mass transportation and the airport?
- What are your requirements for length of lease agreement?
- What escalation provisions are included in the lease agreement?

If your answers meet our needs, we would like to arrange a tour of the offices as soon as possible.

Sincerely,

Routine Claim Letters



Preliminary Considerations in Writing a Claim Letter

- A product or service has given you a problem.
 - You are in the right.
 - Probably the offending company will want to correct the matter.
 - You want to make a strong claim.

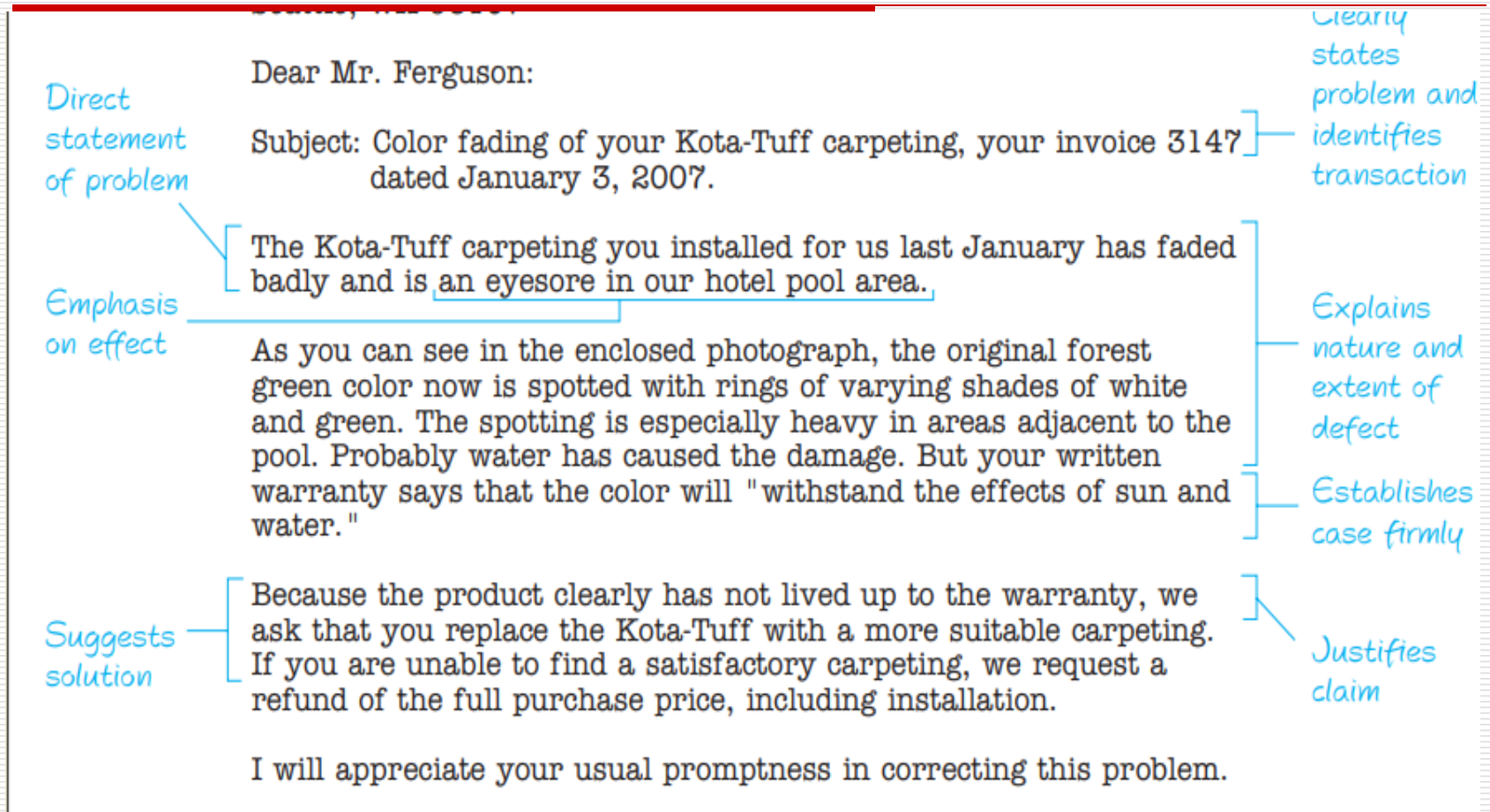
- These three facts of the case support directness.

