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Part I—Situation Analysis and Strategic Planning

Chapter One: Analysis

Exercise

Message 1

Dear Mr. Goodwin:

Our sincere apologies. I am enclosing a credit of \$108.00--a refund for the amount charged you on August 8.

We regret the charge, especially since you have always been one of our most reliable clients. In your letter of August 15, you mentioned that you had instructed the United Oregon Bank of Portland to transfer \$45,000 to your account here on August 1. Unfortunately they did not make the transfer until August 10--which explains why on August 8 we were forced to make the overdraft charge of \$108.00 against your account.

I am enclosing copies of the August 10 teletype from United Oregon and our subsequent credit to your account. Maybe you should get in touch with them.

Meanwhile, however, I hope the enclosed refund will close this particular incident satisfactorily. We'll do our best to continue to serve you promptly--but also with fairness and understanding.

Message 2

Dear Mr. Goodwin:

We are writing you in regard to overdraft charges of \$108.00 charged against your account on August 8. Enclosed you will find a credit for this amount.

In your letter of August 15, you stated that the United Oregon Bank of Portland was instructed to transfer \$45,000 on August 1 for credit to your account with our bank. We accept your good intentions and are crediting your account accordingly. However, this transfer was not made by the Oregon Bank until August 10. We are enclosing copies of the teletype record as well as of our credit to your account. The Oregon Bank did not

transfer the funds on the date requested; and as a result, overdraft charges were incurred against your account.

May we suggest that you contact the Oregon Bank with reference to this matter so that any future transfers will be received by our bank on the date specified by your company?

Because you are one of our valued clients, however, we are refunding the \$108.00 overdraft charge--and we trust the situation will not recur in the future.

Sincerely,

Task:

1. Put yourself in the writers' shoes. What problems do they hope to solve by writing their letters? What is in the situation that gives them the need to write?
2. State the objectives for each letter in priority order.
3. Do these priorities affect the tone of each letter? How would you characterize the different tones in each? How does this tone shape the relationship between writer and reader?

1. Define the Problem

What's in the situation that gives rise to the need to write?

See what's there. What often prevents us from seeing clearly?

2. Define the Goal

Clarify where you want to go. What are your desired outcomes? What is their order of priority?

- Immediate Thinking, Feeling, Action Objectives

As a result of reading this message my audience will
think_____, feel_____, do_____?

- Reactive/Proactive

3. Define the Audience

SCOPE

ETHOS

NEEDS

Chapter Two: Strategy

Involves two separate steps:

1. COMPOSITION--Generating, collecting, selecting message elements. These are your resources--the information, ideas, data , arguments that will compose your message.
2. ORGANIZATION--Arranging/structuring these message elements in the way best suited to achieve your objective.

1. Composition

Goal: Clarity about what you want to say and a complete list of elements you need to say it.

TO: George Kimball

FROM: John Mason

SUBJECT: Review of Headquarters Data Processing Capabilities and Potential Usage.

I went back to New York for a presentation the 15th of this month and I found it to be very informative. The sponsor of my visit was a gentleman by the name of Vern Grouper. Vern is the manager of the data processing operation at headquarters; that is, their centralized data processing operation. They've got quite a bit of power out there. One of the things that they do encourage us to do is to utilize their capabilities, their services, and experiences to whatever extent that will be beneficial to us.

It would be my initial observation that although they have a tremendous amount of computing capability that computing capability is directed toward a business dimension very much different than that of our division. However, there are certain services that might be performed in our behalf by headquarters. For example, we could utilize the people such as Vern to come back and address our data-processing advisory group since I am planning on convening that group on a monthly basis. We could invite Vern to give us an overview of what's going on at headquarters and what type of services he might offer in a service bureau mode of operation.

Overall, the trip was time well spent. I had an opportunity to meet my counterparts, to observe a number of the implementations that have been made, both in hardware and in software, and to meet with some key players who we can call on to explore the approaches that were taken by Headquarters. Another important area that I think we could make immediate use for, especially in Lon Harman's area, is the following. There's a lady by the name of Linda V. Monroe. She is the head of the Information Center at headquarters. This lady has an information center and a data-retrieval capability that delves into patents, delves into technical data from various periodicals and she also researches on-going product lines. She subscribes to a number of data-service activities, people who continually scour the publications, periodicals, the weeklies, the dailies, the Wall Street Analyst. I really think it would be beneficial for Lon Harman to visit with Linda and find out just how we might best utilize her services.

2. Organization

Goal: To organize raw message elements into a coherent, easy-to-read package.

Some Organizational Principles:

MEMORY CURVE

DIRECT OR INDIRECT

STRUCTURAL FUNCTIONS

- Beginning

- Middle

- End

Opening. To think about the components of a good opening paragraph, ask the questions: What exists? (background) Why write? (purpose) How organized? (preview)

In recent months employee complaints about the cafeteria facilities at Moldana have increased significantly. We are writing to you about the recommendations of the committee appointed to investigate the merit of these complaints. This report will focus on the three areas employees most frequently complained about: lounge decor, menu variety, and lounge hours.

- The "what exists" question focuses on the general background. It is a statement concerning the background or the context that has given rise to the need to send this message. " In recent months employee complaints about the cafeteria facilities at Moldana have increased significantly."
- The "why write" is where you state your purpose for writing. "We are writing to you about the recommendations of the committee appointed to investigate the merit of these complaints."
- The "how organized" provides the reader with a "preview" of the subtopics to come. "This report will focus on the three areas employees most frequently complained about: Cafeteria decor, menu variety, and Cafeteria hours."

Body: Clearly defined components that cluster information in coherent, easy to grasp information packets. In complex messages usually identified by a heading:

Cafeteria Decor

Menu Variety

Cafeteria Hours

Close: Focuses on the next step.

The committee will meet with Plant Services to determine the cost of making the suggested changes outlined above. We will then confer with the executive committee to develop a budget and plan of action to implement these suggestions

CREATING A DRAFT OUTLINE

1. Develop list from composition exercise

1. Background statement about trip to New York headquarters.
2. Meeting with Vern Grouper.
3. Finding that HQ's resources are available for division's use.
4. Finding that HQ has tremendous data processing capability.
5. Finding that HQ's computing capability is used differently from division's.
6. Recommendation that Grouper and data processing group get together to find out how resources can be used.
7. Evaluation of the trip as time well spent and reasons why.
8. Finding that Linda Monroe has data retrieval resources that can be used.
9. Details about information services.
10. Recommendation that Monroe and Harman get together to find out how these resources can be used.

2. Identify Central Idea/Theme. Ask yourself what idea seems to be at the center of all this. What ideas don't fit? Are these ideas important? If they

are, then your central idea isn't good enough. You need to find another one that encompasses all your important ideas.

3. Identify subtopics: Can central idea be divided into smaller components? Cluster all the other ideas around them.
4. Determine which elements are necessary for the opening and close. It may turn out that in your free-writing exercise you weren't thinking about your opening and close, so you might have to come up with new elements for each. The Mason memo has the elements we need. It's just a question of selection and proper arrangement:

The end result should look something like this:

I. Opening:

1. Background statement about trip to New York headquarters .
2. Major finding that Vern Grouper has invited division to use HQ's resources: computer capability and information services (How organized).

II. Body

A. Computing Capability.

1. Finding that HQ has tremendous computing capability.
2. Finding that HQ's computing capability is used differently from division's.
3. Recommendation that Grouper and data processing group get together to find out how resources can be used.

B. Information Services.

1. Finding that Linda Monroe has data retrieval resources that can be used.
2. Details about information services.
3. Recommendation that Monroe and Harman get together to find out how these resources can be used.

C. Time well spent:

- a. met counterparts
- b. observed operations
- c. initiated relationships

III. Close

- Response Mechanism

Notice the improvement in the draft that follows because it focuses ruthlessly only on those elements that are central to the message and expands on the elements that need fuller development:

2/14/06

To: George Kimball

From: John Mason

Subject: How we can use resources at Headquarters

I visited New York Headquarters September 15 to learn more about its capabilities. The data-processing manager, Vern Grouper, invited our division to use HQ's data processing and information services in any way we can.

Data Processing. Headquarters has a tremendous amount of computing capability. But because its data processing activities are very different from ours, we need to determine how we can match our needs to its capability. I suggest that we invite Vern to meet with our data processing advisory group so it could explore with him in detail ways in which Headquarters could give us computer support.

Information Services. Another possibility would be to work with Linda Monroe, head of the Information Center at Headquarters. She has several resources available for our use, particularly:

- a data-retrieval capability that covers patents, technical data, and product lines.
- subscriptions to a number of data-services in Lon Harmon's area.

I suggest that Lon visit with Linda to find out how we can use her services.

Evaluation. Overall the trip was time well spent. I had an opportunity to observe operations at Headquarters and to initiate relationships that can benefit us in the future.

Let's get together today or tomorrow to discuss taking the next step with Vern Grouper and Linda Monroe.

