

# MANAGEMENT COMMUNICATION





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# WHY?

BE A SKILLED COMMUNICATOR

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## LINK & LEARN

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*This is Chapter 1*



## This will be one of the most useful courses you'll take in college.

Writing and communicating well matters. In this course, you'll learn how to communicate your **best ideas** to your most **important audiences**.

- **WRITE FOR BUSINESS.** Clear and concise writing gets noticed and leads to action.
- **BE A TOP HIRE.** Demonstrated communication skills improve your job prospects.
- **BECOME A LEADER.** Effective communication skills help you lead.
- **STAY CONNECTED.** Appropriate communication helps you stay connected in your networks and relationships.

Get ready to explore ways to manage projects and people, design great-looking documents, and present your ideas clearly and confidently.

## HOW DO YOU SPEND YOUR WAKING HOURS?

We spend approximately

**70%**

of our time communicating.



SECTION ONE

# WRITE FOR BUSINESS

---

Communication is the heart of business. Short emails, complex reports, private chats, impassioned pitches, formal presentations, and team meetings move information and ideas around an organization, define strategy, and drive decisions.

Business communication is concise, direct, clear, and compelling.



ALUMNI ADVICE



**Management Communication “was one of the toughest classes of my undergrad, but I learned lessons I use every day in business.”**

James Clarke  
Founder of Clearlink and Clarke Capital Partners



# WRITE TO BE UNDERSTOOD

## Clear and Concise Writing

All writing styles, including business writing, can be written clearly without losing meaning. *Plain language* is a term used to describe writing that is clear and concise. Many businesses and governments are revising traditionally dense, hard-to-understand text using plain-language principles. Below is an example from [PlainLanguage.gov](http://PlainLanguage.gov).

## FEMA's Winter Preparedness Safety Tips

### BEFORE

Timely preparation, including structural and non-structural mitigation measures to avoid the impacts of severe winter weather, can avert heavy personal, business and government expenditures. Experts agree that the following measures can be effective in dealing with the challenges of severe winter weather.

### AFTER

Severe winter weather can be extremely dangerous. Consider these safety tips to protect your property and yourself.

**William Strunk and E. B. White**

“A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.”





# THE BUSINESS AUDIENCE

Your audience dictates your business writing style. Keep the following points in mind when composing:

- Your audience is **busy**. Busy (and business) readers want concise, no-nonsense information.
- Your audience is **analytical**. Readers want solid evidence and transparency.
- Your audience is increasingly **international**. Even though English is the global language of business, avoid language that could create misunderstandings or confusion for non-native English speakers.
- Your audience is **decisive**. Business communication often leads to decisions. Provide well-reasoned recommendations.
- Decision makers are **critical** of time wasters. Business moves quickly, so give only pertinent information. Make that information reliable and easy to access.



SECTION TWO

# BE A TOP HIRE

---

Employers are hungry for people with communication and leadership skills. Job market research firm Burning Glass reports, “Writing, communication skills, and organizational skills are scarce everywhere. These skills are in demand across nearly every occupation—and in nearly every occupation they’re being requested far more than you’d expect based on standard job profiles.”



ALUMNI ADVICE



**“The majority of business communication today happens through email and social platforms, so I’m ever grateful for the critical business writing foundation that I gained through [Management Communication].**

**I would recommend it to anyone.”**

Eric Farr  
Principal at BrainStorm  
Brigham Young University, Economics, 1996



# HIRE THE BEST WRITER

Employers are eager to hire good writers because clear writing demonstrates clear thinking. Read about bad business writing in this *Harvard Business Review* article:

[👁️ Bad Writing is Destroying Your Company's Productivity.](#)

A 2020 survey reveals that written and verbal communication skills are in the top seven attributes employers are looking for when hiring new college graduates (see Figure 1.1).

## EMPLOYERS WANT GOOD COMMUNICATORS

Top responses employers gave when asked what attributes they look for when hiring new college graduates.

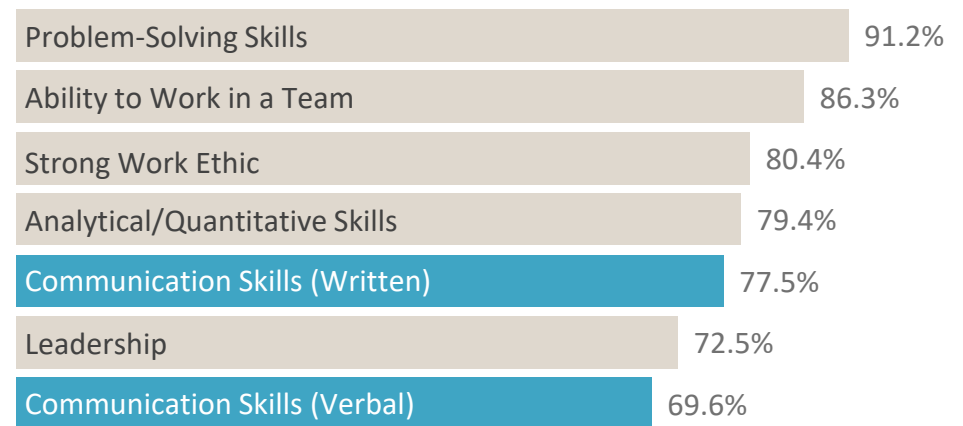


FIGURE 1.1

[National Association of Colleges and Employers](#)



“If you are trying to decide among a few people to fill a position, **hire the best writer**. . . . Clear writing is a sign of clear thinking. Great writers know how to communicate. They make things easy to understand. They can put themselves in someone else's shoes. They know what to omit. And those are qualities you want in any candidate. Writing is making a comeback all over our society...Writing is today's currency for good ideas.”

Jason Fried  
Founder of Basecamp, Author of [ReWork](#)



## SECTION THREE

# BECOME A LEADER

---

You become a leader by using your communication skills to learn from people, coordinate their efforts, share knowledge, communicate high standards, and inspire.

In their book, The Extraordinary Leader, researchers Zenger and Folkman report that communicating “powerfully and prolifically” enhances leadership competencies, including even seemingly unrelated ones like technical competence or strategic development. Powerful communication is a skill—and a habit—that enhances all other skills.

In your other classes, you’ll spend long hours deepening your technical knowledge in your chosen field. However, if you leave college unable to pitch a new idea to your team, persuade an investor, or clarify data for a client, your influence will be blunted and much of your effort wasted.

Hone your communication skills and you will be able to powerfully contribute solutions to your workplace and enhance your own career.

**“Power comes not from knowledge kept but from knowledge shared.”**

Bill Gates in Time Magazine



## SECTION FOUR

# STAY CONNECTED

---

Human connection is valuable to health, safety, peace, and success. We spend the majority of our waking time in communication activities, driven to connect—and stay connected—with other people.

Part of good business communication involves understanding another's point of view, delivering bad news clearly but diplomatically, maintaining trust through ethical and honest messaging, and using language to encourage and motivate a team.

Your study of business communications will not only help you increase your workplace skills and employable value, but will also help you to live well, understand others, stay connected, and accomplish your goals.

### You can use these skills in every area of your life...

**RELATIONSHIPS** *You look upset. Want to talk about it?*

**NEIGHBORHOOD** *Empty lot cleanup party this Saturday at 10 a.m. Bring a rake. Donuts provided!*

**COLLEAGUES** *Does everyone understand the new reporting policy?*

**CITY** *The new bond is an essential tool for improving our transit system for the following three reasons . . .*



# IN CONCLUSION

By practicing concise and direct communication, you'll become more effective in business, a more sought-after hire, a more influential leader, and a more connected human being.

Let's get started.



# LEARN MORE

Suggestions?  
Click **HERE**



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# WRITE

LOOK GOOD IN PRINT

# Look Good in Print

When you write for business, write correctly. Simple mistakes can embarrass you and cost your company real money. As evidence, read this New York Times article about the million-dollar comma: [Lack of an Oxford Comma Could Cost Millions](#) 

**REMEMBER:** 

Throughout this text, any link marked with the blue eyeball icon is **required reading**. You may be tested on the content.

In Chapter 2 we'll touch briefly on 22 fundamentals of good writing. We selected these by counting and categorizing the most common mistakes in a large sample of student papers. In other words, our approach is neither comprehensive nor random, but pragmatic. We want to help you avoid the most common pitfalls.



**Grammar Rules.** Some of the fundamentals are grammatical, reflecting the rules that govern how sentences are constructed in the English language. These rules have fairly definitive right and wrong answers (although grammar rules do evolve; witness the recent acceptance of the singular “they” by some media outlets).



**Style Guidelines.** Other fundamentals relate to style: preferred constructions that, while not based on grammar rules, represent recommended practice. Many organizations have their own style guides listing particular do's and don'ts. Always follow your employer's style guide (if available). For purposes of this course, consider sections 2A – 2C your basic in-class style guide. You are responsible for learning and applying the 22 fundamentals contained in these three chapters.

**TIP:** Each of the 22 fundamentals will be identified as either a grammar rule or style guideline. We don't expect you to memorize which are which; we simply include this information for those who are curious.

# Let's get started . . .

Click on each of these titles to read the content and watch the supporting videos.

2A Syntax and Word Choice Fundamentals 1 - 9

2B Punctuation Plus Fundamentals 10 - 16

2C Verbs Fundamentals 17 - 22

Proceed to online resources if you need further clarification and practice.  
Remember, applying these fundamentals is now your responsibility.

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Need quick access? Remember this link:

[bit.ly/mcom320fundamentals](http://bit.ly/mcom320fundamentals)

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Suggestions?  
Click [HERE](#)

# IN CONCLUSION

If you were blessed with an amazing English teacher, this content may come easily. If you weren't that lucky, you'll have to work harder.

This may be your last chance to learn to produce strong, clear writing without errors. We've done our best to make it relatively painless.

You're welcome!



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CHAPTER

3

# PLAN

THINK BEFORE YOU WRITE

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- 4 PURPOSE
- 6 AUDIENCE
- 9 STRATEGY
- 12 STRUCTURE

## LINK & LEARN

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Required  
Reading



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Examples



Activity



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*This is Chapter 3*





## Without a plan, writing can be frustrating.

You've experienced the desperate boredom of listening to a rambling presentation and the frustration of reading a confusing email that never makes a clear point. Even if you have a short message or are rushed, save your audience's time by planning your message well before delivering it.

To plan a message, follow the steps in the acronym **PASS**:

1. Define your **PURPOSE**
2. Consider your **AUDIENCE**
3. Develop a **STRATEGY**
4. Build a **STRUCTURE**




SECTION ONE

# PURPOSE

---

Clearly define your purpose before you start writing. Decide what you want your audience to know, feel, and do after reading your message.

## ASK PURPOSE-DEFINING QUESTIONS

 Your employees have not been accurately documenting company expenses. As a result, your company is losing money. You want to address this issue. Before you compose an email to them, answer the following questions:

What **INFORMATION** do I want to share?

*I want the employees to understand the new protocol for submitting invoices.*

What **FEELING** do I want to convey?

*I want to encourage employees to be more conscientious about how they spend the company's money.*

What **ACTION** do I want to occur?

*I want employees to submit invoices that include a detailed explanation of project expenses.*

**INFORMATION?  
FEELING?  
ACTION?**





# COMPOSE A MESSAGE STATEMENT

In *Writing Well for Business Success*, Sandra Lamb encourages business writers to define their purpose by composing a **message statement**. “Think through what you want to communicate until you can concisely state your complete message in a single sentence—a message statement. The simpler and shorter, the better.” Condensing your thoughts into one short sentence will clarify your purpose. For example,

**NO**

*In this memo I want to explain to everyone what is meant by casual dress, especially shorts, collarless shirts, and business dress, as opposed to business casual. I will talk about the new company policy regarding the dress code, to see what people think and try to get them to follow it.*

**YES**

*I want to explain our company’s new “business casual” dress code and get employees to comply with it.*



3.1

Write a message statement for an important email you need to write soon. Does it affect the outcome?