Directness for a Claim Letter

- Opening** ☐ Begin directly. Tell what is wrong and what you want.
- Body** ☐ Explain the facts—enough to permit a decision. Clarify the problem and justify your request.
- ☐ Seek corrective action, either by
- stating what you want, or
- letting the reader decide what to do.
- ☐ Include names of individuals and dates of previous actions.
- Closing** ☐ End positively—on a friendly but firm note.
- ☐ **Note: Act promptly in making claims, and keep a copy of your message.**
-

Claim Message

"After" Version



Claim Message

"Before" Version

Subject: Our Order No. 7135

Mr. Goetz

As your records will show, on March 7 we ordered 30 Old London lamppost lights (our Order No. 7135). The units were received by us on March 14 (your Invoice No. 715C).

At the time of delivery, our shipping and receiving supervisor noticed that some of the cartons had broken glass inside. Upon further inspection, he found that the glass on 17 of the lamps was broken. Further inspection showed that your packers had been negligent as there was insufficient packing material in each carton.

It is hard for me to understand a shipping system that permits such errors to take place. We had advertised these lights for our annual spring promotion, which begins next Saturday. We want the lights by then or our money back.

Megan Adami

This message is
slow and harsh.



Claim Message

"After" Version

Subject: Broken glass in 17 Old London lamppost lights received

Mr. Goetz

Seventeen of the 30 lamppost lights we received today arrived with glass coverings broken.

At the time of delivery, our shipping and receiving manager noticed broken glass in some of the cartons. Upon further inspection, he found that 17 were in this condition. It was apparent to him that insufficient packing material was the cause of the problem.

Because we had advertised these lights for our annual spring promotion, which begins Saturday, please get replacements to us by that date. If delivery is not possible, we request a refund for the broken units. In either event, please instruct me on what to do with the damaged lamps.

I am aware, of course, that situations like this will occur in spite of all precautions. And I am confident that you will replace the units with your usual courtesy.

Megan Adami

This better message follows text recommendations.



Inquiries About People

- They are a special form of routine inquiry.
- They involve two differences:
 - Need to respect human rights
 - Need to structure around the one job

Dear Mr. Bateman:

Subject: Request for some information about Ms. Alice Barron

Will you please assist me in evaluating Ms. Alice Barron for work as a district sales manager with us. In her application Ms. Barron indicated that she worked for you as a salesperson from early 2001 to 2005. She has authorized this inquiry.

The work for which we are considering Ms. Barron involves supervision a staff of four salespeople plus an office staff of two. While with you, did Ms. Barron show the leadership ability such an assignment requires?

As a manger, Ms. Barron would need to know administration. She would be responsible for running the business end of an office. Do you feel she has the necessary knowledge and ability?

Ms. Barron would also be responsible for managing the sales efforts in her district--activities like setting quotas, working out itineraries, evaluating performance, and coordinating and

Ms. Barron would also be responsible for managing the sales efforts in her district--activities like setting quotas, working out itineraries, evaluating performance, and coordinating and stimulating sales efforts. Does she have the ability to do these things?

In addition to the managerial duties, Ms. Barron would spend some time selling Kopy Kat equipment. This is hard selling--and it requires an aggressive, personable, hardworking person. Does Ms. Barron meet this requirement?

Both Ms. Barron and I will appreciate your candid replies to these questions, plus any other information you feel we should have. Of course, I will hold your comments in strict confidence.

Janet Baker, Manager
Human Resources Department

Order Letters



Opening

- ❑ Use order language to identify the message (*Please send the following items from your spring catalog by UPS*).
- ❑ Name the information source (*the May 2 advertisement in the Daily News*).

Body

- ❑ List items vertically.
- ❑ Provide quantity, order number, complete description, unit price, and total price.
- ❑ Prevent mistakes by providing as much information as possible.

Closing

- ☐ Tell how you plan to pay for the merchandise.
- ☐ Tell when you would like to receive the goods, and supply any special instructions.
- ☐ Express appreciation.

Direct Reply Letters



Directness for a Favorable Response

- Opening**
 - ☐ Begin with the answer or state you are complying with the request.
 - ☐ Identify the message being answered-- incidentally in the beginning or in a subject line.
- Body**
 - ☐ Continue to give what is wanted in an orderly arrangement.
 - ☐ If negative information is involved, give it reduced emphasis.
- Closing** ☐ End with friendly, adapted words.

Answering a request/action



Response Message-"After V."

Dear Ms. Casey:

Direct—
tells that
writer is
complying

Following is the information about our use of temporary executive suites you requested in your August 3 fax. For your convenience, I have numbered my responses to correspond with the sequence you used.

Sets up
listing

Orderly
listing of
answers

1. Our executives have mixed feelings about the effectiveness of the center. At the beginning, majority opinion was negative; but it appears now that most of the antagonism has faded.
2. The center definitely has saved us money. Rental costs in the suburbs are much less than downtown costs; annual savings are estimated at nearly 30 percent.
3. The transition did create a morale problem among those remaining downtown even after we assured them that their workloads would not increase.
4. We began using executive suites at the request of several sales representatives who had read about other companies using them. We pilot-tested the program in one territory for a year using volunteers before we implemented it companywide.
5. We are quite willing to share with you the list of facilities we plan to use again. Additionally I am enclosing a copy of our corporate policy, which describes details of use.