Chapter Three: Execution/Evaluation

The execution and evaluation phases in writing usually go hand in hand. I think of the draft/revise process as involving three phases:

Phase 1. Block out information in a rough draft. (Content)

Phase 2. Make it easy to understand. (Clarity)

Phase 3. Correct mechanical errors. (Correctness)

PHASE ONE

Draft: Block out information in a rough draft. You are working with your draft outline, so you know what you have to say, but you should approach the writing of this draft similarly to the way you conduct a freewrite.

- Write quickly and don't worry about your audience judging you.
- Don't worry about grammar and spelling

Revise: Add, cut, and paste. The objective of the phase-one revision is to make sure you have on paper everything you want to say in the order you want to say it.

- Check your organization and content against the draft outline.
- Expand certain sections that seem inadequately developed
- Cut or condense other areas that are not as important as you thought at an earlier stage.
- Make sure that message elements that appear in one section of the document don't belong in another section.

PHASE TWO

Revise: Make it easy to understand. Objective here is to make sure you are getting your message across using the most effective formatting and language. In keeping with the general rule to deal with larger issues before small, get your paragraphs in shape first, then deal with your sentences

Example 1

Before launching on a memo, one must have a well-defined purpose in mind. He or she needs to find out who his or her audience, both primary and secondary, are and what information they want. It is also needed to differentiate the major points from the minor points so that the memo can be organized accordingly. Simple and common words or terminologies should be used instead of trying to impress the audience using his or her deep learning or membership in a jargon-speaking elite. The purpose of a memo is to get the idea across. Sentences should be short, less than twenty words. The verb "to be" should be used as infrequently as possible. Passive voice should be used in proper context, especially in political issues.

Sentences

Problem: Do sentences have good style: Do they convey the appropriate strength, tone, energy?

Strong Styles (Yang/Hot)

Forceful

- Use active voice
- Give orders--Use imperative
- Don't beat around the bush: step up front and be counted
- Use energetic radiating style: short sentences and paragraphs; clear, direct vocabulary
- Avoid weasel words like 'possibly', 'maybe', 'perhaps'.

Weak Styles (Yin/Cool)

Passive

- Avoid imperatives--never give an order
- Use passive voice heavily
- Attribute responsibility for negative statements to faceless, impersonal "others."
- Use fat paragraphs with long, convoluted sentences with a lot of jargon
- Use weasel words

Personal

- Use persons' names especially first names
- Use personal pronouns, especially 'you' and 'I'.
- Use the short sentences of ordinary conversation
- Use active voice

Impersonal

- Avoid using persons' names
- Avoid personal pronouns
- Avoid brisk, natural style
- Use passive voice

Colorful style

- Make it emotional, energetic, funny
- Use adjectives and adverbs, metaphors, similes, and other figures of speech.
- Be conversational or breezy
- Tell Stories

Colorless

- Avoid using adjectives adverb, and other "vivifiers."
- Blend impersonal with passive styles
- Use formal words and expressions to freeze out any semblance of wit, liveliness, and vigor.

Pointers regarding the strong, personal "default" business style:

- -Don't be afraid to be friendly or personal. Remember the importance of goodwill.
- -Writing should sound like a living person--ok to be conversational (but not colloquial)
- -Contractions & personal pronouns ok
- -Active, action-oriented feeling
- -Visually formatted for easy reading
- Simple words, short sentences and paragraphs

Make Your Sentences More Energetic**1. USE STRONG, ACTIVE VERBS**

- Avoid overuse of non-action or "state" verbs such as to be, have, seem.

The financial advantage of owning this equipment instead of leasing it is 10% after taxes.

2. FIND THE HIDDEN VERBS.

- In nouns with endings -ment, -ance, -tion to see if action is hiding in it that would be better expressed as a verb.

We will perform an investigation of the problem.

We hope that you have a lot of enjoyment during your vacation.

My argument here from the beginning has been . . .

- In gerunds as in the previous sentence—owning and leasing are hiding own and lease

3. USE ACTOR / ACTION / OBJECT CORE SENTENCE.

Further analysis of the competition is necessary to determine which financial institutions are strong and growing.

1. Who or what is doing the action?
2. What is central action?
3. What is the object of the action (if any)?
4. State core sentence
5. Build the other sentence elements around the core.

4. AVOID UNCONSCIOUS OVERUSE OF PASSIVE VOICE.

The carpenter hit the nail (active)

The nail was hit by the carpenter (passive)

The nail was hit. (passive)

How to identify the passive voice:

1. The object (or the receiver) of the action is the subject of the sentence.
2. The actor is deemphasized as object of the preposition “by” or omitted from the sentence altogether.
3. The verb is always the past participle compounded with a form of “to be.”

When not to use the passive voice:

- When Passive constructions are vague, confusing, pompous sounding.

When the business plan is finished, it is suggested that it be rerouted for final approval.

- When it creates an abstract, vague, "state" feeling as a compound with the verb to be.

It is observed that many students are registering late for class.

- When it leads to wordiness.

It was recommended by the budget committee that the program be discontinued by the department. (15 words)

The budget committee recommended that we discontinue the program. (9 words)

OK to use passive voice:

- When you want to emphasize the object of the action.

Johnny Jensen, our shipping clerk, shipped your order on November 15.

Your order was shipped November 15.

- When actor is unknown or you want to deemphasize the actor

You waste my time.

Time is being wasted.

- When there is more than one actor or the actor is ambiguous or hard to define.

You have been put into a very difficult predicament.

Twenty-one toxic chemicals have been dumped into the river.

- When you want to provide some variety to sentence structure.

Word Choice:

1. KEEP LANGUAGE SIMPLE AND EASY TO UNDERSTAND.

She manipulated the garment in a cogitative mode. 'Hmm,' she vocalized. 'This attire is verifiably marvelous. What is it constituted from?' 'From the most meritorious velveteen,' defined her interlocutor, simpering coincidentally. 'Is it?' iterated the party of the first part. 'That's felicitous.'

2. KEEP SENTENCES CONCISE AND TIGHT.

- They should average fewer than twenty words.
- Be concise. Watch for unnecessary wordiness.

-Avoid redundancies.

Past history	the color blue
visible to the eye	in conjunction with
free gift	mentally imagine

Avoid beginning sentences with 'What'.

Wordy What annoys me is his always singing when I'm trying to sleep

Tight: He annoys me because he always sings when I try to sleep.

Avoid beginning sentences with the phrase 'The reasons is'

Wordy The reason is because I wanted to travel.

Tight: I did it because I wanted to travel.

Avoid beginning sentences with "What" and followed by an "is":

Wordy What he meant to say is he forgot to set is alarm.

Tight: He meant to say that he forgot to set his alarm.

3. AVOID VAGUE ABSTRACT LANGUAGE WHEN MORE SPECIFICITY IS POSSIBLE.

- Sometimes two or more words are better than one.

large	six feet, ten inches
	twice the size of the sun
fast	45 miles per hour
	40 assemblies per day
difficult	requires twice the time to complete

4. CHECK FOR POSITIVE EMPHASIS.

We cannot accept this alternative.

Let's adopt another alternative.

PHASE THREE: Correct mechanical errors.

The objective of this phase is to clean up any correctness problems. Look for:

Usage mistakes: Are you using words correctly? Develop antennae for words whose meanings you are not sure of--even if you use them all the time--and then look them up.

John found the dripping faucet aggravating.

He was anxious to get started.

It was fortuitous that my aunt was on the ferry that capsized.

affect / effect

nauseous / nauseated / nauseating

lie / lay

comprise / compose

fewer / less

principle / principal

Syntactical mistakes. Watch for these common mistakes:

The group of boys and girls have gone down the river.

My certification by both Aerobic Powers and the YMCA have given me up-to-date knowledge on exercise safety.

In order to improve, one must realize why they need to write.

Young and inexperienced, the task seemed easy to John.

Walking down the street, the fire hydrant sprayed John and Mary.

As the marketing director for the Seattle Times, I know you want what's best for your readers.