“Think through what you want to communicate until you can concisely state your complete message

**in a single sentence.”**

Sandra Lamb, author  
*Writing Well for Business*



SECTION TWO

# AUDIENCE

---

Who will be reading your message? Always write with your audience in mind. Ask yourself the following questions before you write:

**KNOW.** What does my audience already know about my subject? How will I make my message interesting and relevant to them? Do they know my qualifications?

**FEEL.** Will my audience have positive, negative, or neutral feelings about my message? How should I address those feelings?

**DO.** What action should my audience take based on my message? How will I motivate them to take that action?



# INTERNATIONAL AUDIENCES

When doing business with people from another country, research their expectations for business behavior and communication.

## JAPAN

Never use your chopsticks to point during a meal.



## MIDDLE EAST

Don't put your feet up; showing the soles of your feet is disrespectful.

## RUSSIA

Avoid raising your voice—it's a sign of weakness.

Choose a country and learn something about its cultural business expectations



- [Quick Guide to Going Global](#)
- [ProQuest CultureGrams](#)
- [Global Road Warrior](#)

Note: To access some of these databases you may need to sign into your library account first.

# MAKE IT RELEVANT

Everyone has time and resource constraints, so your first goal should be to help your audience see why your message matters to them. In *Business Writing*, Natalie Canavor explains, “There is one universal to count on: self-interest. We react to things and make decisions based on ‘what’s in it for me.’”

# PICTURE YOUR AUDIENCE

Try creating a mental picture of your audience before you write. When world-famous investor Warren Buffett composes [Berkshire Hathaway’s annual report](#), he writes with his sisters in mind. Doing so helps him to avoid jargon because he writes as if he were talking to them and tries to explain concepts in terms they can understand. He informs by using plain English. If, however, he were sharing the same information with one of his colleagues, his approach would reflect their shared knowledge.



3.2

Read Warren Buffett’s preface to the [Plain English SEC Filings Handbook](#). Try to emulate his understanding of audience in your next email.

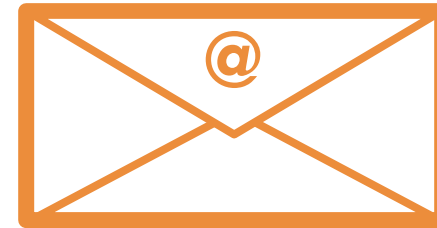


## TEST YOUR MESSAGE

What might be obvious to you because of your background, education, and training might not be obvious to your audience. Harvard professor Steven Pinker refers to this phenomenon as "The Curse of Knowledge." Does your audience understand the terms you are using? Can they make the connections you are making? Don't oversimplify. Supply information at your audience's level of knowledge and experience. Test your message by having someone read it who has a similar background to your audience.

## CONSIDER PRIVACY AND SECURITY ISSUES

Consider a possible secondary audience. Even if you think your document is electronically secure, write your email as if your conversation is not private. Hackers uncovered secure emails of Sony executives that revealed a general lack of professionalism from the executives. This hurt the professional image of a respected global company. Compose your emails with the widest possible readership in mind, and remember that written words can easily go viral.



Be aware that  
**ANYONE**  
might read your  
business emails. Plan  
*carefully* and write  
*consciously*.

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SECTION THREE

# STRATEGY

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Never underestimate the power of emotion in the decision-making process. More than 2,000 years ago, Aristotle introduced three rhetorical strategies that are still relevant today: ethos, logos, and pathos. Research increasingly demonstrates that our emotions are pre-cognitive. In other words, *the way we feel often precedes and influences how we process facts.*



**Emotion, values.**

Emotional appeal doesn't necessarily mean an argument devoid of facts and logic. Remember, the first step in planning is to think through what you want the audience to know, **feel**, and do.

**Credibility, trust.**

Part of being credible is knowing the facts. We'll explore the importance of research and evidence in Chapter 6.

**Logic, reason, proof.**

Decision makers tend to be analytical thinkers who prize logical arguments supported by data. We'll cover developing arguments in Chapter 10.

# HOW, WHAT, WHY, WHEN, AND WHERE

## HOW

**Choose the communication channel that best supports your content and most appeals to your audience.** Would a paper document, an electronic message, or an in-person conversation be best? Different communication methods involve different costs; speeds of delivery; and non-verbal, non-written cues (such as voice inflection and body language).

For example, face-to-face dialogue enables richness of both verbal and non-verbal communication, but such conversations do not have the permanence of written documents. While emails can be efficient, they do not have the personal touch of a handwritten note or the urgency of a text message. A formal report might package information better than a long email.

All such factors play into your choice of channel. The impact of one communication channel over another can determine whether your message is received in the way you intended.

## WHY

**Emphasize why the audience needs to read your message.** You have seconds to capture your audience's attention before another message or task distracts them. This is true in communication to senior executives, in marketing to new consumer audiences, and in situations with skeptical or unfamiliar audiences. Make your message relevant and let readers know why they should keep reading.

Even when you have bad news to share, find a starting point that helps your audience understand why your message matters to them. Think of questions your reader will have and answer them quickly and clearly.



**Note the preferred communication channels of your key business contacts. Does your boss ignore emails but respond to texts? Message people where they are paying attention.**



# HOW, WHAT, WHY, WHEN, AND WHERE

## WHAT & WHERE

When formulating a strategy, **be aware of the context**. What professional pressures weigh upon your audience—both from within and without their organization? What industry-wide problems affect them? What personal biases might influence them at the moment? What internal or external factors may shape the way your message is received? Context for a message is like the weather for an event; it affects everything and can't be ignored.

## WHEN

Deliberately **pace the delivery** of your content. What time of day should you send that email or hand-deliver that report? Readers appreciate directness, so introduce vital information right away instead of slowly winding up to it. Keep your tone upbeat and friendly to avoid being seen as abrupt. Deliver delicate, disappointing, or disturbing news with more context and less directness. We'll cover strategies for delivering bad news in CH 10: PERSUADE.

Most of all, remember to **be concise**. If you take too much time to explain or deliver your message, the audience will likely move on to another more pressing matter or communication.



Check out the [Best Time of Day to Send an Email](#)



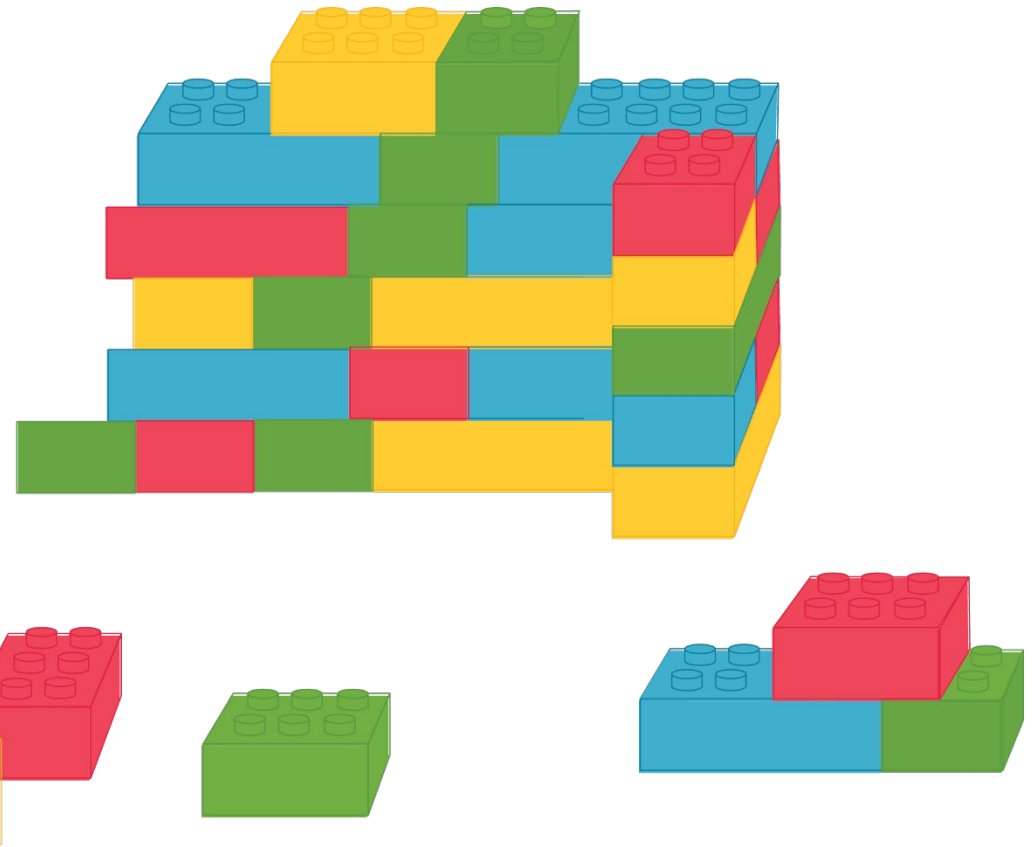
## SECTION FOUR

# STRUCTURE

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The human brain is wired to look for order, patterns, and structure—chaotic and poorly structured messages quickly lose a reader’s respect and interest. Make that brain preference work for you by **building clear frameworks** into your writing.

The next chapter (CH 4: ORGANIZE) will explore this process in detail.





# IN CONCLUSION

The **PASS** steps require work, but the process is worth it. Being aware of **PURPOSE**, **AUDIENCE**, **STRATEGY**, and **STRUCTURE** as you plan your work will turn potentially mushy, untidy, and costly messages into sharp and effective ones.

Plan well.



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CHAPTER

4

# ORGANIZE

S T R U C T U R E M A T T E R S

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- 13 USE 4A STRUCTURE

## LINK & LEARN

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 This is Chapter 4



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## We don't like chaos.

Have you ever been frustrated while searching for something important in your junk drawer, in piles of paper on your desk, or in unlabeled boxes in the basement?

Chaos can make us uncomfortable not only in our physical surroundings, but also in our communications. Communicating works better when we follow a few basic organizing principles so that our **audience knows what to expect**.

This chapter will introduce you to the following:

- The importance of **organizing** your written and oral communication.
- A few helpful ways to impose structure by using an **outline**.
- An organizing template that can be applied to nearly all business communications: **the 4A structure**.



*Cottrill Research*

FIGURE 4.1

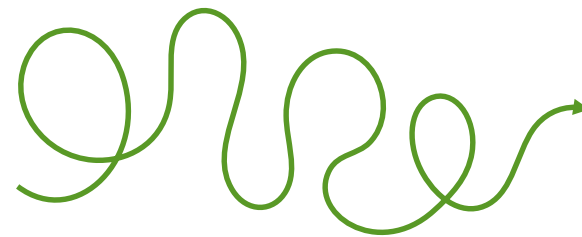


SECTION ONE

# ORGANIZE INFORMATION

---

In business communication, a jumbled stream of thoughts—in a voicemail, a report to your boss, or an email to a supplier—carries a meta-message that you're incompetent. Beyond limiting your career prospects, rambling messages can also cost your company clients or tarnish its image, resulting in direct financial losses.



**Thoughtless &  
Unprepared**



**Smart &  
Capable**

# STRUCTURE FOR CLARITY

Powerful communication requires organization. Chapter 3 introduced the **PASS** acronym:

**P** Identify the **PURPOSE**

**A** Know the **AUDIENCE**

**S** Choose the **STRATEGY**

**S** Create a **STRUCTURE**

In Chapter 3, we explored writing with a purpose, writing for an audience, and choosing a strategy. In this chapter we focus on creating a message **structure**.

An unorganized message causes your reader to waste time trying to understand it.

The work of organizing begins long before you start putting any words on a page, screen, or slide. Like building a house, constructing a message begins with putting up the frame—creating the bare bones structure and then finishing the detailing after.

Framing a message is called **outlining**.

Organized information  
is understood more quickly and  
**remembered**  
**UP TO**  
**40% BETTER.**



Matt Abrahams: Insights by Stanford Business





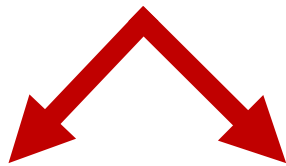
## SECTION TWO

# OUTLINE

---

Digital word processing has enabled us to spew words onto the screen and then rearrange them as needed. However, this composition method often produces long, unorganized messages. Investing time in an outline will improve the clarity, flow, and brevity of your message. Outlining forces you to do your thinking first, producing smarter, more powerful messages.