Complete
yet concise
answers

Friendly—
adapted to
the one
case

If after reviewing this information you have any other questions, please write me again. And if you want to contact our sales representatives for firsthand information, please do so. I wish you the best of luck in implementing these suites in your operations.

This extra
builds
good-will

Response Message-"After V."

Message (HTML)

To: kesten@meena.cc.uregina.ca

Subject: Production Records Attached

Attachments: dynamic_production data_5yrs.xls

Direct—reports a favorable response

Professor Kesten:

Attached is a file containing the production records you asked for in your May 2 message. We think you will find them useful in your project.

Goodwill—adapted to one cause

As you will understand, much of the information concerns company secrets our competitors should not know. Therefore, the file is password protected and set to expire in ten days. Additionally, we request anonymity in any published use of the data.

Shows friendly attitude

The work you are doing will be valuable to all of us in the industry. We wish you the best of luck in your work and look forward to reading your results.

Skillfully handles negative point in positive language

Reba O. Whitehead, Production Manager
rowhitehead@dynamic.com

Response Message-“Before V.”

Subject: Your inquiry of April 3

Ms. Motley

I have received your April 3 message, in which you inquire about our Chem-Treat paint. I want you to know that we appreciate your interest and will welcome your business.

In response to your question about how many coats are needed to cover new surfaces, I regret to report that two are usually required. The paint is mildewproof. We do guarantee it. It has been well tested in our laboratories. It is safe to use as directed.

George Moxley

This email is
indirect and
ineffective.



Response Message-“After V.”



This direct email
does a better job.

Subject: Your April 3 inquiry about Chem-Treat

Ms. Motley

Yes, Chem-Treat paint will prevent mildew or we will give you back your money. We know it works because we have tested it under all common conditions. In every case, it proved successful.

When you carefully follow the directions on each can, Chem-Treat paint is guaranteed safe. As the directions state, you should use Chem-Treat only in a well-ventilated room—never in a closed, unvented area.

One gallon of Chem-Treat is usually enough for one-coat coverage of 500 square feet of previously painted surface. For the best results on new surfaces, you will want to apply two coats. For such surfaces, you should figure about 200 square feet per gallon for a long-lasting coating.

We sincerely appreciate your interest in Chem-Treat, Ms. Motley. This mildewproof paint will bring you five years or more of beautiful protection.

George Moxley

Granting Claims



Granting Claims

Opening

- ❑ When approving a customer's claim, announce the good news immediately.
- ❑ Avoid sounding grudging or reluctant.

Body

- Strive to win back the customer's confidence; consider explaining what went wrong (if you know).
- Concentrate on how diligently your organization works to avoid disappointing customers.
- Be careful about admitting responsibility; check with your boss or legal counsel first.
- Avoid negative language (trouble, neglect, fault).
- Don't blame customers – even if they are at fault.
- Don't blame individuals or departments in your organization.
- Don't make unrealistic promises.

Granting Claims (Contd.)

Closing

- ❑ Show appreciation that the customer wrote.
- ❑ Extend thanks for past business.
- ❑ Refer to your desire to be of service.

Granting Claims- “Before V.”



This email is indirect and negative.

Subject: Your broken Old London lights

Ms. Watson,

We have received your May 1 claim reporting that our shipment of Old London lamppost lights reached you with 17 broken units. We regret the inconvenience caused you and can understand your unhappiness.

Following our standard practice, we investigated the situation thoroughly. Apparently the fault is the result of an inexperienced temporary employee's negligence. We have taken corrective measures to assure that future shipments will be packed more carefully.

I am pleased to report that we are sending replacements today. They should reach you before your sale begins. Our driver will pick up the broken units when he makes delivery.

Again, we regret all the trouble caused you.

Stephanie King

Granting Claims- “After V.”

Subject: Your May 1 report on invoice 1248

Ms. Watson,

Seventeen carefully packed Old London lamppost lamps should reach your sales floor in time for your Saturday promotion. Our driver left our warehouse today with instructions to special deliver them to you on Friday.

Because your satisfaction with our service and products is our top priority, we have thoroughly checked our shipping procedures. It appears that the shipment to you was packed by a temporary employee who was filling in for a hospitalized veteran packer. We now have our veteran packer back at work, and have taken measures to ensure better performance by our temporary staff.

As you know, the Old London lamppost lights have become one of the hottest products in the lighting field. Their authentic Elizabethan design has made them a smashing success. We are confident they will play their part in the success of your sale.

Stephanie King

This message
is direct and
positive.