Headings, Titles, and Parallel Structure

- Emphasizing the central selling Point
- Highlighting benefits
- How to use action term
- Talking about Price
- Supporting Your Claims

Part II—Strategic Messaging

Four Basic Strategic Schemes

	Informative	Request
Direct	<u>Direct Informative</u>	<u>Direct Request</u>
Opening	<ul style="list-style-type: none"> Set the table. <ul style="list-style-type: none"> -background, purpose (primary objective), preview (when using A-heads) 	<ul style="list-style-type: none"> Background Purpose: establish request in general terms.
Body	<ul style="list-style-type: none"> Exposition using lists, tables, charts, and other tools Synthesis: connect the dots with summaries, conclusions, recommendations 	<ul style="list-style-type: none"> Provide clear, well-developed explanation of request. focus: highlighting & tight, coherent paragraphs
Close	<ul style="list-style-type: none"> Response mechanism Secondary Objective. 	<ul style="list-style-type: none"> Make specific action request. <ul style="list-style-type: none"> -State deadline and make it easy.
Indirect	<u>Bad News</u>	<u>Persuasive Requests</u>
Opening	Top Bun <ul style="list-style-type: none"> Background: Buffer: Show consideration to promote good will. Minimize damage to the relationship. 	<ul style="list-style-type: none"> Establish common ground: Create a receptive space. (Optional: Establish problem in general terms.)
Body	Cheese <ul style="list-style-type: none"> Develop clear reasons. <ul style="list-style-type: none"> -Make reader see it from your point of view. Meat <ul style="list-style-type: none"> Be clear, firm, and gracious in stating the bad news. <ul style="list-style-type: none"> -But get in & out quickly. Suggest alternative solutions 	<ul style="list-style-type: none"> Dramatize negative impact of problem. <ul style="list-style-type: none"> -Establish urgent need to act. Show your solution is best. <ul style="list-style-type: none"> -Prove that it eliminates cause of motivating problem. -Prove that it is superior to other solutions. -Build credibility--has it worked elsewhere? Testimonials, endorsements? -Discuss secondary benefits
Close	Bottom Bun: Goodwill gesture <ul style="list-style-type: none"> Bad news does not define the relationship. Future is open. 	<ul style="list-style-type: none"> Make specific action request. <ul style="list-style-type: none"> -State deadline -Make it easy to comply

Chapter 4. Informative Messages

DIRECT INFORMATIVE MESSAGES

Direct	<u>Direct Informative</u>
Opening	<ul style="list-style-type: none">• Set the table. -background, purpose (primary objective), preview (when using A-heads)
Body	<ul style="list-style-type: none">• Exposition using lists, tables, charts, and other tools• Synthesis: connect the dots with summaries, conclusions, recommendations
Close	<ul style="list-style-type: none">• Response mechanism• Secondary Objective.

Customer-Company Communication Loops

164 Palm
San Rafael,
California
February 16, 1974

Mr. Ray A. Kroc
President
McDonald's
Oak Brook, Illinois

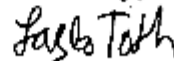
Dear Mr. Kroc,

Recently I was driving to Pasadena, California, and I saw a billboard for McDonald's that made me start thinking. It showed an egg McMuffin, which looked very good, and next to it there was some jelly. Personally, I think a lot of people will not like the egg McMuffin with jelly. It would be like putting jelly on top of eggs!

I think that billboard will make a lot of people not order an egg McMuffin - even though I know they don't have to use the jelly if they don't want to. It just makes me sad that the egg McMuffin looked so good and that jelly just goes and spoils the whole thing.

I write this just as a suggestion since I have enjoyed your hamburgers and fries so much and I would hate to see your fine organization be hurt by trying to be nice and giving out jelly, but it just doesn't go.

Sincerely,



Lazlo Toth



McDonald's Systems, Inc.
McDonald's Plaza
Oak Brook, Illinois 60521
(312) 887-3551
Direct Dial Number

March 4, 1974

Mr. Lazlo Toth
164 Palm
San Rafael, CA

Dear Mr. Toth:

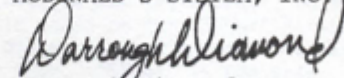
In our Egg McMuffin outdoor billboards we show jelly next to our newest product for one main reason--we have found that a lot of our customers take off the top half of the muffin and eat it separately from the rest of our Egg McMuffin product. The jelly is provided to make the top half, when eaten separately, taste even better.

And, just in case you haven't tried an Egg McMuffin yet, here's a gift certificate which should go most of the way to buy you one at your nearby McDonald's. (We think you'll find it delicious.) Or, you can use it to buy anything else you might prefer.

Many thanks for your letter to Mr. Kroc--and thank you for your continued patronage.

Sincerely,

MCDONALD'S SYSTEM, INC.


Darrough Diamond
National Advertising Manager

DD/lm
cc: Ray Kroc
Roy Bergold

164 Palm
San Rafael,
California
March 13, 1974

Mr. Ray A. Kroc
President
McDonald's
Oak Brook, Illinois

Dear Ray,

I got a letter from Darrough Diamond about a week ago where he said thanks to me for writing to you. That's okay, my pleasure.

He explained to me how people don't put the jelly on top of the egg but eat the top part separate from the egg part. Pretty clever! I went and had one like that and it did make the top half taste even better, just like he said.

Yesterday, I went over to my Mac place (that's what I call it, they all know me there) and I ordered a hamburger and asked for some jelly and they wouldn't give it to me. I told them how I was friends with you and all but they said they only give it out with the Egg McMuffin. I brought my hamburger home and split it up and used the top half separate just like Darrough suggested, but I don't see why I have to use my own jelly and the Egg McMuffin people get theirs for free. The top half of the hamburger bun tastes even better like that too. It's just not fair!

I see where you're up to 10 Billion hamburgers sold. How many more do you have to go?

Stand by our President:

Your friend,

Lazlo

Lazlo Toth



McDonald's Systems, Inc.
McDonald's Plaza
Oak Brook, Illinois 60521
(312) 887-3551
Direct Dial Number

March 21, 1974

Mr. Lazlo Toth
164 Palm
San Rafael, CA

Dear Mr. Toth:

Glad to know you tried the top half of the Egg McMuffin product with jelly, and that you liked it.

To your point about giving jelly with hamburgers, there just aren't many people who like hamburgers that way. Most people prefer ketchup, mustard, onions and pickles--the way we make 'em.

Thanks for your note.

Sincerely,

MCDONALD'S SYSTEM, INC.

A handwritten signature in dark ink, appearing to read 'Darrough Diamond', written over the typed name.

Darrough Diamond
National Advertising Manager

DD/lm
cc: Ray Kroc
Roy Bergold

INDIRECT INFORMATIVE MESSAGES: "BAD NEWS"

Example 1

Dear Murray:

Your invitation for me to act as industry chairperson for NCCJ's upcoming Anniversary Citation Dinner is a great honor. I thoroughly enjoyed serving in the role last year. Your members are a fine group with high ideals, and it was a privilege to work with them.

This year I'm involved with a construction project here at the hospital that is consuming all my time--and then some. So as much as I would enjoy repeating the experience of working with NCCJ, I'm afraid that I would be unable to give the assignment the attention it deserves.

Perhaps one of my colleagues would have the time to do the job the way it ought to be done. If you'll give me a call, I'll be happy to suggest some names for you. We want the health care industry to be well represented.

I wish you and the rest of your committee the greatest success in achieving the goals set this year by NCCJ.

Objectives:

1. Minimize damage to relationship: Bad news does not define relationship.
2. Show that decision is fair and reasonable: If reader was in your shoes, he'd do the same thing
3. State bad news clearly, firmly, and graciously:

Indirect	Bad News
Opening	Top Bun <ul style="list-style-type: none"> • Background: • Buffer: Show consideration to promote good will. Minimize damage to the relationship.
Body	Cheese <ul style="list-style-type: none"> • Develop clear reasons. <ul style="list-style-type: none"> -Make reader see it from your point of view. Meat <ul style="list-style-type: none"> • Be clear, firm, and gracious in stating the bad news. <ul style="list-style-type: none"> -But get in & out quickly. • Suggest alternative solutions
Close	Bottom Bun: Goodwill gesture <ul style="list-style-type: none"> • Bad news does not define the relationship. Future is open.

Example 2

Dear Mr. Ruyle:

We appreciate your business this past year and expect to provide the same high level of service as you've received in the past two years. In addition to our accounting services, we offer expert consultation on the new tax laws and how they will affect your business. Our goal is to continue delivering the highest quality services at reasonable and competitive fees.

To maintain a high quality service level and increase financial benefits for our clients, we have carefully controlled our operating costs. However, in spite of our best efforts, they continue to grow.

Our supplies costs have risen more than 21% during the last three years. In addition, personnel expenses have increased over this period. Increases in utilities, rent, insurance, and taxes have also eroded our margin to a critical level. Perhaps you have experienced similar effects in your business.

Despite these cost increases, our service fees have not changed during the past three years. Stringent cost control efforts will continue; however, we are increasing our fees as reflected on the enclosed invoice.

We encourage you to read the enclosed flyer, "Tax Changes--Effects on Small Businesses," and to return the reply portion as soon as possible. We will update you on the revisions and offer practical counsel to aid in your planning for 1987

Our high level of expertise, our individual service, and our competitive fees are designed with your interests in mind, and we intend to keep them that way. We highly value our client relationship, and we look forward to assisting with your accounting and tax needs this year.

Sincerely,

Example 3

Dear Ms. Dillon:

We are delighted that you are interested in purchasing 60 Kirst Windsor Back Rockers. Remodeling time can be hectic, but I'm sure that your efforts will be more than compensated by the increased patronage the Savoy House will enjoy as a result.

In your letter of April 10, you mention the subject of credit. Normally we would be happy to discuss a payment plan with you, but a review of our records of your last purchase indicates that the payment was 90 days overdue when received.

We appreciate your patronage Ms. Dillon, but as a business professional, you can appreciate our cash flow problems when we have to carry an account for that period of time. This time we will gladly ship your order on a C.O.D. basis. Moreover, for a cash purchase, we grant a 5 percent discount which will save you \$1109.