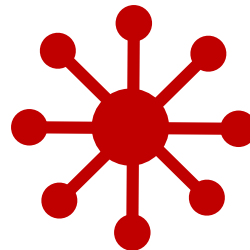
We'll examine **three approaches to outlining**:



### TOP-DOWN APPROACH

*Discipline your message structure.*

When you already know the main subtopics to address.



### MIND MAPPING

*Associate visually.*

When you want to visually explore multiple aspects.



### BOTTOM-UP APPROACH

*Create order from chaos.*

When you have information but need structure and direction.



# TOP-DOWN OUTLINE

## OUTLINING AS DISCIPLINE

Top-down outlines work well when you have a clear idea of what you want to say. Producing a top-down outline allows you to logically order your ideas and provide sufficient support for each idea.



Read through the sample alphanumeric outline for a sales presentation to the right (Figure 4.2).

Notice that the alphanumeric outline uses Roman numerals to indicate the major sections and letters of the alphabet to denote subsections. Arabic numerals indicate sub-subsections, and so on.

A top-down outline is an excellent way to organize your message, especially if you have a well-developed set of ideas or structure to start with.



## SALES MEETING SAMPLE ALPHANUMERIC OUTLINE

- I. Introduction
  - A. Build rapport
  - B. State your purpose (this is where your agenda goes. See the “4A Outline”.)
- II. Customer needs
  - A. Identify the “job to be done”
  - B. Establish the competitor’s performance
  - C. Identify gaps in the competitor’s offering
- III. Product
  - A. Describe superior head-to-head performance
  - B. Introduce your product’s unique features
  - C. Highlight other advantages: cost, quality, convenience, “cool factor,” etc.
- IV. Summary and call to action
  - A. Emphasize advantages of your solution
  - B. Gain commitment to purchase

FIGURE 4.2



**Need a refresher on alphanumeric outlines?**

**Review** [Purdue OWL’s Types of Outlines: Alphanumeric Outlines.](#)





# MIND MAPS

## OUTLINING AS ASSOCIATION

If your ideas are not fully developed, or if you're more of a visual thinker, you may prefer a mind map to a formal outline. The term "mind map" was coined by Tony Buzan, although the technique is centuries old. Figure 4.3 summarizes creating a mind map.



4.1

Create a mind map of the sales presentation outline on the previous page. What is gained by the mind-map approach? What, if anything, is lost?

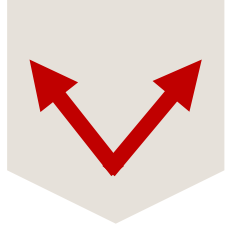


## THE PROCESS OF MIND MAPPING

1. Write the main idea in the center of a blank page. This gives you room to branch out in all directions.
2. Identify subcategories of the main idea and assign each a **KEYWORD**. Single words are more powerful and memorable. Choosing a single word forces you to think clearly and concisely.
3. Draw **BRANCHES** from your central image with labels for your subcategories. Draw sub-branches for the conceptual components of each category. Make use of color.
4. Expand your subcategories with more branches and keywords. This will allow you to further refine your ideas.
5. Draw **CURVED** branches. Straight lines feel mechanical; curved lines feel organic. You want your mind map to feel like a living, breathing organism.
6. Add **IMAGES** to the branches and sub-branches if you're more visual. Pictures capture ideas more succinctly and creatively than do words.

FIGURE 4.3





# BOTTOM-UP OUTLINE

## OUTLINING AS CREATION

Bottom-up outlining is a wonderful antidote for writer's block. It can be used when writing alone or in a group. Follow three steps: brainstorm, cluster, and sequence. Figure 4.4 gives an example of outlining a reporting email.



### 1. Brainstorm

Think about your idea and write down whatever comes to mind. Don't hold back. Capture all the facts, keywords, concepts, stories, analogies, diagrams, and related ideas you can think of.



### 2. Cluster

Next, look for patterns in your brainstormed list. Group related items together. Make clusters of meaning and stay open to new ideas. Notice any unusual associations between facts.

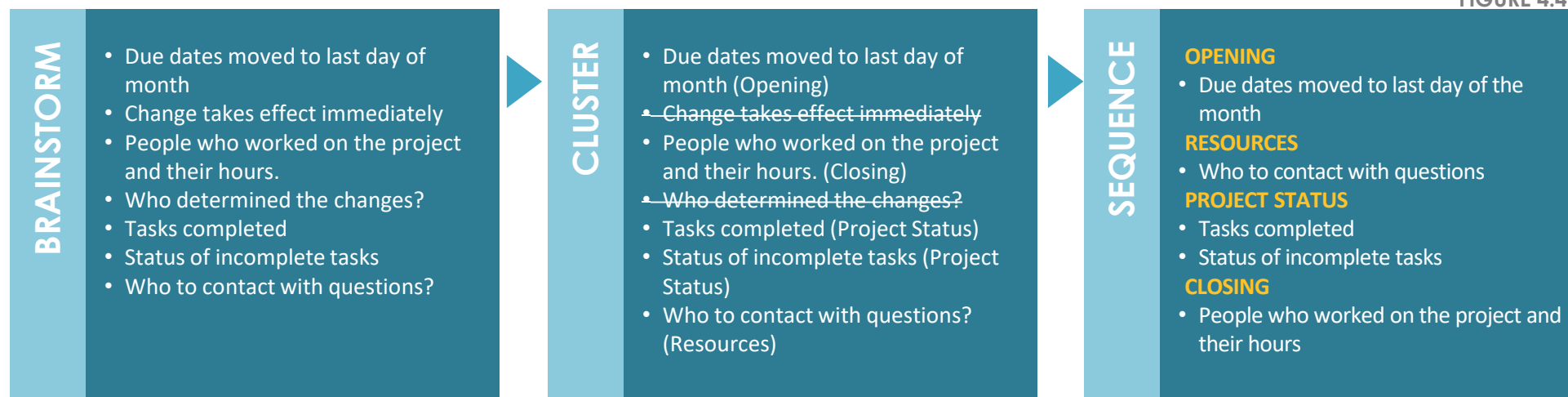


### 3. Sequence

Finally, look at your clusters and sequence them in a way that builds meaning. Pay attention to logical progression. Make sure your audience has adequate information at each step to follow your argument.

## END-OF-MONTH PROJECT REPORTING EMAIL

FIGURE 4.4



# TIPS FOR SEQUENCING AND ORGANIZING

## FOLLOW THE RULE OF THREE

Whether writing a long report or a short email, Bryan Garner, author of *HBR Guide to Better Business Writing*, suggests that you start with **three main points**. By narrowing the focus, you are forced to reason before you write. Garner asserts that our brains prefer groups of three. Take advantage of this innate preference and outline in groups of three.

## TELL A STORY

The oldest and most satisfying structure is a **story**. When you are writing a longer piece or giving a presentation, telling a story can be an effective structure: Set the scene, build interest and add tension by showing a problem, need, or pain. Finally, resolve it all with your brilliant insights and clear thinking. Figure 4.5 shows the elements of a story arc.

FIGURE 4.5



# CONVERT YOUR OUTLINE INTO HEADINGS

Headings organize your message and serve as “sign posts”—which makes reviewing and finding information quick and easy for readers. Use your outline to write your headings, tighten your key phrases, and make sure your points have parallel structure. Most word processors have an outlining feature that automatically converts your outline into a hierarchy of headings.



4.2

Create an outline by brainstorming, clustering, and sequencing your ideas on how a small business could take advantage of crowdsourcing. Create headings from the outline.

FIGURE 4.6



# CHOOSE THE RIGHT SEQUENCE

Below, author Sandra Lamb’s six common ways to sequence a message are applied to the practical example of recommending the purchase of a new office computer. Read through to see which sequencing options best fit the purpose.



## SEQUENCING OPTIONS: PURCHASE OF A NEW OFFICE COMPUTER

FIGURE 4.7

### SEQUENCE

### DESCRIPTION

### EXAMPLE

#### CHRONOLOGICAL

What happened first, second, and so on

Itemize the computer models according to which ones you researched first, second, and so on. *(Probably NOT the best way to share the information for this scenario.)*

#### SPATIAL

According to physical placement—the location of items in relation to other items

Order the analysis according to their country of design or manufacture: model X is designed in China, model Y in South Korea, and model Z in the United States. *(Again, probably not the best way to present the information.)*

#### COMPARATIVE

The pros and cons of different options

Evaluate the various computer models by comparing features such as storage space, cost, screen size, reliability, and so forth. *(This could be the best choice.)*

#### ANALYTICAL

Based on the steps of critical thinking; answering a series of “whys?”

Answer a series of questions that are important to your audience: Why is storage space an important criterion? Why does this computer cost more than the other models? Why does this computer have low reliability scores?

#### IMPORTANCE

Advancing from least to most important information or vice versa

Sequence the information according to what matters most to your audience. If cost were most important, begin with cost and show how that narrows the choices, then continue with the next most important factors such as reliability and performance.

#### CAUSE-AND-EFFECT

How causes interact with effects

List the “causes” (or reasons) that led to the “effect” (the search for a new computer system), then present your recommendation. *(In this case, cause-effect becomes problem-solution.)*

SECTION 4

# 4A STRUCTURE

---

After you create an outline to clarify and sequence your content, build a solid structure for your message.

In previous writing classes, you may have learned a three-part approach to writing an essay: introduction, body, and conclusion. We modify this approach to be business- and brain-friendly. We add an agenda and re-name the sections to better reflect business style. This approach is represented by four A's:

**Attention | Agenda | Argument | Action**

Take a minute to memorize this “4A” structure.

4A



ATTENTION



AGENDA



ARGUMENT



ACTION



# 4A



## ATTENTION

Why should your audience spend precious time and attention on your message? This is the first question you must answer. **Hook your audience** by opening with a compelling statistic, a descriptive metaphor, a relevant story, or a penetrating question—but keep it brief. In a short email, you might give key context details that motivate attention.



## AGENDA

An old public-speaking tip states that you should “tell ‘em what you’re gonna tell ‘em” at the beginning of a speech. This concept is crucial to business communication. Your agenda **previews** the body of your message—usually in one sentence—and prepares the reader for the main points you’re going to make.



## ARGUMENT

Your argument is the meat of your message. It includes your main points **supported by solid evidence and logic**. Keep in mind the Rule of Three and keep your argument simple and memorable by not exceeding three supporting points.



## ACTION

Business communication often ends with a **call to action**. Your closing should not only summarize but also identify next steps (if appropriate), letting your audience know what you’d like them to do based on the information you’ve shared.