Letters of Recommendation



Opening

- ☐ Name the candidate and position sought.
- ☐ State that your remarks are confidential.
- ☐ Describe your relationship with the candidate.

Body

- ❑ Describe the applicant's performance and potential.
- ❑ Strive to include statements about communication skills, organizational skills, people skills, ability to work with a team, etc.
- ❑ Include definite, task-related descriptions (*She completed two 50-page proposals* instead of *She works hard*).

Body

- ❑ Include negative statements only if they are objective and supported by facts.

Closing

- ❑ If supportive, summarize candidate's best points.
- ❑ Offer ranking of candidate (*Of all the accountants I have supervised, she ranks in the top 10 percent*).
- ❑ Offer to supply additional information if needed.

Mr. Villas:

Subject: Confidential report on Ms. Alice Barron, requested July 2

From December 2002 through February 2005, Ms. Barron worked for Central Grocery, Inc., under my direction. She left us for employment in her hometown. We would welcome her back. While she was with us, she served first as a stock clerk, later as a checkout cashier, and for the last year as my assistant. During this time she learned all aspects of the grocery business. In my judgment, she has the experience and knowledge needed for the job she seeks.

I feel, also, that Ms. Barron has the personal qualities the job requires. She is mature, stable, and personable. She has strong convictions and expresses them firmly--sometimes at the expense of harmony within the work group. But she is also sincere and open-minded. As far as I know, her morals are exemplary.

Confidential report on Ms. Cindy Commons, requested July 2

Answering your question about Ms. Barron's leadership ability is somewhat difficult for her work with us was primarily in a subordinate position. But from what I have observed, I feel that she has good leadership potential. She appears to like people and to have a genuine concern for them. And she appears to have other characteristics of good leadership--a sense of fairness, good communication ability, loyalty, and dedication to work.

In summary, I feel that Ms. Barron is well qualified for the work she seeks. I would not hesitate to put her in a similar position in this company.

If I can help you further in your evaluation Ms. Barron, please write me again.

Christopher Woods, Manager
Human Resources
Central Grocery

Directness for an Order Acknowledgment

Opening ☐ Give the status of order.

☐ Include some goodwill—acknowledging incidentally, reselling, sales talk, or such.

Body ☐ Include a “thank you.”

- ☐ If there is a problem (vague order, back order)--
- Some businesses report frankly, assuming some problems are expected.
 - Others prefer to use tactful approach to get needed information on vague orders, or report back orders.

Closing ☐ Close with adapted, friendly words.

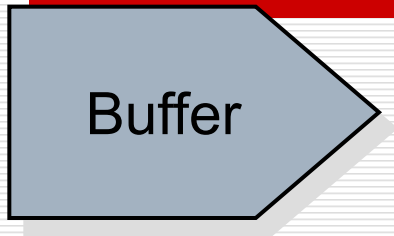
End

Writing Negative Message

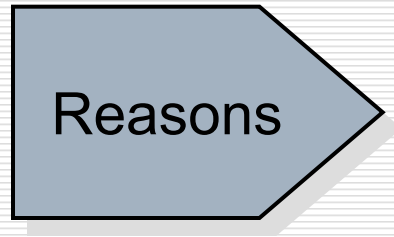
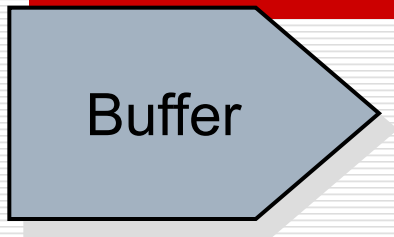
Goals in Communicating Bad/Negative News

- ❑ To make the **reader** understand and accept the bad news
 - ❑ To promote and maintain a good image of the writer and the writer's organization
 - ❑ To make the message so clear that additional correspondence is unnecessary
-