We know that you will be happy with your Windsor Back Rockers. In addition to the comfort these chairs provide, we know that your guests will find in the Kirst Windsor Back Rocker a touch of colonial elegance added to their rooms. And we know that you will find them amazingly durable, retaining for many years their hard cherry finish. And as years pass, the chairs continue to appreciate in value, becoming collectors' pieces.

If you call us at our toll free number (1-800-456-3487), the chairs will be shipped within one week via Bowie Express reaching the Savoy House within two weeks of your phone call. We look forward to serving you and the Savoy House, Ms. Dillon. If I can answer any questions please call me.

Sincerely,

Chapter Five. Business Plans

THE PROJECT:

- Fifteen-minute, videotaped, group oral presentation, plus five minutes for Q&A
- No written report, but there will be a work plan
- Minimum investment amount \$300K

Your group will come up with an idea for a new business and then develop a plan that you will present to the class, which will play the role of potential investors. Your goal will be to persuade them to give you all or part the capital you need to start your business.

Grading

There is no individual grade, only a group grade. I will grade your presentation according to compelling content, energetic, smooth delivery, and dynamic use of visual aids. I don't expect you to do a lot of original research for this project. You can “invent” your data, but it should be plausible. Many groups in past classes have contacted people in the community running businesses similar to the ones the group presented to get some “real-world” advice about how to proceed. I recommend your doing that, too, to insure plausibility. There will be a peer evaluation process that can move your individual grade up or down.

Approach

Each group has an obligation to be more than well informed, but to be *interesting*. I don't recommend coming up with an idea that is a sure thing—it's good if you overcome initial investor skepticism. The best business ideas tend to be those that are interesting to the audience, not necessarily technically sophisticated. It's ok to have a technically sophisticated idea, but make sure it's something the audience can relate to. Having a solid presentation will get you a B+; having a presentation that is both substantive and interesting will get you an A. The best presentations are those where all the parts fit together smoothly and dynamically—the content supported by effective visual aids and an energetic delivery.

Remember this is primarily a persuasive exercise—it's the culmination of everything we have talked about all quarter relating to persuasion. It is not, therefore, an exercise information dumping. The information is only important insofar as it supports your goal of giving your investor audience ‘insights’ into your business that will win them over.

Logistics

The oral presentation will be videotaped. Everyone in the group must speak. I will leave it to the group to determine which role each group member will play. It is possible for someone to speak more than once. You will lose points if you go over your total of twenty-five minutes by more than a minute or two.

THE PRESENTATION

Analysis

Problem: You need capital to start a business.

Solution: Develop a business plan as a tool to solicit investment capital from prospective investors>

Audience:

- Bankers
- Venture Capitalists
- Corporate Management
- Distributors

Strategy

Since this is a persuasive exercise, you need to work with the tools of persuasion we have already been working with. You need to direct your presentation to the needs, desires, dreams, and aspirations of your audience:

First Persuasive Task:

- You want to get the investor's attention
- You need to motivate them, to get them excited
- You need to appeal to their investment objectives and how your offering meets those objectives.

Second Persuasive Task:

- You need to convince your investor audience that you have a well-thought-out business idea that will help them achieve their goals.
- You need to tell them that there is a market for your product or service;
- You need to demonstrate that you have the management and operational skill to accomplish what you set out to do;
- You need to demonstrate that you will be making enough money to provide the returns to your investors that you promise.

AUDIENCE PROFILE FOR ORAL PRESENTATION

Create a short profile of your imagined audience--the audience role that the class will play--and present it to the class either orally or in a written handout before the taping of your presentation. You can also prepare a slide with this information that you can put on the screen before your presentation begins.

Your profile should answer these questions:

Who? Names of investors—real or imagined, individuals or corporations.

Type? What is their area of interest and expertise. What kinds of projects have they invested in before? Where have they had the most success?

Relationship? How well do you know audience? How much credibility do you have?

Need? What are their investment objectives? What audience problem does your presentation seek to solve?

We will assume that audience is resistant to or skeptical about your business recommendations. Your job is to win them over.

ORAL PRESENTATION EVALUATION Your Name_____

Group Name_____ Section/Group#_____

Give a number grade for your evaluation of their overall job in the three areas listed below A+=100; A=95; B=85; C=75; D-=60. Use spaces to give each student constructive feedback:

Speaker Delivery

Content/Persuasiveness

Visual Aids

Name:

Name:

:

Name:

Name:

Name:

Name:

Questions:

Feedback on Presentation as a Whole:

Overall Grade_____

Group # _____ Business Name _____

PEER EVALUATION FOR GROUP ORAL PRESENTATIONS

Part of a student's grade for the oral presentations depends on a peer evaluation. Please list the names of your group members below, including yourself. Then assign each member the percentage you feel they deserve in terms of their contribution to the project. If a member did their fair share, give them 100 %; if they've done less or more give them less (e.g., 95) or more (e.g., 105).

If your group grade is an 85, everyone who receives an average mark of 100 will receive a project grade of 85, but if you are marked 95 your project grade will be 80 ($85 \times .95$) or if 105 your grade will be 89 (85×1.05).

If there are five people in your group, the total in the % Points column should be 500; if there are six, the total should be 600. In other words, if someone gets more than 100, then someone else has to lose the equivalent points, as in our 105/95 example.

Group Members	% Points
1(Your name) _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____
6 _____	_____
Total	_____

Chapter Six: Request Messages

DIRECT REQUESTS

Direct	Direct Request
Opening	<ul style="list-style-type: none"> • Background • Purpose: establish request in general terms.
Body	<ul style="list-style-type: none"> • Provide clear, well-developed explanation of request. • focus: highlighting & tight, coherent paragraphs
Close	<ul style="list-style-type: none"> • Make specific action request. -State deadline and make it easy.

Example 1

To: Evelyn Whitelaw
 From: Elaine Erdmer
 Subject: Impact of Art

Our plans for Battery Park City are moving forward rapidly. We have currently reached the point when we need to plan the specifics of the art that will be incorporated in the development. But, as I'm sure you can appreciate, choosing the "right" art is a challenge. What works best in the commercial/retail environment?

We must balance the artistic/aesthetic dimension against the practicalities of our budget and our purpose. Our overall goal is to create a stimulating and exciting environment that will attract shoppers and tourists to the complex. But is this a realistic aim? Have other shopping centers benefited financially by incorporating art in the design of the center, and if so, to what degree? What types of art have been found to be most practical in shopping centers? Does a luxurious ambiance attract more customers? Does the income level of the customers rise in proportion to the aesthetic element? And what about tourists? Do they seek out a center because of its artistic merit? These are just a few of the questions that occur to me, and I'm sure you can suggest many more that merit investigation.

I know that these are difficult issues to quantify, but I have the utmost faith in your research ingenuity. Do what you can to explore the issues between now and July 7.

Strategy

Example 4

Date: 6/1/2007
To: Evelyn Whitelaw
From: Elaine Erdmer
Subject: Impact of Art

Our plans for Battery Park City are moving forward rapidly. We have currently reached the point when we need to plan the specifics of the art that will be incorporated in the development. I need you to research the experience of other high-end retailers' use of art and design elements in their retail spaces.

Please put together a report regarding your findings about the impact of art in shopping developments. Specifically, we'd like to know:

1. How have other shopping centers benefited from the expense of high-quality art and architecture?
2. Who is most likely to be attracted by a luxurious ambiance: affluent residents, tourists, employees shopping at lunch time or after work?
3. What types of art have been found to be most practical in shopping centers?

Please summarize your findings in a five- to seven-page report by June 30. Also please plan to attend the July 7 development meeting during which we will discuss your findings. Call me if you have any questions about what we're looking for.

INDIRECT REQUESTS: PERSUASION

Role of Emotion as Motivator

If you appeal primarily to people's reason without first getting them to feel the significance of the issue you're talking about, they're not going to be interested. From an evolutionary standpoint, our emotions play two major roles. One, our emotions appear to capture our attention, so if you don't make emotionally compelling arguments, if you don't use stories or examples to grab listeners, they won't hear important things you have to say. The other role of emotion, which is probably most crucial, is that emotions motivate us -- positive feelings pull us towards things that are generally good for us, and negative emotions move us away from things that are generally bad for us. They're not flawless, by any means, and that's why reason is so helpful to help us tell the difference between a false smile and a real smile, or between a plan that makes sense and a plan that doesn't.

Ultimately the goals that we pursue with those plans are primarily emotionally based. For example, why would I care about poverty? I'm a tenured professor, so I'm never going to be poor. So why do I care about poverty? It's not in my rational self-interest to care about poverty. It's not going to happen to me. But it does matter to me, because I have feelings about it when I see somebody else suffering. (From an interview with Drew Westen, author of *The Political Brain*. For full interview got to course website link that says articles..)

The Four Motivators

1. **Security:** People want to feel safe physically and economically; they fear physical harm and economic deprivation.
2. **Belonging:** People want to belong to feel that they are recognized and thought well of. They fear being ignored or shamed,
3. **Autonomy:** People want to feel that they have control over their own lives, that they are free to set their own course; they fear being overcontrolled, micromanaged, dominated by others.
4. **Purpose:** People want to feel that they are doing something that aligns with their deepest held values and beliefs, that they are contributing to something that is bigger than themselves. They fear doing something that is boring and meaningless.