# IN CONCLUSION

Don't leave your audience wandering hopelessly around in your message. Create an **outline** to organize and sequence your ideas. Use the **4A structure** to build your outline and guide the composition of your message:

- Capture your audience's **ATTENTION**
- Specify your **AGENDA**
- Craft a strong **ARGUMENT**
- Deliver your call to **ACTION**



# LEARN MORE

Suggestions?  
Click HERE



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CHAPTER

5

# BUILD

CREATE CLARITY & COHERENCE

# CONTENTS

4 PARAGRAPHS

7 EMAIL MESSAGES

## LINK & LEARN

---

Required  
Reading



Tips &  
Optional



Examples



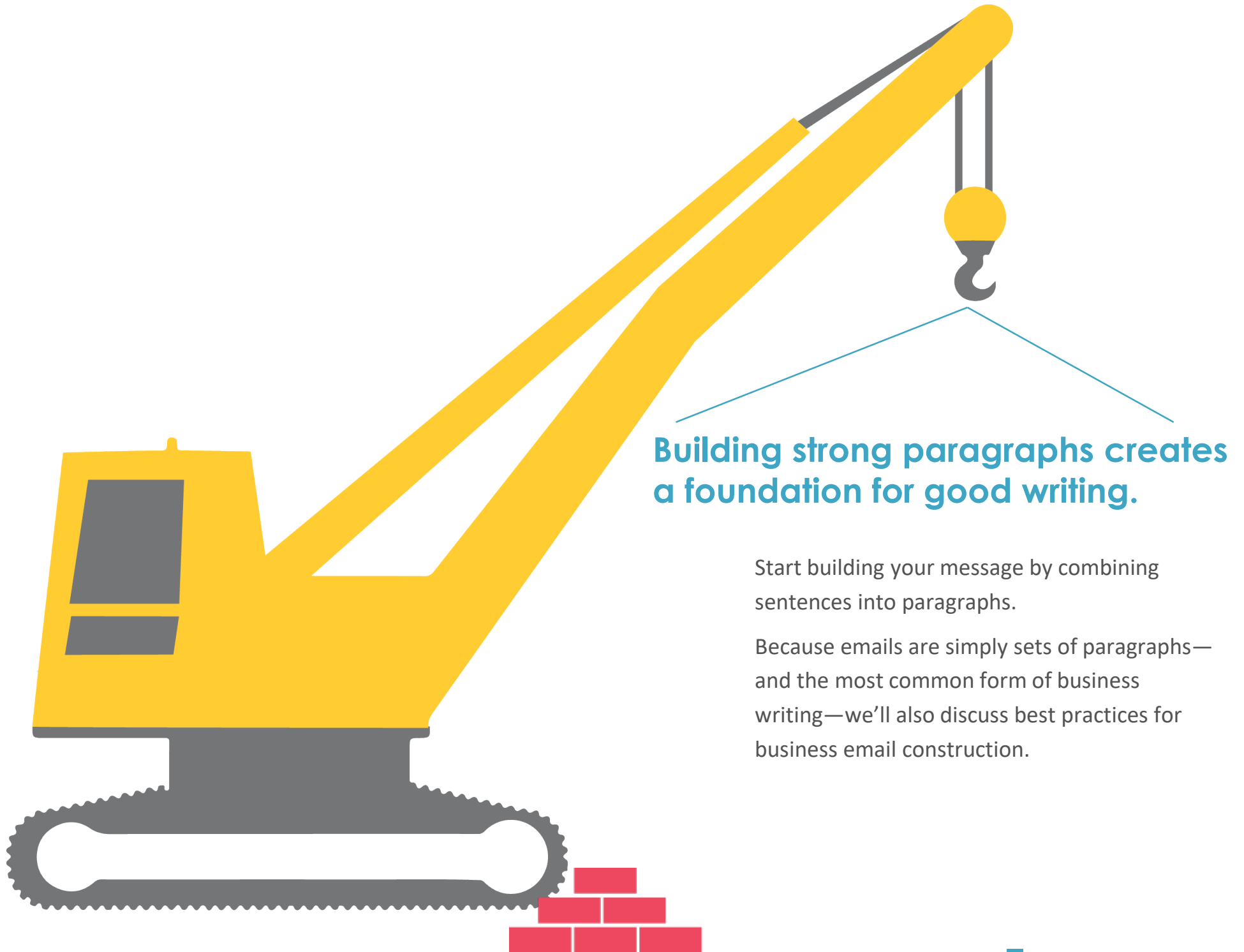
Activity



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## Building strong paragraphs creates a foundation for good writing.

Start building your message by combining sentences into paragraphs.

Because emails are simply sets of paragraphs—and the most common form of business writing—we'll also discuss best practices for business email construction.

## SECTION ONE

# PARAGRAPHS

---

Readers don't like solid walls of text. Long paragraphs seem to demand too much time and effort. When you break messages into short paragraphs—highlighted by headings, guided by transitions, and framed by white space—you make your message more inviting.

In general, aim for paragraphs with three to five sentences. Occasionally, you might use a single-sentence paragraph for emphasis. Other times, you might need a longer paragraph to complete your thought.



Most paragraphs  
should be about

**3 to 5**  
sentences long.

Owl: Purdue Online Writing Lab





# TELLING V. SHOWING

## BEGIN WITH A TOPIC SENTENCE

The first sentence in each paragraph should introduce your topic and inform the reader of the paragraph’s purpose. These **topic sentences** provide a framework for your paragraph and allow you to deliver content on a unified theme. Write topic sentences clearly so that busy readers can **get the gist of your argument by skimming** the topic sentence of each paragraph.

## SUPPLY SUPPORTING DETAILS

Advance from the general to the specific—both within paragraphs and from paragraph to paragraph. Concrete, specific details give your claims (and you) credibility. As author Bryan Garner asserts: “People don’t care about—or even remember—abstractions the way they do specifics.”

Develop your arguments and examples by carefully selecting evidence-based details that lead your audience to draw the conclusions that you want them to make. Read the examples in Figure 5.1 to see how to show, not tell.



**SHOW don't TELL**  
Read Bryan Garner's article [Writing Emails that People Won't Ignore](#).

NO	YES
She’s not a good employee.	She missed the last four employee meetings, showed up late for two client meetings, and lost key sales data.
Our sales team is doing great.	Our team made 35% more sales this quarter than during the third quarter last year.
There are not enough funds for pay raises.	Our analysis shows that we need to increase productivity by 8% or reduce expenses by 3% to afford a pay raise of 5%.
The retail industry is not what it used to be [vague].	<p>Traditional retailers struggle to compete with the wide margins and low overhead of online retailers. [specific]</p> <p><b>Supporting details:</b> Seventy-one percent of shoppers believe they will get a better deal online than in stores.</p>



FIGURE 5.1





## TRANSITION EXAMPLES

- Establish a sequence** **At first**, consumers are hesitant to buy online, **but after** just a few online shopping experiences, they seem to prefer online shopping.
- Set up a contrast** **And yet**, nothing can quite replace the experience of traditional shopping.
- Provide an example** **For example**, online shopping carts do not lead to online dressing rooms. Merchandise from online stores cannot be tried on—or even touched—before purchasing.
- Add a point** Processing returns **also** feels inconvenient and expensive for most shoppers.
- Concede a point** **Even though** returning online merchandise is easier than it has been in the past, packaging items for mailing and paying for shipping still feels burdensome.
- Conclude** **On the whole**, consumers are shifting to online shopping with increasing loyalty.

FIGURE 5.2

## MAKE SMOOTH TRANSITIONS

Transition words and phrases guide readers not only from paragraph to paragraph in a document, but also from point to point within paragraphs. When used well, transitions don't call attention to themselves.

**Awkward Transition:** *And thus we can deduce that online sales play an important role in the retail industry.*

**Smooth Transition:** *Clearly, online sales play an important role in the retail industry.*

Transitions might give emphasis, add points, set up contrasts, establish sequences, signal conclusions, or orient readers. See Figure 5.2 at left for some examples.

Keep a list of transition words nearby to help you form links in your writing.



SECTION TWO

# EMAIL MESSAGES

---

Let's look at the principles of good paragraph writing in action by applying them to email messages for business.

Most email messages are short and direct. Follow the **4A's** to grab readers' attention, structure your content, and close your email message.



***Never SEND an email before proofreading it.***



***Be friendly, but don't gush. Give yourself a budget of ONE exclamation point per email.***



ALUMNI ADVICE



**“In my emails, I bold my key action items or questions and then change the color to something that stands out. This one addition helps me to get a better response rate and helps people to answer my questions. It doesn't work all the time (people are people), but it does help.”**

Stephen Godfrey  
Senior Technical Consultant,  
Master of Information Systems,  
Brigham Young University, Class of 2014

## EMAIL APPLICATION ONE

# USE PARAGRAPHS

The example on the left is an uninviting wall of text. The right example uses paragraphs to divide the meaning into sections and make the email more visually appealing. Which would you rather read?

**NO**

To: Brad Smith <brad.smith@email.com>  
From: Bryce Jones <brycej@email.com>  
Subject: I had an idea

We're expanding our marketing efforts into Arizona, and I think our two companies would benefit by collaborating on a custom health-cost software package. We've nearly finished our health-cost analysis algorithms. If you are still working on your health-cost visualizations, I believe that our analysis package and your visualization package together would give us both an edge on the market. If you are interested, let's have our teams meet and work out details on the APIs this month. I've attached a list that Jen Clark, our market research analyst, put together of businesses in the Phoenix area that would benefit from our co-developed application. Jen has strong connections, and we'd be happy to share our connections with you if we proceed on this exciting project. Let's discuss this by phone. Are you free on Monday or Tuesday?

Bryce

**YES**

To: Brad Smith <brad.smith@email.com>  
From: Bryce Jones <brycej@email.com>  
Subject: Let's Collaborate

We're expanding our marketing efforts into Arizona, and I think our two companies would benefit by collaborating on a custom health-cost software package.

We've nearly finished our health-cost analysis algorithms. If you are still working on your health-cost visualizations, I think that our packages together would give us both an edge on the market.

Take a look at [this list](#) that Jen Clark, our market research analyst, put together of businesses in the Phoenix area that would benefit from our co-developed application. Jen has strong connections, and we'd be happy to share them with you if we proceed on this project.

If you're interested, our teams could meet and work out details on the APIs this month. Let's discuss this by phone. Are you free on Monday or Tuesday?

Bryce



## EMAIL APPLICATION TWO

# USE VISUAL SIGNPOSTS AND TOPIC SENTENCES

Visual signposts catch the reader's eye. Bold text, bullet lists, and indents all highlight your important points. Topic sentences help readers "get" your message even if they simply skim your email.

**NO**

To: Amy Wright <amy.wright@email.com>  
From: Adam Kim <akim@email.com>  
Subject: Get better soon!

Amy,

Sorry you missed the meeting last week! That cold sounds really rough. Let me know if there's anything I can do to help.

It was a good meeting. Not as much rambling as usual. We just covered the basics like the new client list, the ongoing audit, the yearly initiatives. Nothing new to report that you wouldn't have guessed. Oh, and HR came by and gave us all an update on the new health insurance. It looks really good. It will cost most of us less and should cover more. I'm stoked. Oh, yeah, and we're supposed to send any tweets about the company on to someone in CX. Then they'll take over. Well, get better soon.

Adam

**YES**

To: Amy Wright <amy.wright@email.com>  
From: Adam Kim <akim@email.com>  
Subject: Report on June 12 meeting

Amy,

I hope you're feeling better. Here's a quick report on the June 12 meeting that you missed:

- **CLIENTS** New clients are up slightly. We have lost Case and Quest but signed FastUP and one startup with promise (Coral).
- **AUDIT** The audit drags on but is projected to finish by August. Victoria needs your billing files by the end of this month.
- **CX INITIATIVE** Using Twitter as a customer response tool has increased interaction with our millennial clients by 75%. Libby will continue overseeing our Twitter account—she's been phenomenal!
- **HEALTH INSURANCE** Our new health insurance (Advantage) will cost us 7% less and cover 15% more. Here's [the link](#) to the signup form. It's due by 5 p.m. next Friday, June 25.

Looking forward to having you back in the office soon. Take care.

Adam



## EMAIL APPLICATION THREE

# INCLUDE SUPPORTING INFORMATION

Support your ideas, but find the balance between giving enough and too much information. You don't want to overburden your reader, but you need to be credible. Use hyperlinks or attachments to provide more specific details.

**NO**

To: Melanie Morgan <mmorgan@email.com>  
From: Raj Singh <rajie@email.com>  
Subject: Update on office furniture

I'm so stoked that we get to buy new office furniture. My back has been killing me lately and I'm thinking it might be this dumb chair I've been sitting in. It's definitely not as comfortable as it looks. Hahaha. And there's the desks. No cord pull holes at all, just a slab, and the workmanship is so shoddy that it's always wobbling whenever I push back to go get snacks. (Forty times a day.) So yes, we definitely need new furniture. We get to decide what to buy. We could go to Ikea, or we could order online. Brad said we have a budget of \$2,500. What are you thinking? Should we even try to match the stuff in the back office, or just get something comfortable? I am thinking we should just go for comfort, but I don't know. I've started looking at the manufacturers and it looks like SitSmart, PosturePod, Wellesley, and BrainComfort are good. We have to decide whether we want to go local or order it shipped to us. I have so many things I want in a good chair, like posture control and height control, also mesh so we don't get too hot in the summer. But those are more expensive. I don't know. It's all so complicated, but I'm glad we get an upgrade!

Raj

**YES**

To: Melanie Morgan <mmorgan@email.com>  
From: Raj Singh <rajie@email.com>  
Subject: Update on office furniture

Brad finally approved a budget of \$2,500 for new office furniture!