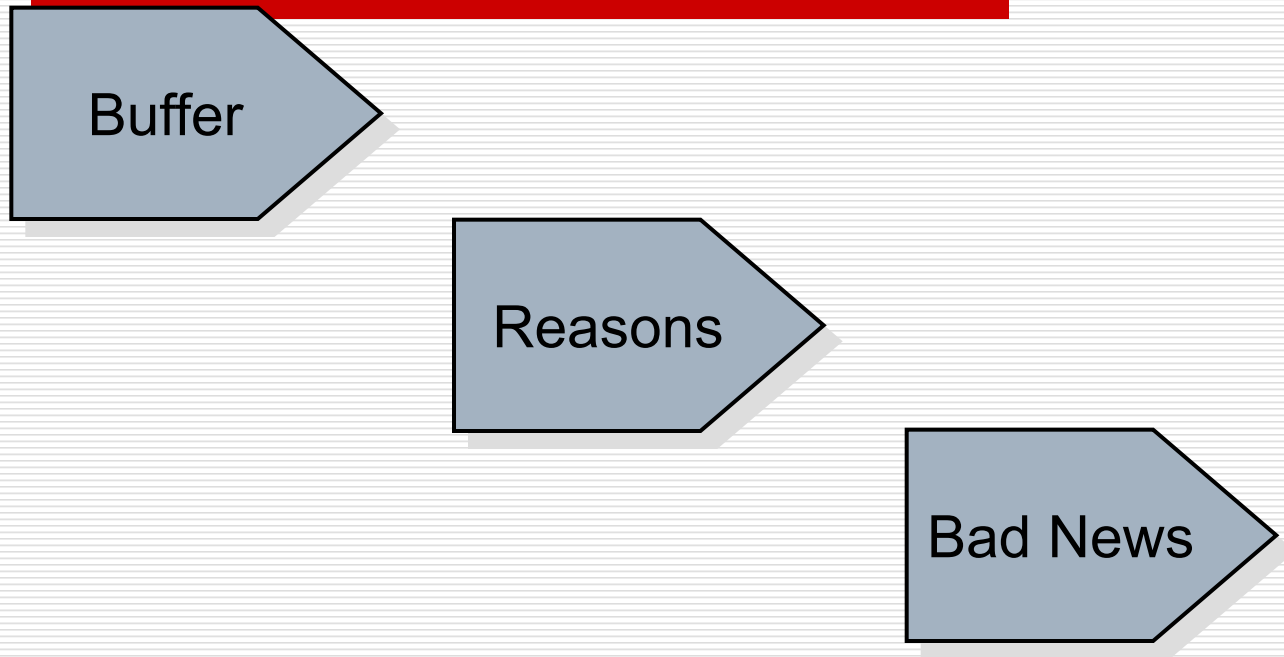
The Indirect Pattern



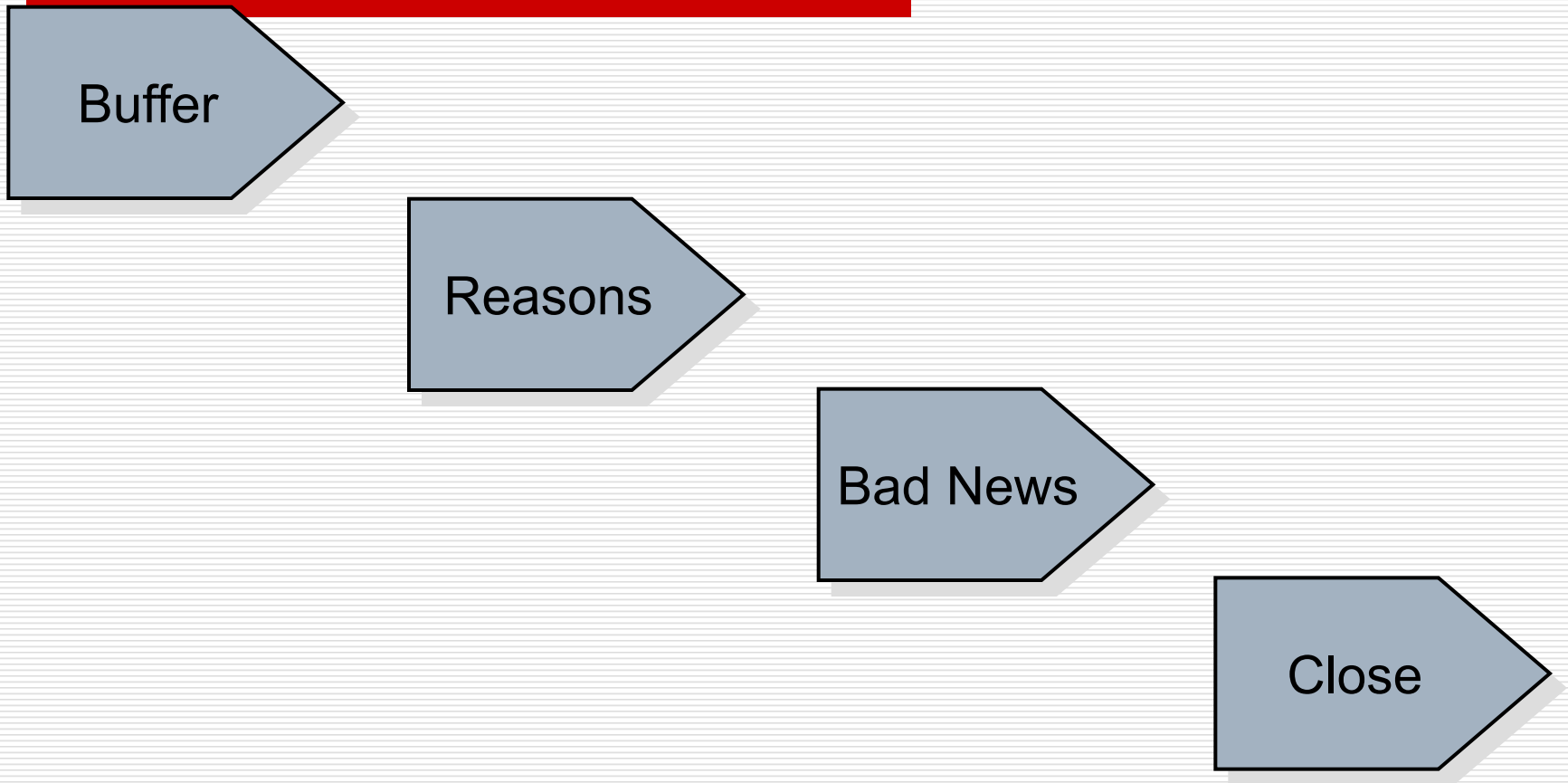
The Indirect Pattern



The Indirect Pattern



The Indirect Pattern



The Indirect Pattern

- ❑ BUFFER – a neutral or positive opening that does not reveal the bad news
 - ❑ REASONS – an explanation of the causes for the bad news
 - ❑ BAD NEWS – a clear but understated announcement of the bad news that may include an alternative or compromise
 - ❑ CLOSE – a personalizing, forward-looking, pleasant statement
-

Brief Review of a Procedure for a Refused Request

Preliminary considerations:

- ☐ The news is bad.
 - ☐ The reader wants something; you must refuse.
 - ☐ Your goals are:
 - to say no, and
 - to maintain goodwill.
 - ☐ The first goal is easy; the second requires tact.
 - ☐ You must present reasons that will convince.
-

Refusing Routine Requests



Buffer-

- ☐ Pay a compliment, show appreciation for past action, or refer to something mutually understood.
 - ☐ Avoid raising false hopes.
 - ☐ Avoid thanking the receiver for something you are about to refuse.
-

Reasons-

- ☐ Explain why the request must be denied, without revealing the refusal.
- ☐ Avoid negativity (*unfortunately, impossible*).
- ☐ Show how your decision benefits the receiver or others, if possible.

Bad News-

- ☐ Soften the bad news by
 - (1) subordinating it (*although we can't loan our equipment, we wish you well in . . .*).
 - (2) using the passive voice (*office equipment can't be loaned, but . . .*).
 - (3) embedding it in a long sentence or paragraph.
- ☐ Consider implying the refusal, but be certain it is clear.
- ☐ Suggest an alternative, if one exists.

Closing-

- ☐ Supply more information about an alternative, if one is offered.
 - ☐ Look forward to future relations.
 - ☐ Offer good wishes and compliments.
 - ☐ Avoid referring to the refusal.
-

Buffer

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Close

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 - ☐ Look forward to future relations.
 - ☐ Offer good wishes and compliments.
 - ☐ Avoid referring to the refusal.
-

Claim Refusal- B. V.