SALES LETTERS

Strategy

Organization

Use AIDA format: Attention, Interest, Desire, Action

Opening	<p>Create receptive space by:</p> <ul style="list-style-type: none"> • telling a story • painting a word picture • arousing curiosity • stimulating senses and emotions • promising a benefit
Body	<ul style="list-style-type: none"> • Develop <u>Interest</u> establishing a motivating problem. • Build <u>Desire</u> for your product: describe it in reader-benefit language--how will it solve motivating problem? How will it add inessential value? •
Close	<p>Ask for <u>Action</u></p> <ul style="list-style-type: none"> • be clear about what to do • make it easy • Get a yes or no answer

PERSUASIVE REQUESTS

Objectives:

1. Need to establish seriousness of problem that your request is designed to solve.
2. Need to show how your solution will bring the most benefits. Look at pros & cons of other possible solutions; show how yours is the strongest.
3. Be clear about action request and deadline for completion

Indirect	<u>Persuasive Requests</u>
Opening	<ul style="list-style-type: none"> • Establish common ground: Create a receptive space. • Establish problem in general terms.
Body	<ul style="list-style-type: none"> • Dramatize negative impact of <u>problem</u>. -Establish urgent need to act. • Show your <u>solution</u> is best. <ul style="list-style-type: none"> -Prove that it eliminates cause of motivating problem. -Prove that it is superior to other solutions. -Build credibility--has it worked elsewhere? Testimonials, endorsements? -Discuss secondary benefits
Close	<ul style="list-style-type: none"> • Make specific action request. <ul style="list-style-type: none"> -State deadline -Make it easy

Example 1

February 16, 1992

To: All Staff Members
 From: Melissa Gutridge
 Subject: New Sign-Out System

Successfully mainstreaming our clients into the community is very important and daily interaction with the public is necessary. Our clients enjoy the times they get to go to the mall or out to lunch, instead of remaining here all day. Previously, when a client was taken out for an activity, staff at the front desk knew exactly where the client was and whom the client was with. Recently, there has been a problem with this. Clients are being taken out on activities without staff at the front desk knowing that the client has left our facility.

Last week Janet's father stopped by to pick her up for a doctor's appointment and she was not here. No one knew where she was or whom she was with. Naturally her father was very upset and wanted to know what kind of program we were running. The front desk's not knowing where our clients are and whom they are with is damaging to the good reputation of our staff and program.

Next week a sign-out board will be located at the front desk. Please write down where you and the client are going and when you will be returning. When signing out, try helping the clients sign themselves out. We can turn this into a learning experience for our clients. Then when a family member or social worker stops by to see someone who is not here, we can simply look at the sign-out board and tell where the client is and when the client will be returning.

Starting Monday, February 23, please help keep up the superb reputation you have helped Westar earn as a quality center for handicapped adults. Sign out yourself and clients at all times.

Example 2

Fellow Restaurateur:

We are writing to you about a close friend of ours, Rudolf Mercas, who is a candidate for the Seattle City Council. We would not impose upon your time or mailbox if we did not believe that this is a message that might help all of us in the future.

Rudolf has been a fire fighter and police officer for almost twenty-five years. He knows our city and our citizens as few do. He is a past president of the Seattle Police Officers' Guild and is familiar with the workings of city government. He has been a responsible leader and an able negotiator. From our position as business people who care deeply about this city, Rudolf Mercarz is the candidate we want elected.

Even though Rudi is considered the front-runner in this election, it behooves those of us who support him to raise funds early in the campaign. Therefore we are assisting him in a fund-raising auction to be held on July 17th at 7:00 P.M. at the Moose Lodge, located at 222 Mercer Street.

We are inviting owners of unique and prestigious restaurants to join us in one or all of several options. First, if you are interested in assisting, we would greatly appreciate a donation of a non-returnable platter of hors d'oeuvres that are a specialty of your establishment. We will make arrangements for pick-up, and appropriate credit will be given so that the 300-500 distinguished guests will know where to find these delicacies again. Secondly, we are asking for a contribution in the form of a gift certificate that will be auctioned to the highest bidder. Lastly, if you would like to attend the auction or contribute in some other way, we would be happy to make the necessary arrangements.

Thank you for your time. We understand all too well how valuable that commodity is. It has been a pleasure to meet you through this letter and to help our friend, Rudolf Mercarz, in this small way.

Sincerely,

Leona Helmsley

Example 3

Dear Julia:

You are probably aware that in the coming year the Seattle City Council will be dealing with several issues that will have a serious impact on Seattle restaurateurs. Perhaps the most important is a proposal to introduce a special tourist tax that restaurants and hotels will have to pay to finance the building of a new baseball stadium.

We love baseball, and we support legislation that will help to finance a first-class baseball stadium in our city, but we do not think that it is fair that our industry should be singled out to bear the full burden of paying for it. Fortunately there is something we can do right now to help prevent this punitive new tax law from being passed.

[No need for more problem development here because the negative implications are well known by the audience.]

We need to work to support the election to the City Council of Rudolf Mercarz. Rudolf has clearly stated his opposition to this legislation, and has proven himself to be a clear and effective advocate for issues supported by small business.

As a lawyer who has represented the Seattle Chamber of Commerce in previous litigation with the city, he is extremely well versed in municipal law and has come over the years to understand the problems and pressures business people in this city face. He also has a special knowledge of the restaurant industry since his father and now his brother Angelo own and run Bolla Bolla, the well-known Italian restaurant on Capitol Hill.

He is running tight race against Max Waterhouse, who is chiefly concerned with environmental issues and who has stated that he thinks this tax penalizing the tourist industry is a good idea. At this point there is no clear leader, and Rudolf needs all the support he can get.

On July 17 at 7 o'clock p.m. we are going to hold a fund-raising auction/rally for Rudolf's campaign at the Moose Lodge at 222 Mercer Street on lower Queen Anne. You can help to make this the big success we hope it to be. You can show your support by contributing a platter of hors d'oeuvres and by donating a gift certificate, which we will auction to the highest bidder.

But more importantly we hope that you will attend the rally yourself. Since we have invited the media, it is important that we make a good show of support for our candidate and for our cause. We need to send a

message to the other council members, especially those still sitting on the fence regarding this issue.

We will be calling you in the next couple of days to arrange to pick up your gifts on the morning of the 15th. We would also appreciate very much any time you could donate in helping to set up for the rally. We plan to make this a fun, exciting event, and we want you to be there.

Sincerely,

Leona Helmsley

Example 4

To: All Sales Representatives

From: James Christopher Smith

Subject: Improving Service of Customers' Phone Orders

All of you have told me that your customers are experiencing difficulties in placing orders because all of the phone lines are tied up, and that some customers are ordering from other wholesalers as a result. This is causing you a loss in sales commissions.

The recent opening of the Johnson Wholesale in Decatur has made competition in our field of wholesale drugs even keener. With the addition of this new warehouse, Johnson can service customers in all our sales areas almost as quickly as we can, and for approximately the same price. This new availability makes it even easier for our customers to call Johnson's instead of us. In fact, Glenn and Jack report that Walgreen's has increased its business with Johnson's from a sixth to a third of its total drug business. Sue and Jerry also say that several of the small independent drug stores in central Illinois, such as the ones in Effingham and Tuscola, have switched to Johnson's from us. With competition as fierce as this, we must make ordering from us a quick and easy operation.

Most orders are phoned between 9:30 and 11:30 in the morning and 1:00 and 2:00 in the afternoon, according to the times indicated on the order forms from last month. The phone operators, however, report that the lines are tied up throughout the day, usually by calls from the sales department. In order to relieve congestion, then, it is necessary to reduce phone activity in the sales department.

This reduction can be made by using the pay phones for personal calls during the peak ordering hours. Calls on company business should be made during non-peak hours too, if possible. This will enable us to keep more lines open during the peak ordering hours without spending money on costly new lines.

With the lines open to incoming calls, customers will find that they can place their orders quickly and easily. This will encourage them to keep calling us instead of our competitors, which can mean greater sales for you. In addition, good service helps build goodwill which may enable you to get a bigger share of your customers' business. The easy phone ordering service will also serve you as an additional selling point for new customers.

In order to improve customer relations and realize greater sales, then, use the pay phones for personal calls between the peak hours of 9:30-11:30 and 1:00-2:00.