I've attached a spreadsheet listing our current inventory. Hopefully, with the budget, we will be able to replace all of our desks and chairs.

I researched replacements, focusing on stability, cord access ports, lumbar support, and height adjustment. I've narrowed our options to the following:

Local (already assembled):

- [SitSmart](#) at OfficeBarn
- [BrainComfort](#) at Furnishall

Online (assembly required):

- [Wellesley](#) from ModernOffice,
- [PosturePod](#) from Saunders

Look these over and let me know what you think—you may have other feature priorities. Let's make a decision by Thursday at noon.

Raj

## EMAIL APPLICATION FOUR

# USE TRANSITIONS

Transitions help your audience follow the path through your email and understand the relationship between your paragraphs.

Note: transitions are in **green** to help you notice them—no need to color them in actual emails.

**NO**

To: TEAM  
From: Doug DeWitt <doug.dewitt@email.com>  
Subject: I have an idea

Team members,

Our website looks a lot better since the update, and I really like the new brochures. Thanks for helping to increase sales this month.

You'll find some cupcakes in the break room. Feel free to help yourself. Maybe some of the changes we have been trying to make have worked? It looks like you have been smiling more and listening better, and maybe you have not been using the same old memorized pitch? I really want to keep up the momentum we were getting last month.

Remember the steps we talked about last month about being cheerful on calls and customizing your responses. It really makes a difference.

Keep up the good work. Management is really happy about the new website and brochures, but you guys and your work are the main thing.

Sincerely,

Doug

**YES**

To: TEAM  
From: Doug DeWitt <doug.dewitt@email.com>  
Subject: New phone approach is working (and cupcakes!)

Team members,

Congratulations on a 16% increase in sales this month—our highest month-to-month improvement yet. Well done! Take a moment to celebrate your achievement by enjoying some cupcakes in the break room.

**In an effort** to keep up the momentum, I want to review some of the positive steps that we implemented last month.

**Before** answering the phone, smile as you make the connection. **After** greeting callers, listen carefully to their concerns—**before** you begin to make a pitch. **Once** you think you know the purpose for their call, reflect on what they said, **and then** customize the pitch to their concerns. No more memorized responses, please.


**As you demonstrated last month**, YOU are the ones who make the biggest difference when it comes to sales. **Of course**, we are grateful for recent improvements to our website and brochures, but when it comes to closing the deal, you make it happen. **In short**, you are irreplaceable.

Doug



# BUSINESS COMMUNICATION TECH TIPS

## TEXTING

Texting is becoming more common in business. Generally, save texting at work only for quick questions or reminders. Information you may need to reference again is best conveyed via email. To get a handle on texting for business, read *GetVoip's* infographic: [The 10 Commandments of Business Texting](#),  which shares such essential reminders as “Thou Shalt Not Text Bad News” and “Thou Shalt Not Text Sensitive or Privileged Information.”

## EMOJI :)

In your first professional emails, don't use emoji. Acceptable use is still evolving, and you can't be sure how your recipient will react to seeing them in your email. But if you find that your correspondent uses them freely, go ahead and respond in kind. As with exclamation points, use them sparingly. Emoji can improve the energy and humor of an email, but too many make you look immature and overeager.



Unclear exactly what a particular emoji means?  
Check out the definitions in the [Emojipedia](#).

## WHAT ABOUT GIFs?

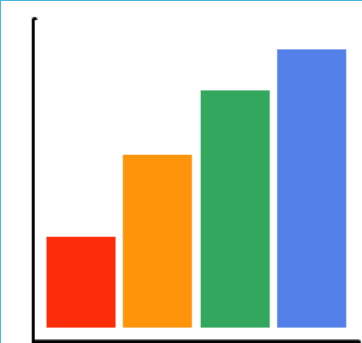
Communicating with funny internet GIFs is classic office fun, but be wary of using them in more traditional workplaces.

However, the use of GIFs and other visuals is increasing. Organizations like [General Electric](#) and [Disney](#) now have official collections available on [giphy.com](#).

You might create a GIF to illustrate an office process or demonstrate a trend. In 2015, [Google sent an animated GIF](#) to a reporter instead of replying “No Comment”— getting its message across very quickly.

Stoke your imagination!  
Pretend the bars are moving. ↘

Create a GIF to add motion to a message, illustrate a process, or highlight a trend.



GIF credit: Giphy.com

# IN CONCLUSION

Use these examples to start building clear, concise paragraphs today.

Create paragraphs deliberately by using **strong topic sentences**, meaning-clarifying **transitions**, and just the **right amount of detail**.

When you use paragraphs to write strong emails and reports, your messages are more likely to be read . . . and acted upon.





# LEARN MORE

Suggestions?  
Click HERE



## ARTICLES

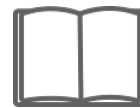
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CHAPTER

6

# RESEARCH

F I N D T H E A N S W E R S

# CONTENTS

4 PRIMARY AND SECONDARY RESEARCH

7 SECONDARY SOURCES  
WHERE SHOULD I LOOK?

10 SEARCH STRATEGIES  
HOW SHOULD I LOOK?

11 EVALUATING SOURCES

12 DOCUMENTING SOURCES

13 PLAGIARISM

## LINK & LEARN

*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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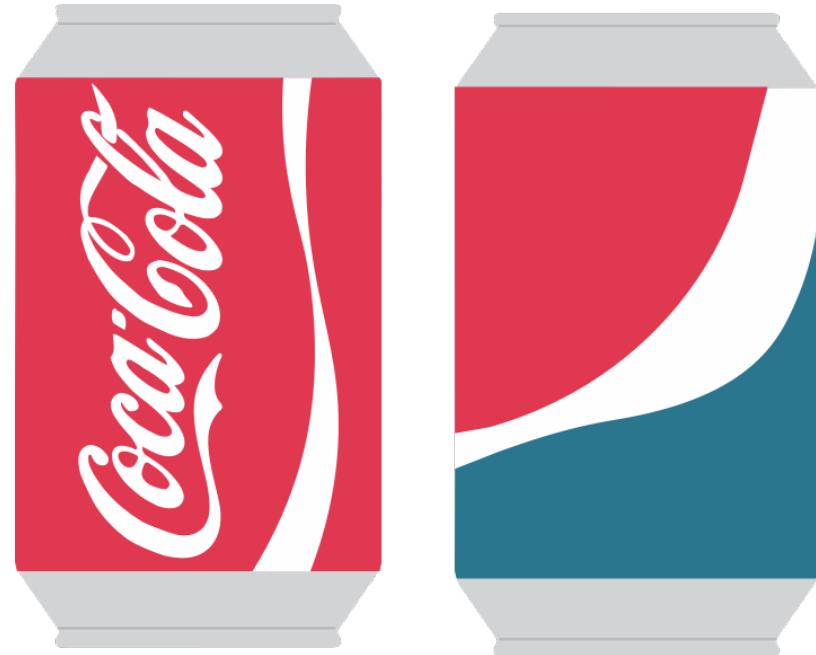
*This is Chapter 6*



## Do Your Research

In the early 1980s, Coke was losing the Cola Wars. Panicking, Coca-Cola executives assumed Coke needed to be sweeter to compete with Pepsi. On 23 April 1985 they threw out Coca-Cola's century-old recipe and introduced New Coke. Outrage was immediate. Customers organized boycotts and filed lawsuits. Sales plummeted. Less than three months later, Coca-Cola announced a return to Coca-Cola Classic.

Disastrous business decisions often begin with seemingly reasonable assumptions. Effective management is evidence-based. Before making decisions, you need facts, not gut feelings; and if you want to be convincing, you need data. Here's how to get it.



SECTION ONE

# PRIMARY AND SECONDARY RESEARCH

---

Evidence can come from primary or secondary research. The strongest arguments are based on both.

**Primary Research.** When you conduct a survey, compile sales reports, or perform an experiment, you're creating new information. That's primary research.

**Secondary Research.** When you consult an analyst's report, search through scholarly or news articles, or pull data from a government website, you're accessing information that already exists. That's secondary research. Seeing what's already been discovered can save you time and money.

## Primary Research

*Creating or gathering new information*

## Secondary Research

*Using existing information*

Faster		X
Less expensive		X
May have copyright or licensing restrictions		X
Tailored to fit your specific need	X	
May require additional expertise	X	
You own the results	X	



# RESEARCH VOCABULARY

**QUANTITATIVE RESEARCH** uses highly structured and standardized methodologies to gather or analyze numerical data.

*EX: Asking customers to rate their satisfaction, counting actual return visits, determining if any correlation exists.*

**QUALITATIVE RESEARCH** uses data that cannot be easily quantified, often related to opinions, feelings, and experiences.

*EX: Inviting a handful of customers to participate in a focus group where they discuss their desired product features.*

**RELIABILITY** indicates whether a tool or method produces consistent results. A reliable test or experiment will produce the same results when repeated.

**VALIDITY** A test is valid if it actually measures what it is intended to measure. A poorly designed study may not account for all factors, making it difficult to draw valid conclusions.

**TRANSFERABILITY** A research study is more useful if its results can be generalized or transferred to other contexts.

**LITERATURE REVIEW** A rigorous review of pertinent research available on a subject. Learn more from this [handout from the University of North Carolina-Chapel Hill](#) and from this example: [International Small Business Journal](#).



## BALANCE

Don't ignore research that conflicts with your position. Your audience is likely to come across it anyway.

Address it upfront, and show why your recommendation should still be followed. A balanced approach helps decision making.



## SECTION TWO

# SECONDARY SOURCES

---

Secondary research can take you many places, but you'll usually start with an internet search. In addition to the open web, use specialized search engines to dig deeper.

Let's start with this question:

***“How many people go skiing in Utah each year?”***

### **Who might be gathering information like this?**

If you want to research the winter sports market, you might start with a trade association, like SnowSports Industries America or the Utah Ski & Snowboard Association. The Utah state government might also have an interest in tracking such data. And local newspapers or industry newsletters might publish articles on the topic.

### **How can I access it?**

Industry associations may publish the information you want. Check their websites and be willing to send emails and make phone calls.

Government sources are usually free but can be difficult to navigate. News sources are often available online. If not, try your library for access.

(Oh, and the answer? 5.1 million. . .good market.)



Get the best of both worlds: Search *scholarly articles* to lay a solid foundation. Then pull in specific details about the current case from *news sources*.

## Scholarly Journals

Use scholarly sources to establish a strong foundation. Articles published in journals often go through a peer review process where other experts determine whether they meet the standards for that discipline. This process takes time but improves reliability and establishes authority.

**Examples:** [Academy of Management Review](#), [Journal of Consumer Psychology](#), [Econometrica](#)

## News Sources and Magazines

Use news sources to find the most current information on a topic or to see how popular opinion is trending.