The bad email shows little concern for the reader's feelings.

Subject: Your May 3 claim for damages

Ms. Sanderson,

I regret to report that we must reject your request for money back on the faded Do-Craft fabric.

We must refuse because Do-Craft fabrics are not made for outside use. It is difficult for me to understand how you failed to notice this limitation. It was clearly stated in the catalog from which you ordered. It was even stamped on the back of every yard of fabric. Since we have been more than reasonable in trying to inform you, we cannot possibly be responsible.

We trust that you will understand our position. We regret very much the damage and inconvenience our product has caused you.

Marilyn Cox, Customer Relations

Claim Refusal- B. V.



This better email
is indirect, tactful,
and helpful.

Subject: Your May 3 message about Do-Craft fabric

Ms. Sanderson,

Certainly, you have a right to expect the best possible service from Do-Craft fabrics. Every Do-Craft product is the result of years of experimentation. And we manufacture each yard under the most careful controls. We are determined that our products will do for you what we say they will do.

Because we do want our fabrics to please, we carefully inspected the photos of Do-Craft Fabric 103 you sent us. It is apparent that each sample has been subjected to long periods in extreme sunlight. Since we have known from the beginning that Do-Craft fabrics cannot withstand exposure to sunlight, we have clearly noted this in all our advertising, in the catalog from which you ordered, and in a stamped reminder on the back of every yard of the fabric. Under the circumstances, all we can do concerning your request is suggest that you change to one of our outdoor fabrics. As you can see from our catalog, all of the fabrics in the 200 series are recommended for outdoor use.

You may also be interested in the new Duck Back cotton fabrics listed in our 500 series. These plastic-coated cotton fabrics are most economical, and they resist sun and rain remarkably well. If we can help you further in your selection, please contact us at service@pinnacle.com.