Part III—Preparing and Delivering Oral Presentations

Chapter Seven: Preparing Content

I. HOW TO PREPARE *CONTENT* FOR THE BUSINESS PLAN PRESENTATION

1. Once you've gathered all the information for your part of the presentation, identify the crux, and do a freewrite. Let go and let the "flow" write for you. When you do it correctly, you get ideas you didn't think of before. You might think of metaphors or jokes, or you may have some insights into the material you've been working with you didn't have before.
2. After having completed the freewrite, you need to organize it. Find three or four focus points, but rather than think of them as "topics", think of them as questions to be answered. This will help you to get out of the habit of information dumping. You're not trying to tell the audience everything you know, just enough to answer questions you think the audience will have about the issues you want to present.
3. Write out a second draft as if you're answering the questions you've identified in the previous step. Think about someone you know and imagine him or her as you're writing. If you can think about yourself writing what you would say to her in an imaginary conversation, fine. If it would be easier to think of your writing him an email answering a question he might have, that's fine, too. Have a person in mind and just think of yourself as answering his or her, not telling everything you know.
4. Set a deadline for everyone in your group to have completed step three. Then have a "content rehearsal." This means that everyone reads out the part he or she has written in the order you think you'll probably go with in your presentation. This is when you shape the content of the presentation as a group. You critique one another with the idea of making each part as good as it can be. Make suggestions for additions or cuts. If someone in your group is talking about how that's the way the Japanese do it, so that's the way we're going to do it," this is when you need to nip it in the bud.
5. When the group feels that it has the content of the presentation in good shape, each speaker needs to learn his or her part. If you have a good text to work with that is focused toward answering questions rather than just dumping information, it will be a lot easier to learn and to deliver effectively. Create a storyboard, and make it a practical tool to help keep you on track. Make adjustments on it as you proceed with your private rehearsals.
6. Ideally you should have two "delivery rehearsals," the first to work out the major bugs, the second to fine-tune and polish. During the first rehearsal you should also make sure that you have adequate, well-

executed visual aids, and each speaker should make his or her presentation using the visual aids for his or her part. This is the time to figure out where the problems are so you can fix them with some time to spare since some of the fixes might require work after the rehearsal. When you have your second delivery rehearsal, everything should be in place and at the end of it, you should feel that you're ready to go.

Business Plan Presentation Structure

Opening

- Get investors' attention; focus on their needs, interests, and concerns.
- Introduce business in general terms: orient the audience
- Give a preview; introduce management team
- Contract?

Body

1. Market Opportunity: Details about Problem
 - Market need: Who makes up prospective market? Is there a primary and secondary market? How will different markets use your services or products? Who is your competition? What will you do differently or better?
2. Business Description: Details about Solution
 - Operations/Product Service Description: How does your business solve the problem defined in the market need section? Make this part vivid and compelling.
3. Market Strategy: Tell us how people with the problem will find out you have the solution?
 - Focus on different approaches to your primary and secondary markets.
 - Focus on strategic thinking rather than laundry list of tactics.
4. Revenues & Expenses: Prove you will make money.
 - Prove your business will make money.
 - When will it break even, ie, when will revenues exceed expenses?

5. Offer to Investors: How can they become partners with you?
 - Make it interesting; meet their needs; show how you're the solution to their problem of finding a good investment opportunity

Close

1. Ask for the money
2. Get them excited about their becoming a part of your company's future

Chapter Eight: Preparing Visual Aids

Some general principles:

Be Visual, Not Verbal: Visual Aids are meant to be *visual*, so put up slides about things that work well visually. That means minimize text to a brief phrase here or there, titles, and captions. Instead of overusing text charts, look for opportunities to use photos, diagrams, charts, illustrations, video clips.

Interact: Your VAs should not just be changing background scenery. If a slide is on the screen, you should be talking about it. If you've stopped talking about it, it should be off the screen. Move back to the screen, and especially with slides that are more complicated, go back to the screen with a pointer and walk your audience through the elements so they don't make the attempt to figure out what it means while you're talking about something else.

Use the Four Criteria: When you create bar, pie, line, or any other charts that summarize data, remember to use the four criteria.

1. Does your image have a compelling "visual story"? A chart is a picture, and the picture in itself has to convey meaning. Don't use a chart if there's nothing visually compelling about the information you want to talk about—use a table instead. Be aware of how your choices might be sending unintended messages.
2. Does it make an emphatic point about an issue that is an important part of your presentation? Your charts should be about subjects that are worth your audience's time and attention; they shouldn't be merely ornamental. They should work effectively to support the thrust of what you want to say.
3. Is it simple and easy to understand? The audience should be able to decode the message on each slide within three seconds.
4. Does it effectively summarize the information you want the audience to understand?

Rehearse with Your VA Equipment: Don't let the day of the presentation be the first day people in the group use the equipment, including the remote. (Get one from the office by the Computer Lab on the first floor of Paccar.) Use rehearsal time to make sure everyone is comfortable with the technology. If during the presentation one person in the group has a problem, another group member should help him or her out.

TIPS ON WORKING WITH CHARTS

Problem: Complex information presented in reports tends to wash over readers:

- Charts tell a story visually.
- Charts emphasize points that the reader might otherwise pass over.
- Charts simplify points by creating images that tell a story in a flash.
- Charts summarize data relationships in a way that is quick and easy to grasp.

Problem: Visual aids are meant to supplement the text to make it easier and quicker to understand, but frequently they make the report more complex looking and force the reader to puzzle over a chart's meaning.

- Keep charts simple. Ask yourself if you are just giving your reader more work or whether your chart is making your reader's job easier.

HOW TO CREATE A CHART

1. Determine message first: Complete at least the "Content" stage of Content, Clarity, Correctness.
2. Decide which points need visual support: Highlight those parts of the text that you think would benefit from visual support of some kind. What is the insight you want it to deliver? Use a message title most of the time.
3. Create chart type. What is the visual story that you want it to tell? Draw the chart or diagram first, and then figure out how to use the software to create it.

EXECUTION TIPS

1. Keep it simple. Decodable in three seconds.
 - 3 lines max in line chart
 - 5-7 slices in a pie chart
 - 5-7 bars in bar chart
 - Avoid clutter
 - Don't make chart do too many things
2. Ask yourself once again: Are these charts adding visual value, or would a table do the job just as well?

Chapter Nine: How to Prepare Your Delivery

Once you have worked through your part with your group in the 'content rehearsal' (see p. 49, item 4 above), you need to learn your part on your own to get ready for the first delivery rehearsal.

Remember that you should learn your part as if you were going to be speaking to a group of friends. Your task is not simply to give them information, but to communicate insights.

The key things to work on alone, and when you work with your group in rehearsal are:

Audience Focus: This means that you are "out there" with the audience. Some people are shy than others about making eye contact with people they don't know well, but it's important for your audience to know it is the center of gravity, that your goal is to communicate with them.

Projection: This is related to the audience focus and enhances your ability to be "out there." The goal here is take control of the room with your personal presence. You're not doing this if your voice can't be heard. You're not doing this if you're body language is stiff and your voice monotone. You have to have an appropriate degree of intensity in order to project effectively. You need to have a sense of mission about your message. It's the difference between a river running in spring when its fast and full or in summer when it's dry and slow.

Expressiveness: Speakers who are expressive use their voice and their body language to shape their ideas. They speak loud or soft, fast or slow in a natural spontaneous way that helps the audience to know what's important and what's just background information. A very important technique to learn is not to speak as if every word you say has the same value. Some ideas are more important than others, and that should be reflected by the non-verbals, such as voice intonation, facial expression, hand gesture, etc

Fluency: The opposite of fluency is a choppy, halting delivery and garbled, overly convoluted syntax in the sentence you speak. You should attain an easy-going pace that gives the audience time to assimilate what you have to say and which varies according to what is appropriate in terms of the expressiveness you're trying to achieve at any given moment in your presentation. It's ok to stumble here and there. It's ok to let slip an "um" or "uh" or some other filler word. But have your group give you feedback about whether you do it too frequently.

Variation: If you tend to go on the fast side, choose parts of your presentation where you want to emphasize an idea by slowing down. If you tend to speak slowly, then speed up to emphasize. Same with voice volume. Speak more loudly or more quietly to create some emphasis.

Part IV — Appendixes

Appendix One: Group Meetings

There will be some class time allotted to you for group work on the business plan. Plan to use effectively this time and the time you will almost certainly need outside of class to meet

Group work is "real world," and while some students resent that a part their grade depends on other people, it is an opportunity for them to show the kind of leadership that might be necessary when involved in similar group projects once they are in the work world.

This is a communications course, and so your ability to work effectively with your group members, that is, to communicate effectively with them, should play a role in your grade. If problems arise in the group, you need to solve those problems. If you don't know what to do, talk to me about it.

The grade you receive for this project will be determined in part by how group members evaluate your contribution to the final result. (See attached evaluation.) If you are surprised by being graded lower than you expected by them, that shows you are not communicating very well and you deserve to get the lower mark on those grounds alone. If you suspect there is a problem developing between you and the group, talk to me about it, and it may (it may not) have a softening effect on your final grade depending on how well I think you handle the problem or to what degree I think you brought the problem on yourself.

How to Run a Meeting

Analysis

Be well-prepared:

- Know your purpose
- Appoint a meeting coordinator
- Prepare an agenda
- Invite only those people for whom the meeting is relevant

Agendas

Agenda should make clear:

- Why you called the meeting
- What meeting should accomplish

- Who should attend

- What is time limit

Elements:

- Start with a one-sentence statement of purpose and time limit.
- Follow with a list of topics, prioritized and in logical order
- Meeting should deal with related topics

Execution: Job of meeting coordinator

- Be prepared
- Keep things on track
- Make sure everyone contributes
- Keep focus on solutions, not problems

Appendix Two: Job Finding Skills

8.