**Examples:** [Wall Street Journal](#), [The Economist](#), [Harvard Business Review](#), [BusinessInsider.com](#)

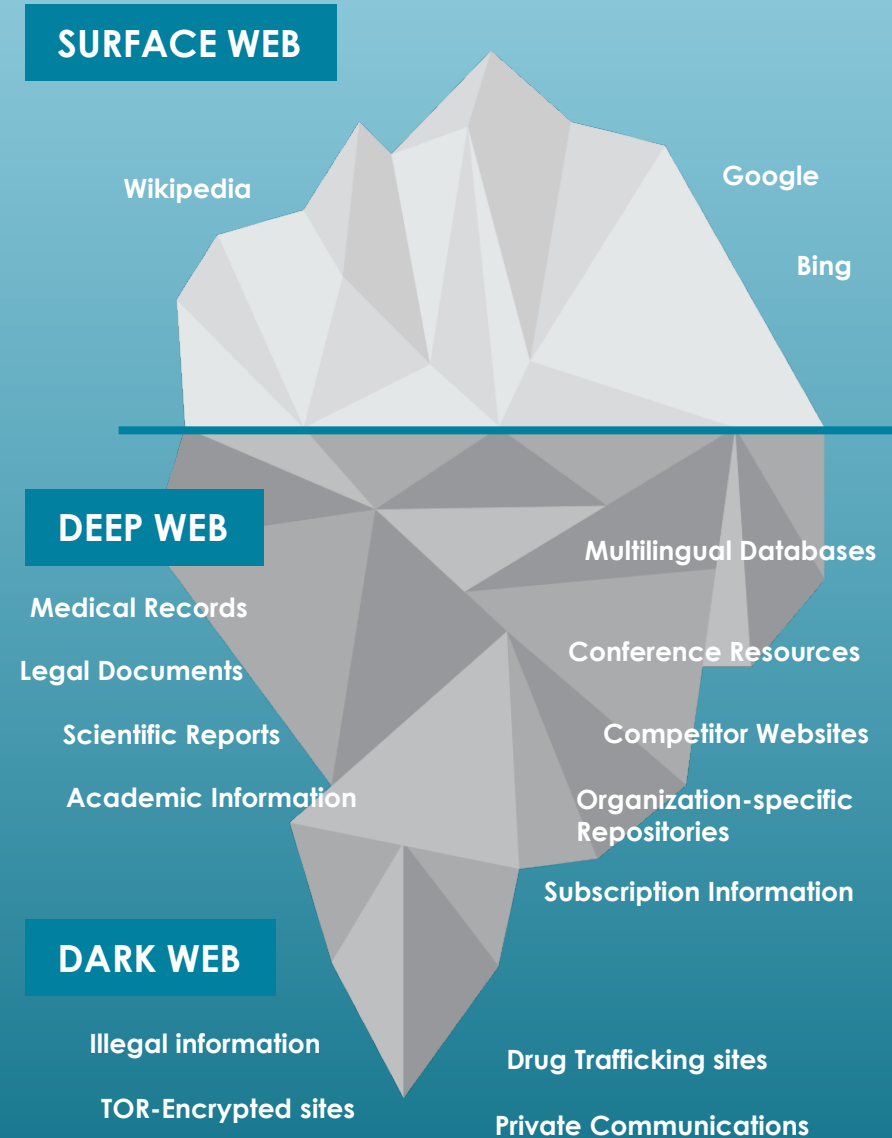
## Trade and Industry Sources

Use trade and industry sources to get both current and authoritative insight. Written by and for practicing professionals about issues important to that industry today, they provide you a model for the industry's writing style.

**Examples:** [Advertising Age](#), [The Progressive Grocer](#), [SupplyChainBrain.com](#)

Other secondary sources include reports published by industry analysts or think tanks, data published by trade associations or government websites, and official documents like financial statements or court filings. When you're trying to find information, ask yourself, *"Who would be interested in gathering this information, and how can I find out if they make it available?"*

## THE WEB IS LIKE AN ICEBERG





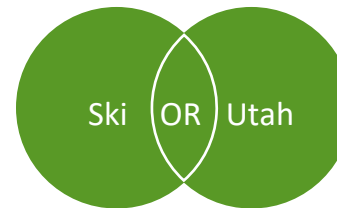
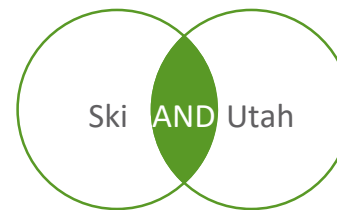
# SEARCH STRATEGIES

---

## SEARCH OPERATORS

Your library has access to databases of scholarly, news, and industry sources like EBSCO, ProQuest, and LexisNexis that aren't freely available on the internet. These advanced search engines and controlled environments allow you to precisely manipulate your results with search operators. The most common are the Boolean operators AND, OR, and NOT.

Linking your search terms with **AND** tells the search engine you want to see only results that include both concepts. **OR** tells the engine you'll accept results that have any one of your terms. **NOT** excludes any results with that term.



■ Searching with Boolean operators returns the content in green.



## WHAT ABOUT GOOGLE?

When it comes to the information needs of daily life, search engines like Google keep getting better at reading our minds. (Hungry? Bored? Curious?)

Google can also be a powerful tool for serious research (Google Scholar), but you can make your searching more effective by using advanced search.



Improve your search skills by reviewing the tips in this infographic. 30 Advanced Google Search Tricks

## COMMON DATABASE OPERATORS

Operator	Effect	Example
*	Truncation: returns any word with that beginning	ski* <i>(returns ski, skis, skiing, skier, etc.)</i>
?	Wildcard	wom?n <i>(returns women or woman)</i>
" "	Phrasing: only that full, exact phrase will be accepted	"Park City"
()	Nesting: similar to order of operations, nesting compartmentalizes the effect of operators	("Park City" OR Solitude OR Sundance) AND ski*
nearX	Proximity: search terms must be located within X number of words of each other	ski* near5 Utah
atleastX	Frequency: the term must appear at least X number of times	atleast3 ski* AND Utah



Activity 6.1

Use Google to find sources about the use of social media for crisis management. Try a simple search and then some advanced techniques. Now try it out in a library database using the operators in the table.

## Having trouble?

### NARROW, BROADEN, AND SEPARATE

If you're getting plenty of results, narrow your search by adding more specific concepts. You can also filter your results by date, peer-review status, or subject tags. If you aren't seeing many results, broaden your search by adding synonyms.

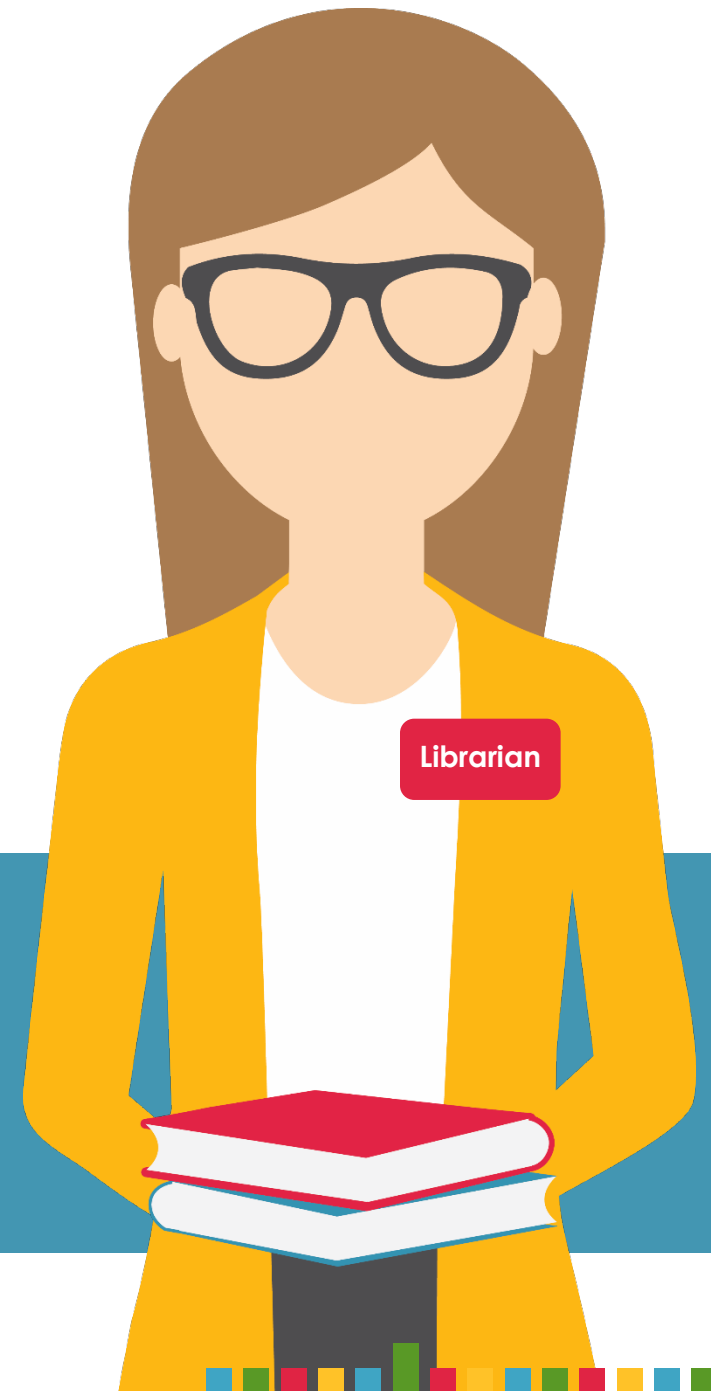
If your concepts haven't been connected by previously published research, you might be breaking new ground. Great! Try conducting separate searches for each concept, and then you can contribute to the global conversation by bridging those concepts in your own writing.



As you conduct searches, skim the results for different wording to use in your next search.

When you find a relevant source, look at its bibliography to follow the sources it cites.

**STUCK?** Librarians live to serve.  
Save yourself an hour's frustration by  
taking five minutes to ask for help.



## SECTION FOUR

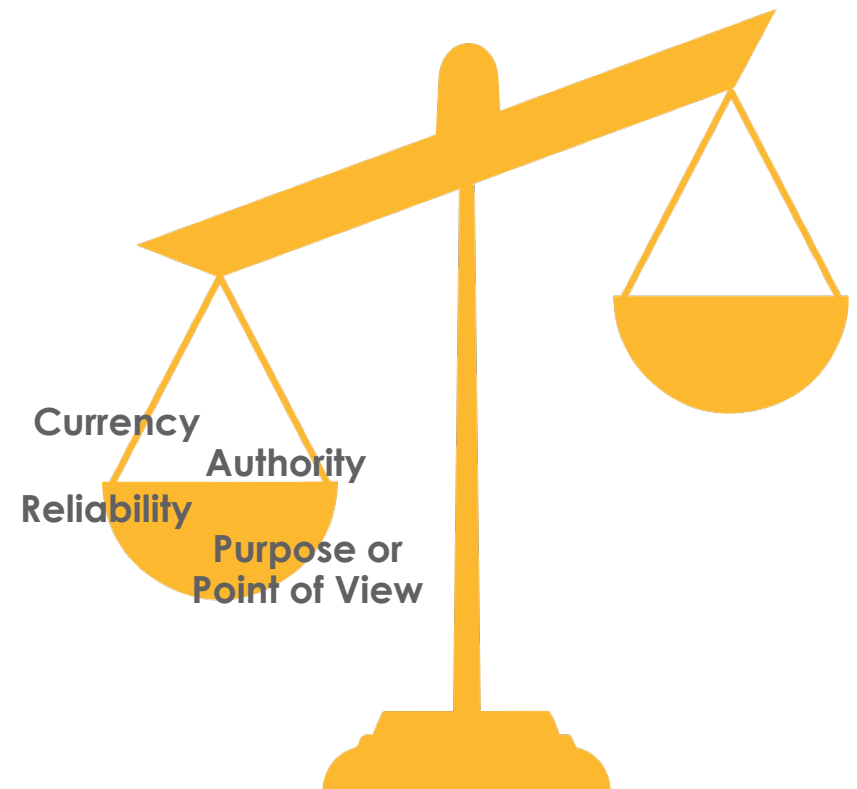
# EVALUATING SOURCES

---

Whenever you encounter a new information source, whether it's a scholarly journal, a website, or your roommate's cousin's girlfriend's Twitter feed, you need to consider whether citing that source as evidence will strengthen or undermine your position.

To judge the credibility of a source, put it through a CRAP test. Assess these factors:

- ▶ **Currency**
- ▶ **Reliability**
- ▶ **Authority**
- ▶ **Purpose or Point of View**



# DOES YOUR SOURCE PASS THE **CRAP** TEST?

## Currency

- ▶ How recently was it published or updated?
- ▶ How current are its sources and content?

## Reliability

- ▶ Is the information organized, written, and presented well?
- ▶ Are sources cited and easily verifiable?
- ▶ Do the conclusions follow from the evidence?
- ▶ Does the site have a .com, .edu, .gov, or .org domain, and what does this suggest about its reliability?

## Authority

- ▶ Who are the authors?
- ▶ What are their credentials?
- ▶ Have they been cited by other sources on the topic?
- ▶ Can they be contacted?