Marilyn Cox, Consumer Relations

Untitled - Message (Plain Text)

File Edit View Insert Format Tools Actions Help

Options...

To... Larry_Bragg@callawaygolf.com

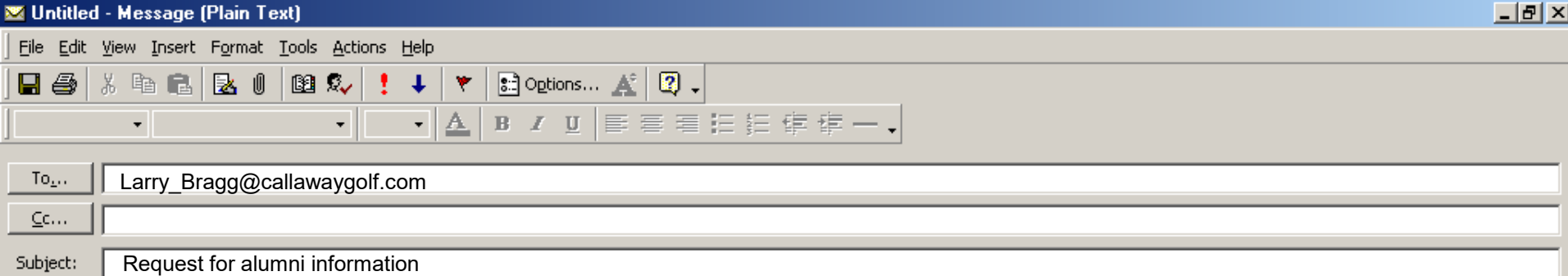
Cc...

Subject: **Request for alumni information**

Mr. Bragg,

Your study of the progress of IBA graduates is most commendable. We are pleased that you would ask our help in your efforts.

In reviewing the requirements of your project, we find that it would be necessary to search through the personnel files of each of our 10,000 graduates. As our regular staff is already working at capacity, may we suggest that we make our files available to you or your representatives? We ask only that you protect the confidentiality of the information in the files. We would be pleased to give you working space in the records center. And we would assure you of the cooperation and assistance of our records personnel.



center. And we would assure you of the cooperation and assistance of our records personnel.

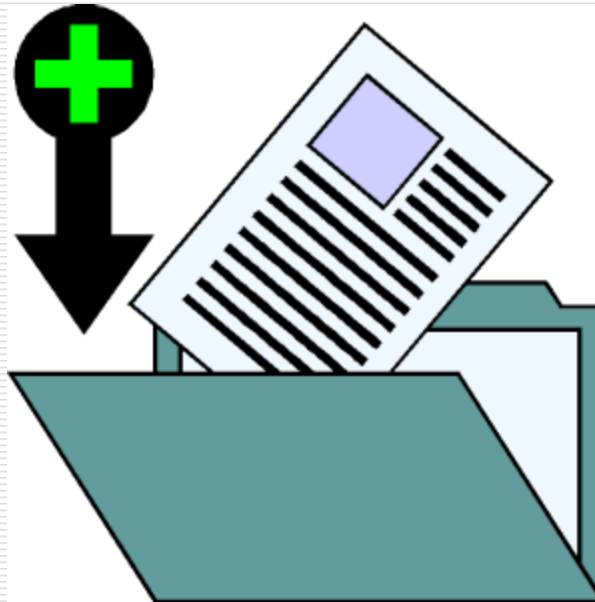
As another alternative, may we suggest that you use a part-time student worker who is already acquainted with our file system. From time to time, Ms. Mary, an MBA student has worked in our file center. We estimate that she could do your work in about five weeks, working her customary twenty hours a week. The cost would be about BDT 25000. If you prefer this arrangement, we would be pleased to contact her for you.

We expect that these suggestions will help you in completing your project. We look forward to reading the results in the *IBA Alumni Bulletin*.

N. Mojumder

Improved Customer Request Refusal

"After" Version



Dear Mr. Waters:

We're happy to learn that you are enjoying the use of the Sako copier you've been leasing for the past ten months. Like our many other customers, you have discovered that Sako copiers offer remarkable versatility and reliability.

One of the reasons we're able to offer these outstanding copiers at such low leasing rates and equally low purchase prices is that we maintain a slim profit margin. If our program included a provision for applying lease payments toward the purchase price, our overall prices would have to be higher. Although lease payments cannot be credited toward purchase price, we can offer you other Sako models

Customer Request Refusal: “After” Version

that are within your price range. The Sako 400 delivers the same reliability with nearly as many features as the Sako 600.

Please let us demonstrate the Sako 400 to your staff in your office, Mr. Waters. Our representative, Tracy Wilson, will call you soon to arrange a time if it does for you.