RESUMES

Chronological Resume

MICHAEL PHELPS DAVIS
218 Low Road
Denver Colorado
(303) 351-6113

Objective

A sales position in a consumer products firm requiring initiative, sales experience, solid academic credentials, and proven communications and problem solving skills.

Education

2005-

University of Denver
Denver, Colorado

Candidate for the Bachelor of Science degree in Business Administration, May 1992. Emphasis in sales management and marketing. Dean's List, three terms. Vice-president, marketing club. Co-chair, business career day committee.

Experience

Summer
 2009

Johnson's Drug Store
Allentown, Pennsylvania

Managed the consumer products counter for this two million dollar drug and department store. Sold over one-half of all store sales for three month period. Improved sales by 28%. Influenced buying decisions. Recommended new hires

Part-time
 2008

Salters Bookstore
Denver, Colorado

Ordered books for college-oriented bookstore. Simplified ordering process. Conceived new books rack at check-out counter.

Personal

Fluent in Spanish. Extensive experience with IBM personal computer. Enjoy tennis, American literature, and commodities market.

References available upon request

Example 2

BOB SAMPSON
11 RANDALL AVENUE
MADISON, WISCONSIN 53715
(608) 433-2981

EDUCATION:

2009 B.A. Journalism, University of Wisconsin

WRITING:

- Wrote articles for the sports section of college newspaper.
- Had three articles published in city newspaper.
- Served as assistant editor of the sports section of college newspaper.
- Wrote sports editorials for the final edition of the Badger News - school newspaper.

SPORTS:

- Played four years college basketball.
- Nominated "Player of the Year" in state college basketball.
- Coached high school basketball players at summer clinic.
- Responsible for three High School players going to college with scholarships.

COMMUNICATION/RADIO/VIDEO:

- Announced live broadcasts of football games on college radio.
- Wrote and delivered nightly sports news for radio on football weekends.
- Assisted in developing basketball training via video.
- Delivered sports promotional spots on local college radio station.

WORK HISTORY:

2007- present BADGER NEWS, University of Wisconsin - Madison
Assistant Editor, Sports Writer

2007-present BADGER RADIO, University of Wisconsin - Madison
Radio Sports Announcer

2006-present CAYUGA BASKETBALL CLINIC, Green Bay, Wisconsin
Summers Coach and Instructor

COMPOSITION / ORGANIZATION:

Elements follow form. Goal is to generate as many ideas as possible about your skills, accomplishments, and personal qualities that you can use as brushstrokes in a portrait you will create that will come as close as possible to the image of the ideal candidate in the employer's mind.

You need to explore everything you have done, whether on the job or in some volunteer position or extracurricular activity. List everything, regardless how insignificant it might seem. You can select the elements you want to keep later.

Heading:

- How can employer get in touch?

* * *

Objective Statement:

- What job do you want?
- What in general terms are you offering employer?

Objective examples:**MARKETING SPECIALIST**

Entry-level position requiring solid academic credentials, marketing experience, statistical analysis expertise and an ability to work as a team player.

PRODUCTION MANAGEMENT

Where strong communication skills, leadership, and a proven record of results in a manufacturing environment are required.

ENGINEERING MANAGEMENT

Entry-level engineering management position that requires a solid technical base and broad business exposure

Education:

- Where did you get your Bachelors degree?
- When do you expect to graduate?
- Did you develop any job related skills in class or in extracurricular activities?
- Did you receive any special on-the-job training?
- Is your grade point good enough to mention here?
- Is your education a more important credential than your work experience? If not, place education section after work experience.
- Did you receive any academic honors?
- Were you self-supporting during your time in school? (100%, 75%, 25%?)

Example 3

LYNN J. ORTEGA
 1359 Observatory Road
 Cincinnati, OH 45213
 (513) 281-6642

JOB OBJECTIVE:

Entry level position in Personnel Administration.

EDUCATION:

B.S. Degree expected June 2007 from University of Cincinnati, Cincinnati, OH. Major in Marketing, Minors in Psychology and Speech Communication. Quality Point Average of 3.4 overall; 3.6 in Psychology Minor. "A" in Business Writing.

Personnel-related experience gained in coursework: Management course included practice in performance appraisal interviewing; Business Writing included practice in interviewing job candidates.

As member of Marketing Department Chairperson's Student Advisory Committee, acted as go-between for chairperson and students; counseled students on departmental policies and procedures. Appointed to departmental search committee to screen and interview candidates for faculty position.

In high school, served as editor of the yearbook, coordinating activities of four associate editors- scheduling and chairing meetings; responsible for writing copy and for deciding layout, Member of the debating team, winning second place in state regional debating competition. Graduated 16th out of class of 358.

WORK EXPERIENCE:

Sales Representative (part-time). Telemarketing Associates, Cincinnati, OH (telephone subscription sales). July 2002 to September 2005 Recruited, screened, and trained telephone sales personnel. Maintained records for the group. District sales leader for two years.

Sales Clerk (part-time). Casual Footwear, Montgomery, OH. August 2000 to September 2002. Duties included customer relations, inventory, display work. Gained valuable experience in dealing with dissatisfied customers. Designed and implemented training program for my replacement.

MEMBERSHIP:

Speech Club, Society for the Advancement of Management, and American Marketing Association.

REFERENCES: Available on request.

Example 4

LYNN J. ORTEGA
 1359 Observatory Road
 Cincinnati, OH 45213
 (513) 281-6642

JOB OBJECTIVE:

Entry level position as Marketing Representative.

EDUCATION:

B.S. Degree expected June 2006 from University of Cincinnati, Cincinnati, OH. Major in Marketing; minors in Speech Communication and Psychology.

Quality Point Average of 3.4 overall; 3.7 in Speech Communication coursework. "A" in Business Writing course

Elected to Marketing Department Chairperson's Student Advisory Committee. Polled student opinion, representing student viewpoint to chairperson; explained departmental policies and procedures to students.

In high school, served as editor of the yearbook, responsible for writing and editing copy, deciding layout, coordinating activities of four associate editors, scheduling and chairing meetings of editorial staff. Member of the debating team, winning second place in state regional debating competition. Graduated 16th out of class of 358.

WORK EXPERIENCE:

Sales Representative (part-time). Telemarketing Associates, Cincinnati, OH (telephone subscription sales). July 2002 to September 2005. District sales leader for two years. Marketed wide variety of magazine subscriptions; recruited and trained team of four salespersons.

Sales Clerk (part-time). Casual Footwear, Montgomery, OH. August 2000 to September 2002. Duties included customer service, inventory, display work, operating and closing out of cash register. Handled some receiving and interstore shipping; trained my replacement.

MEMBERSHIPS:

American Marketing Association
 Society for the Advancement of Management
 Speech Club

ACTIVITIES:

Jogging, scuba diving, attending Cincinnati Symphony Orchestra performances, Friends of WGUC (Public Radio).

* * *

Work experience:

- How did you have an impact in jobs that you've held? Were you just a clock punching functionary or did it make a difference that you were there and not someone else?
- What did you accomplish? Be specific and quantify.
- What skills did you learn or demonstrate? Give examples.
- What in general terms did you do? Don't go into a long, boring list of your duties or responsibilities unless they are very impressive duties and responsibilities.
- What was your title?
- What was the name of the company?
- When did you work there?

Style Issues:

Dull

1. Raised level of sales above previous year.
2. Started new employee programs that lowered turnover.
3. Handled bookings for elderly pop group.
4. Marketed new travel plan to corporations, increasing sales to \$19 million.
5. Worked for losing gubernatorial candidate for six months.
7. Hired and trained six new lion tamers during 1982-84. Only one serious casualty.

With Impact

1. Reversed negative sales trend; sales up 41% over prior year.
2. Created and implemented two new employee relations programs (flextime and job posting) that resulted in a 33% reduction in turnover.
3. Managed bookings, travel, and accommodations for sexagenarian sextet.
4. Initiated new market concept of packaging travel to corporations for incentive programs, resulting in sales of \$19 million (more than double expectation).
5. Organized and coordinated political campaign for leading gubernatorial candidate.
7. Recruited, trained and motivated six new lion tamers during 1982-84; five continue to excel.

Example 5

LYNN J. ORTEGA
 1359 Observatory Road
 Cincinnati, OH 45213
 (513) 281-6642

SKILLS:**Planning:**

Devised and implemented program for training sales personnel in retail store, Scheduled meetings; planned agendas. Planned and met series of deadlines involved in publishing yearbook.

Communicating:

"A" in Business Writing course. G.P.A. of 3.7 in Speech Minor. College Speech Club; high school debating team, winning second place in state debating competition.

Supervising:

Edited high school yearbook, supervising and coordinating efforts of four associate editors; scheduled and chaired meetings. Society for the Advancement of Management.

Selling:

Sales Representative for telephone subscription service. District sales leader for two years. Gained valuable experience in dealing with claims of dissatisfied customers. American Marketing Association.

Recruiting and Training:

Recruited, screened, and trained telephone sales personnel. Marketing Department search committee to screen and interview candidates for faculty position. Practice with interviewing job candidates included in Business Writing course.