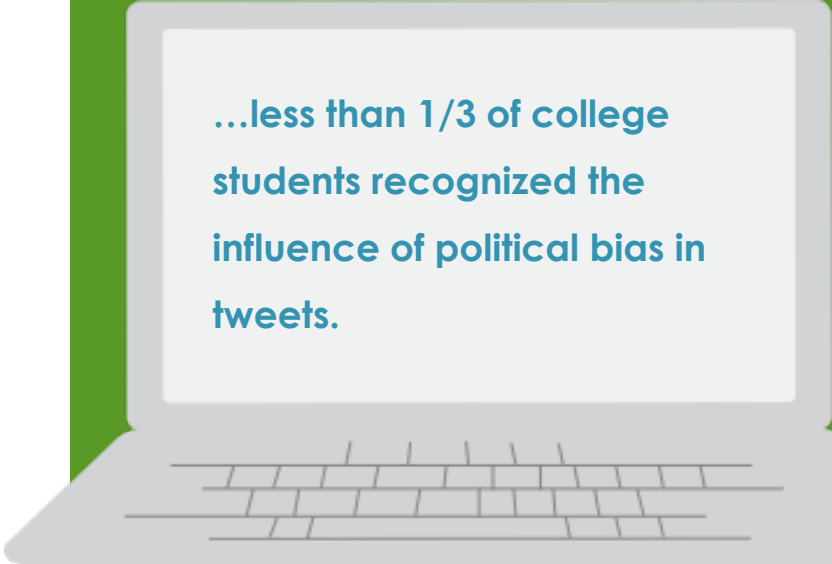
## Purpose/Point of view

- ▶ What is the author's purpose?
- ▶ Is the article written at a popular, professional, or professorial level?
- ▶ Is the author or sponsoring organization values- or mission-driven, and might that position introduce political, cultural, or ideological bias?
- ▶ Is the author or organization profit-driven?
- ▶ How does this purpose or point of view affect the source's usefulness?

## ONLINE CREDIBILITY

Fake news, social media bias, and sponsored content: how good are you at judging the credibility of what you read online?

Researchers at Stanford have found that we're not as good as we think we are, with 80% of middle school students mistaking ads for a real news story, and...



...less than 1/3 of college students recognized the influence of political bias in tweets.

## CAN I USE WIKIPEDIA IN MY RESEARCH?

A Wikipedia search can be a good starting point for gaining a basic understanding of a topic. Well-written entries include references that lead to additional credible sources. But Wikipedia is derivative by nature, and you can't really evaluate the authority or purpose of Wikipedia contributors. Instead of citing Wikipedia you should use it to look for original sources.



WIKIPEDIA

Don't just cherry-pick sources that seem to support your argument. Evaluate your sources carefully so that you can speak intelligently about them when someone in your audience has questions.



Activity 6.3

**Evaluate these websites for currency, reliability, authority, and purpose or point of view. What does a CRAP test teach you about their usefulness as sources?**

- ▶ <http://www.bls.gov/>
- ▶ <http://accountingonion.com/>
- ▶ <http://www.cato.org/>
- ▶ <http://dhmo.org/>
- ▶ <http://globaledge.msu.edu/>
- ▶ <http://www.informationisbeautiful.net/>
- ▶ <http://www.slate.com/>



# DOCUMENTING SOURCES

---

Thoroughly documenting your sources not only gives credit to the original author, but also gives your work credibility that can't be achieved any other way.

Cite sources at their point of impact. In formal documents, cite at the end of the sentence in the form of a parenthetical author-date reference or a superscript number referring to footnotes or endnotes. Less formal documents, especially on the internet, often provide a clearly labeled link to a source—like this textbook does.

When citing sources follow an established style like [APA](#), [Chicago](#), or [MLA](#). This textbook follows the [HBS Style](#) (Harvard Business School Citation Guide), but if your organization has a preference or its own “house style,” follow that instead.

## Formal Citations

... end of sentence (Richardson, 2017).

— OR —

... end of sentence.<sup>3</sup>

<sup>3</sup>Richardson, Marianna. “How to Be Fabulous.”  
Marriott Student Review, September 2017.



The [Purdue OWL](#) has excellent guides and examples for all major citation styles. Reference generators like [CiteThisForMe](#) are easy, but results must be double checked.

# INTEGRATE YOUR SOURCES

Weave evidence into your writing by quoting, paraphrasing, and summarizing. These examples demonstrate integrating a source text about price elasticity in the skiing industry. Avoid accidental plagiarism by learning this skill.

## ORIGINAL ARTICLE

“The positive sign of all cross-price elasticities of demand indicate that other resorts are considered to be substitutes for the analyzed resort, emphasizing the importance of not making pricing decisions independent of the other players in the market.”<sup>1</sup>

## QUOTE

*Holmgren and McCracken warn against “making pricing decisions independent of the other players in the market.”<sup>1</sup>*

## PARAPHRASE

*When setting prices, ski resorts must consider the prices of their competitors since, as Holmgren and McCracken show, skiers are willing to substitute one resort for another.<sup>1</sup>*

## SUMMARIZE

*Holmgren and McCracken demonstrate how the close proximity of Utah ski resorts increases price sensitivity for skiers.<sup>1</sup> Because skiers shop for the cheapest lift tickets, a resort must consider its competitors’ prices when setting its own.*

## ENDNOTE FOR DIRECT QUOTE

### Sources Cited:

1. Mark A. Holmgren and Vicki A. McCracken, “What Affects Demand for ‘The Greatest Snow On Earth?’” *Journal of Hospitality Marketing & Management* 23, no. 1 (2014): 18.



## LINK

If you use links, **provide meaningful information** as well.

*In his book, Secrets of the Greatest Snow on Earth, Jim Steenburgh outlines three difficulties in forecasting Utah’s powder conditions: (1) intervening mountain ranges, (2) steep, narrow topography, and (3) the effect of the Great Salt Lake.*



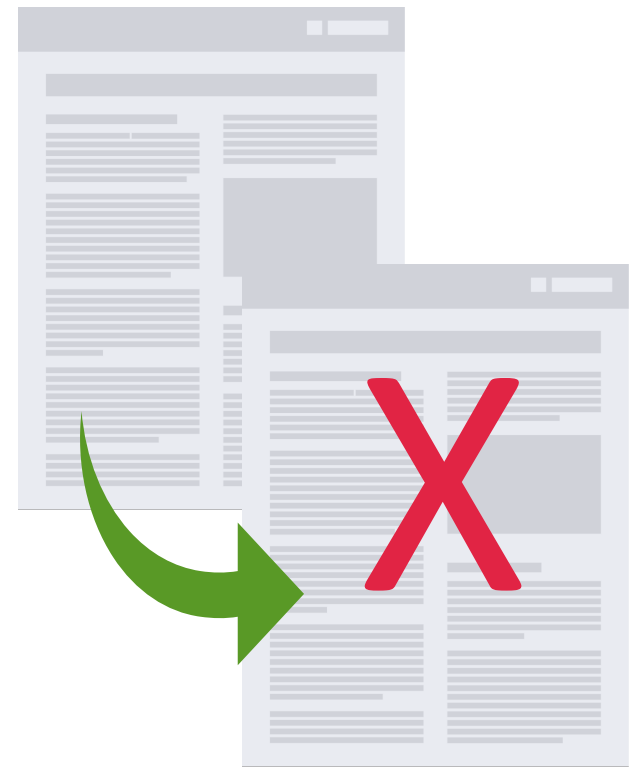
# PLAGIARISM

---

Failure to properly document your sources, whether intentional or accidental, is plagiarism. It's unethical and possibly illegal. Don't mess with it. Your reputation and peace of mind are at stake, and the more successful you become, the more closely your every word will be watched, as these politicians found. [CNN: From Speeches to Ph.D.'s: Politicians Called Out for Copying](#)

Even if you cite your sources, failing to clearly distinguish between your own words and your source's words is plagiarism, no matter if you rearrange or change some of the words. For a complete overview, consult the Purdue Owl's site on [Plagiarism](#).

In addition to plagiarism, be aware of copyright and licensing restrictions. Don't violate copyright by distributing documents or using images without proper permission.



## FAIR USE

Fair use is the legal doctrine that allows you to quote copyrighted material in your research. Section 107 of the Copyright Act gives guidelines for determining what qualifies as fair use. Ask yourself these questions:

1. *What is the purpose of the use? Non-commercial, educational use is more likely to qualify as fair use. “Transformative” use, which adds something rather than just reproducing the original, is also more likely to qualify. Examples of transformative use include criticism, parody, news reporting, teaching, and scholarship.*
2. *What is the nature of the original work? The use of creative works, like art or unpublished works, is less likely to qualify.*
3. *How much of the work is being used? Using significant portions of a work is less likely to qualify.*
4. *What effect does the use have on the market for the original? The use is unlikely to qualify if it hurts the market for the original.*

During college, you may get into the habit of using images and other products copied from the web, feeling that your use qualifies as fair since it is being employed for educational purposes. Whether it does or not, that excuse ends abruptly when you are employed, so develop good habits now and save yourself and your company a costly mistake.

## Fair use:

(NOUN)

The legal doctrine that allows you to quote copyrighted material in your research.



# IN CONCLUSION

Make sure that your conclusions and recommendations are based on evidence.

Don't expect your audience to accept your claims just because you state them as if they were facts, saying "studies show," "experts agree," or "it's widely accepted that." Do the work to find the facts.

Conducting effective research and thoroughly documenting your sources will help you to construct your own authority and credibility.



# LEARN MORE

Suggestions?  
Click [HERE](#)



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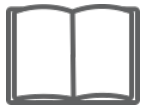
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# FORMAT

MAKE YOUR MESSAGE INVITING

# CONTENTS

4 CHOOSE FONTS

7 WRITE HEADINGS

10 USE WHITE SPACE

13 INSERT GRAPHICS

EXAMPLE BANK STANDARD DOCUMENT FORMATS

## LINK & LEARN

---

*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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[byumcom@gmail.com](mailto:byumcom@gmail.com) if you would like to adopt the curriculum. This chapter updated 11 May 2020.

*This is Chapter 7*



## GRAB ATTENTION

Well-formatted messages are more attractive and accessible to your readers, inviting them to engage. The very act of formatting also helps you clarify in your own mind what you want to say. When you

- select **fonts**
- write **headings**
- use **white space**
- insert **graphics**

you make decisions about your message priorities, and you guide your audience

—and yourself—  
toward clearer structure.

Your audience will **scan** your message **before deciding whether to read** it. That's just human nature. So what do you want them to notice first?



# CHOOSE FONTS

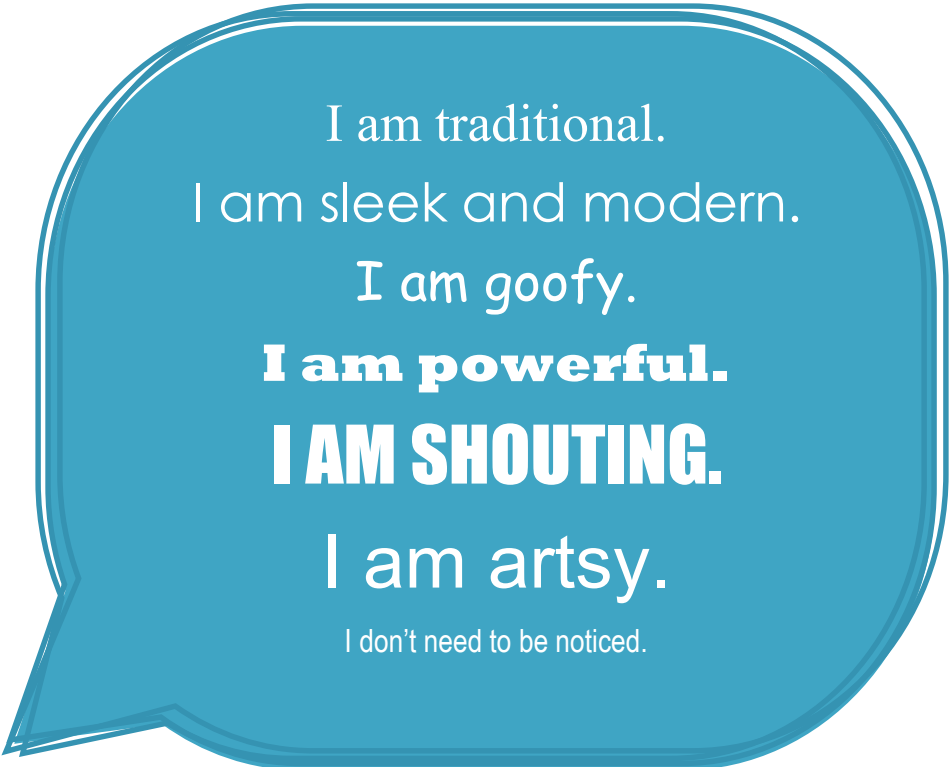
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Some people are typography geeks because, frankly, **fonts are fun**. They're a form of art that quickly conveys a tremendous amount of information. Fonts are a voice in which your writing speaks.