Sincerely,

Preliminary Considerations in Writing Adjustment Refusals (1 of 2)

- ☐ The decision has been made to refuse an unjustified claim.
 - ☐ The news is bad.
 - ☐ The goal is to present the bad news in a positive way.
 - ☐ Thus, you must think through the situation to develop a strategy to explain or justify the decision.
-

Brief Review of Procedure for Adjustment Refusals (2 of 2)

Opening ☐ Begin with words that

- are off subject,
- are neutral, and
- set up the message.

Body ☐ Present the strategy that will explain or justify.

- ☐ Make it factual and positive.
- ☐ Lead systematically to the refusal.
- ☐ Then refuse--clearly and positively.

Closing ☐ End with off-subject, friendly words.

On-subject opening-neutral
point from claim letter

February 19, 2007

Ms. Maud E. Krumpleman
117 Kyle Avenue E
College Station, TX 77840-2415

Dear Ms. Krumpleman:

We understand your concern about the exclusive St. John's dress you returned February 15. As always, we are willing to do as much as we reasonably can to make things right.

Sets up
explanation

Review
of facts
supports
writer's
position

What we can do in each instance is determined by the facts of the case. With returned clothing, we generally give refunds. Of course, to meet our obligations to our customers for quality merchandise, all returned clothing must be unquestionably new. As you know, our customers expect only the best from us, and we insist that they get it. Thus, because the perspiration stains on your dress would prevent its resale, we must consider the sale final. We are returning the dress to you. With it you will find a special alteration voucher that assures you of getting the best possible fit free of charge.

Good
restraint-no
accusations,
no anger

Note
positive
language
in refusal

Emphasis
on what
store can
do helps
restore
goodwill

Friendly
goodwill
close

So, whenever it is convenient, please come by and let us alter this beautiful St. John's creation to your requirements. We look forward to serving you.

Sincerely, ,

Brief Review of Procedure for Credit Refusals (2 of 2)

Opening

- Begin with words that
 - are neutral, and
 - tie in with document being answered.
 - set up the strategy (explanation).

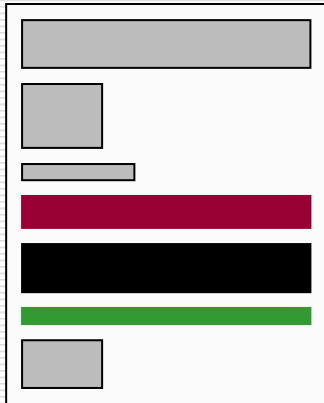
Body

- Present the explanation and/or justification.
- As a logical follow-up--refuse tactfully.
 - If to a bad moral risk, may be by implication.
 - If to one with weak finances,
 - should refuse positively, and
 - look hopefully to the future.

Closing

- Close with goodwill words that fit the one case and are friendly and forward-looking.
-

Tact in a Credit Refusal (1 of 3)



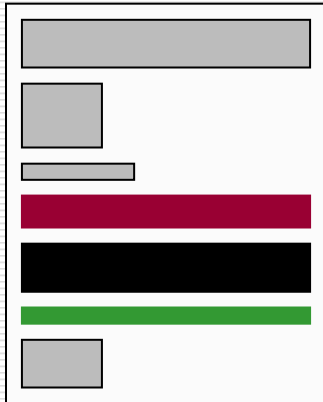
Click to view full letter at once.

Opening

Dear Ms. Jessy:

We are really pleased to know that your company liked our product sample and appreciate your March 29 order for the products. The statements, trade references, and explanations accompanying the order were really helpful to assess your request.

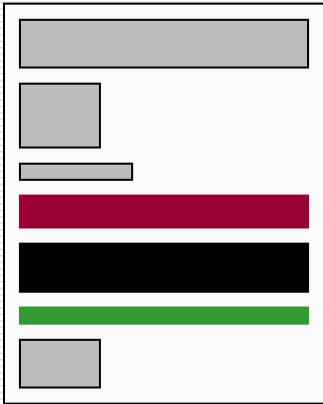
Tact in a Credit Refusal (2 of 3)



Body

In checking over them, we find that you have an unusually heavy burden of invoices to pay within the next few months. As we see it, burdening you with more bills to pay at this time simply would not make good business sense. Thus, we can sell to you only for cash now. By buying for cash and taking advantage of the cash discount, you would be taking a sound step toward improving the financial health of your business. Just as soon as your situation is improved, we shall open your account.

Tact in a Credit Refusal (3 of 3)



Closing

We look forward to receiving your check for \$730.69 (\$745.60 less the \$14.91 discount). When we get it, we'll rush your merchandise to you.

Sincerely,

Susan Yassine

Susan Yassine

“To speak kindly does not
hurt the tongue.”

--Unknown