Counseling:

Performance appraisal workshop included in Management course. Counseled students on departmental policies and procedures as member of Marketing Department Chairperson's Student Advisory Committee.

EDUCATION:

B.S. Degree expected June 1985 from University of Cincinnati, Cincinnati, OH. Major in Marketing. Minors in Speech Communication and Psychology. Quality Point Average of 3.4.

EMPLOYMENT HISTORY:

Sales Representative (part-time). Telemarketing Associates, Cincinnati, OH. July 2002 to September 2005.

Sales Clerk (part-time). Casual Footwear, Montgomery, OH. August 2000 to September 2002.

REFERENCES: Available on request.

Functional Resumes:

- Stresses what you can do rather than where and when you did it. Easier to talk about unpaid work.
- Forces you to think in skills/accomplishments mode.
- Some recruiters don't like them.

* * *

References:

- Two out of three should know you from work; the third should ideally have community stature.
- All should be good phone communicators.
- All should know they are references.
- All should be given your resume and any other background material about you that will make it easier for them to say good things about you.
- All should be warned to expect a call from the company when you become aware that such calls are likely.

COVER LETTERS

Research the company--Get answers to these questions:

1. What are the product lines and market shares?
2. Who are the major competitors?
3. Is the company emphasizing price, quality, service, or differentiation? (Do you think that strategy will work?)
4. Is the company dependent on a small number of major customers? (This would be a risky situation - loss of a major customer means layoffs.)
5. Does the company have a broad base of customers?
6. Is the company the technology leader in its industry or does it follow others?
7. Is the company losing or gaining market share? Why?
8. When was the last time the company opened a new office or built a new facility?
9. Are there any new entrants to the market, e.g., foreign suppliers?
10. What is the track record of profits over the past five years?
11. What is the company's basic competitive strategy for the future?

Strategy

Cover Letter Checklist: Broadcast type

Opening	<ul style="list-style-type: none"> •Do I have a name reference? •Do I need to get reader's attention? •How can I define reader's need or problem? •State that you are applying for a specific position
Body	<ul style="list-style-type: none"> •Describe how your abilities are the solution to reader's problem? •Use reader benefit language •Show how you meet qualifications •Show you know about the company
Close	<ul style="list-style-type: none"> •Request interview

May 19, 2XXX

Mr. Edward Cho
Personnel Administrator
Omnicon Corporation
Norwood, OH 48214

Dear Mr. Cho:

Mr. Michael Schuski, an analyst in the traffic department of your firm, informs me that your assistant, Ms. Emily Langran, has resigned her position. I believe that my skills, work experience, and education will enable me to serve you well as your assistant.

As you know so well, Omnicon is automating more of its manufacturing functions through the use of robotics and many workers are being displaced. I understand that it is your responsibility to determine which of these workers are retrainable and to develop training programs for them. While I do not pretend to have the answer to this industry wide problem, I feel that I could contribute to the solution.

For example, I have experience at training homemakers in telephone subscription sales. I have served on a search committee for a new faculty member and my class work has given me practice in appraisal and employment interviewing. My experience as a clerk in a retail store has given me a background in dealing with the public, especially with the claims of dissatisfied customers that should serve me well in dealing with hourly employees. Moreover, my psychology minor has given me valuable insights into the mind of the displaced worker.

My strong background in speaking and writing will equip me for the communication tasks so vital in Personnel Administration. Please see the attached resume for further details.

As Omnicon confronts the challenges of a fast paced and growing technology it will need people who enjoy meeting a challenge who are not afraid of change. I hope to play a significant role in meeting the challenges of Omnicon's future.

Please call or have your secretary call me at 261-6642 to arrange a convenient time for an interview.

Sincerely,

Lynn J. Ortega

Enclosure

February 9, 2xxx

Mrs. Caroline Roberts
Personnel Director
Sundance Cruises
4503 Stewart Street
Seattle, WA 98104

Dear Mrs. Roberts:

I recently cruised to Mexico on the Stardancer and it was the best vacation I've ever taken. I was especially impressed with the enthusiasm, friendliness, and professionalism of the staff. As I feel I possess those same qualities, I am quite interested in joining your company as the athletic director for one of your ships. I feel that my three years experience instructing aerobics and weightlifting, along with my ability to work well with other people make me well qualified for this position.

My certification by both Aerobic Powers and the YMCA has given me up-to-date knowledge on exercise safety, and I also plan to be nationally certified within the next few months. Since safety is always important, and especially so on a cruise ship where many of the exercisers are elderly, I believe my training could be of special use to you.

As you will notice on my resume, this spring I will be graduating from the University of Washington with a degree in Psychology. This background, as well as my extensive experience in working with the public, has made me quite effective at dealing with people. My courses in special communication at the UW have also helped me to improve the communication skills that are so essential to the type of position I am applying for.

Other qualities I possess which could be assets to your company include my willingness to work hard and to continue to expand my knowledge and abilities. This is evidenced by my exceptionally high grades throughout my school years, and by the energy and enthusiasm I put into my job. The aerobics class I designed has quickly become one of the most popular classes at our club, and I have a reputation for being one of the most motivating, energetic instructors. My goal is to achieve excellence in everything I do.

As I believe I could more thoroughly convey my qualifications to you in person, I would appreciate the opportunity to meet with you for an interview. I will contact you next week to see which day and time would be most convenient for you.

Sincerely,

December 10, 20xx

C.R.S.
13256 Northrup Way, #5
Bellevue, WA 98005

Dear Sirs,

Do you need an organized receptionist, one who works best when things get busy and who still has a pleasant phone voice? Then I am just who you are looking for. I am currently seeking degrees in Economics and Business Administration at the University of Washington. With my education, experience, and abilities, I believe I have much to offer your company.

The most important characteristic I possess is that I enjoy dealing with people. For this reason, I have always held public contact jobs. For example, as an AT&T operator, I answered and assisted well over one hundred calls an hour. This meant that I spoke with hundreds of people during one day. And while working as a waitress, I had the opportunity to serve over fifty customers each evening. They would come in hungry and tired from their long days and often they would be impatient. I saw this as a personal challenge to develop some personal traits that would make people feel relaxed and at home while they waited for their meal. Not only did my personal style earn me good tips, often up to 25% of the total bill, but I acquired several "regular" customers who would frequently come in a request my table.

Leadership and organizing skills are also reflected in my experience as a Rotary Exchange Student. Being able to work well with others will be an asset in the receptionist position. Other useful preparation for the job you have available is described in the enclosed resume. Please phone me any afternoon at (206) 633-xxxx to let me know the day and time most convenient to meet with you.

Sincerely,

Enclosure: Resume

November 23, 2xxx

Data House, Inc.
1414 Ala Moana Blvd. Suite 1400
Honolulu, Hawaii 96817

Dear Mr. Anderson:

One of the major problems facing the information management industry today is programmers who are able to communicate with a computer but are unable to communicate with the end user. Too often problems can be solved in a fraction of the time at a fraction of the cost with a programmer who is able to communicate with both the computer and with people. Do you need a person with excellent programming skills and communication skills? If so please consider me for an entry level programming position with your firm.

Conducting tours and assisting with voter education presentations during my summers in the Voter Education and Community Relations division with the Lieutenant Governor's office has further enhanced my ability to deal with all kinds of people with all kinds of backgrounds. Furthermore, classes in basic, business basic, Cobol, systems analysis and design, and data base management have given me a good foundation and solid skills in programming. In addition, working with a Systems Engineer from IBM this past summer has given me hands on experience of setting up and maintaining a data collection system. Both experiences have prepared me well for a career in information management.

I would like to meet with you at your convenience to discuss the possibility of a mutually beneficial employment. I will be home for my Christmas break from December 18 to January 2. You can reach me in Seattle at (206) 547-xxxx. I am looking forward to hearing from you.

Sincerely,

9th February 2xxx

Warner Brothers Records, Inc.
3 East 54th Street
New York, New York 10022

Dear Personnel Director,

Here it is. The um-teenth resume to find its way to your desk just this week. Probably another young naivette looking for glamour and thrills in the music business...but wait -- this one looks good! This one has related experience. She even has a BA in Business.

This one is Lori Wentworth, and I'm seeking an administrative or publicity related position with your firm.

My experience in the entertainment industry includes office positions with a record label, a music publisher, a recording studio, a music magazine and two years in radio. Through this work I have developed a keen organizational sense and an ability to communicate (and get along) quite well with others. I am sure these qualities -- and those mentioned in greater detail on the enclosed resume -- are among those required of a productive member of your staff.

My accomplishments in past positions include the redesigning and streamlining of outdated filing systems, as well as creation of new ones. I have also cut company expenses through research and selection of more efficient and less costly services.

I would enjoy the opportunity to discuss the possibility of putting these skills to work for you. Please give me a call and we can arrange a meeting time according to your schedule, as mine is quite flexible at present. I can be reached by telephone on (206)443-0823 or by post at the address above. Travel is not a problem; just give me a week or so to make the arrangements.

Best Regards,