When formatting a document, choose your fonts deliberately so that your message is supported by the look and feel of the fonts you choose.

The next few pages cover some basics you should know about fonts and typography.

*Fonts are the voice in which your writing speaks.*



I am traditional.

I am sleek and modern.

I am goofy.

**I am powerful.**

**I AM SHOUTING.**

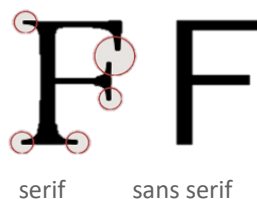
I am artsy.

I don't need to be noticed.

# TYPOGRAPHY BASICS

## SERIF VS. SANS SERIF

Fonts are generally classed as either “serif” or “sans serif.” Serifs are the widened feet at the end of font strokes. Sans serifs don’t have those widened ends.



## STROKE



## TYPOGRAPHY ANATOMY



## KERNING

Kerning is the space **between** letters. The best kerning is achieved when spacing looks even. Kerning is most often adjusted with large headings or titles. Body copy is rarely kerned.

NO

TYPO GRA P HY

YES

TYPOGRAPHY

## SAFE-BET FONT PAIRINGS

**Helvetica**  
Garamond

Avenir  
Bell MT

**Century Gothic**  
Century

**Baskerville**  
Helvetica Neue

**Arial**  
Georgia

Bebas neue  
Helvetica Light

## FONTS FOR HEADINGS

Choose fonts for 3-4 levels of text:  
headings, subheadings, body text &  
annotations.

LEVELS	EXAMPLES
<b>Headings</b> SUBHEADINGS body text	<b>Garamond</b> HELVETICA Helvetica
<b>HEADINGS</b> subheadings body text <i>annotations</i>	<b>Bebas neue</b> Bebas neue Helvetica Light <i>Garamond (italic)</i>

FIGURE 6.2

## HOW TO CHOOSE FONTS

Readers scan for titles and headings first, so those elements need to stand out.

Generally, choose two different fonts: one for title/headings, and one for body text. A rule of thumb is to choose a serif font for one and a sans serif font for the other. Some reliable pairings are shown in Figure 6.2.

Go to [fontpair.co](http://fontpair.co) to experiment with a range of free Google fonts in tandem. Remember, if you are sharing a copy of your document in editable form, your recipient's device may not display unusual fonts. If you save and share your work in PDF, your fonts will be consistent.

Choose fonts that

- ▶ Convey the right impression for your document
- ▶ Look good on multiple screen sizes
- ▶ Are large and dark enough for your audience to read easily
- ▶ Are deliberate, distinct, and bold



Remember, the population is aging. Choose a font size that will be easily readable by your audience.

## SECTION TWO

# WRITE HEADINGS

---

Our brains are attuned to information hierarchy. “What should I pay attention to first? What can I ignore until later?” Give your reader some help by using **headings** in messages longer than three or four paragraphs.

Because you’ve spent time planning and organizing your document, writing headings won’t be hard.

The stylized document in Figure 7.3 shows a title and headings that coordinate in color and size. Make sure your headings are also parallel grammatically and that they indicate useful content. For instance: “*Why buy from us?*” is a clearer heading than simply “*Why?*”



FIGURE 7.3

# BE CONSISTENT

Be sure to write and format headings consistently throughout your document, and make sure same-level headings are grammatically parallel.

Save yourself some time by learning and using “styles formatting” tools for titles, headings, and body text. When you apply styles to your headings, you can easily generate an outline or change the style or color of all your headings with one click. Here’s how it’s done in Google Docs: [Working with Heading Styles](#). (Word, Pages, and other text editors have similar capabilities.)

# PLACE EMPHASIS

When you need to emphasize part of your text, do it properly. Back when everyone wrote on typewriters, the only tools for emphasis were capitalization and underlining, but all-caps now looks like SHOUTING, and underlining interrupts the descending strokes of letters. Instead, use size, italics, grayscale, bolding, or colors to make your point.

## Write Grammatically Parallel Headings

NO

Hiring three new project managers for the next fiscal year will benefit our department in the following three ways.

**Project Cycle Time**

Blah blah blah

**Resource Management is improved**

Blah blah blah

**Budget Reduction**

Blah blah blah

YES

Hiring three new project managers for the next fiscal year will benefit our department in the following three ways.

**Shorten Project Cycle Time**

Blah blah blah

**Improve Resource Management**

Blah blah blah

**Reduce the Overall Budget**

Blah blah blah

## Place Emphasis Skillfully

NO

ALL CAPS FEELS LIKE SHOUTING.

Underlining interrupts the descending strokes of letters, so avoid using it.

Don't use **TWO** forms of emphasis at once. Just *choose* the right one.

YES

**Size** draws the eye.

Italics *emphasize* key words.

**Grayscale** provides contrast.

**Bolding** catches attention.

**Colors** please the reader.

# FORMAT EMAIL

In an email, use bolded paragraph headings for scanability. Doing this helps you stay organized, and readers love it.

YES

To: Hannah.Jones@email.com  
From: Arianna.Cortes@email.com  
Subject: 3 Goals for Our Team Meeting

Hi, Hannah. Jackie asked us to emphasize three goals to the team at our meeting tomorrow:

#### **UPDATE CARDS DAILY**

We all need to update our assignment cards on Trello each day by 5 p.m. Jackie would like to be able to do a company-wide review of project status in the evenings.

#### **MAKE SEAMLESS HAND-OFFS**

A few projects were accidentally dropped during the staff change last year, so we need to make sure each project sheet is up to date before handing it off to someone else.

#### **HARVEST CUSTOMER FEEDBACK**

Treat customer complaints as valuable feedback. Be sure to record the complaint and the resolution in the appropriate log. If you see trends, bring them to Jackie's attention.

See you at 2:30.  
Arianna



## What font voice is your email speaking in?

For daily emails, make sure you're happy with the default font. Some designers claim that Verdana (sans serif) or Georgia (serif) are better choices than Gmail's default, Arial.

While you're at it, try creating a professional signature block that includes your contact information.



Activity 7.2

**Change your default font in Gmail by going to "settings" Choose a font that represents your voice well.**





# LEFT-ALIGN OR JUSTIFY

Text can be aligned four ways: on the left, the center, the right, or spread evenly between two margins. Although “justified” text (aligned between both edges of a column) can look sharp at a distance, odd spacing between words can occur. These distracting, jagged white spaces in your paragraph are called rivers. Left-justified, ragged-right text is easiest to read, and lets *you* decide how to use your extra white space, instead of sprinkling it throughout your paragraph. Narrow columns however, can be justified well if you find and hyphenate words that are causing rivers, or use smart text display software like InDesign.

# KEEP LINES SHORT

Keeping your lines short makes reading faster and easier. Instead of long lines, use generous margins to keep lines shorter. Another great solution is to use columns, which shortens the lines still further. A good rule of thumb is to keep each line of text no longer than 52-70 characters wide so the eye captures each line quickly.

# AVOID NARROW MARGINS

Margins give the eye a rest. Don’t skimp. One wider margin (up to two inches) on mirrored sides of the page can be a good spot for illustrations or pull quotes.

## LEFT ALIGNED

YES

Left-justified, ragged-right text is easiest to read and should be used most often.

## RIGHT ALIGNED

SOMETIMES

Right-justified, ragged-left text can be used to display short text units.

## FULL JUSTIFIED BETWEEN MARGINS

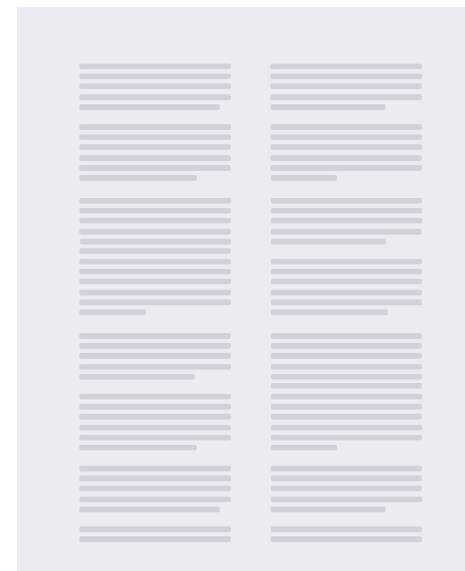
NO

Justified text can cause odd spacing in and between words. Avoid it.

YES

Justified text can look sharp, though, if you use design software or use hyphens when needed.

## COLUMNS AND MARGINS



Columns make lines short

Use wide margins for visual relief

## USE 1.15 LINE SPACING AS YOUR DEFAULT

You're probably familiar with "single spaced" and "double spaced." (You in high school: "Does my five-page essay have to be single spaced or double spaced?") But the optimal vertical distance between lines for most documents is not 1, but about 1.15 (this spacing is called *leading*). This little bit of **extra space** gives the document a **lighter look**.

Single spacing is acceptable, but **do not double space** your text for any business document unless your boss is a retired high school English teacher. It looks unfinished, undesigned, and unprofessional.

Don't indent. Indenting the first line of each paragraph by five spaces is another typewriter holdover. Instead, leave an extra line between paragraphs and make all paragraphs begin flush with the left margin.

## WRITE SHORT PARAGRAPHS

**Paragraph breaks are the breath of reading.** Don't force your reader to go on for too long without a refreshing break. Paragraph length can be a *formatting* as well as a *content* decision. When writing text in columns, use very short paragraphs.



**To keep your paragraphs shorter, use links liberally.**

## CHOOSE YOUR LINE SPACING

NO

**0.7**

Leading is the amount of vertical space between lines of text. You probably know it as spacing.

YES

**1.15**

Leading is the amount of vertical space between lines of text. You probably know it as spacing.

NO

**2.0**

Leading is the amount of vertical space between lines of text. You probably know it as spacing.

## SECTION FOUR

# INSERT GRAPHICS

---

Sometimes the best way to communicate information is with graphics, not words.

If you are having trouble figuring out which kind of graphic will best display data, try using Andrew Abela's handy tool [Which Chart?](#) Then download one of Juice Labs [Chart Chooser](#) free templates. We'll cover the details of visualizing data and designing graphics in Chapter 11, but these resources can get you started.



# CHOOSING A GRAPHIC

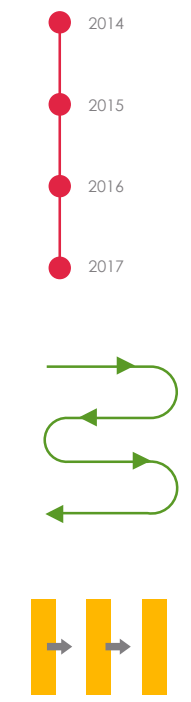
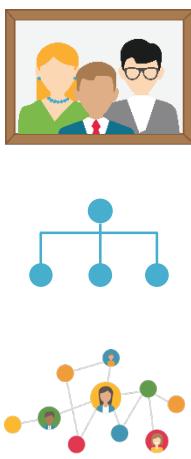

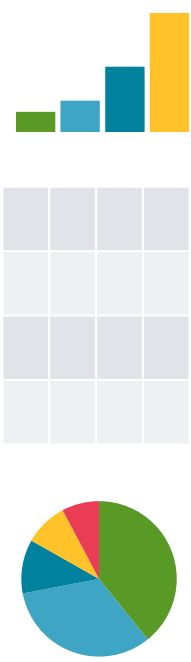
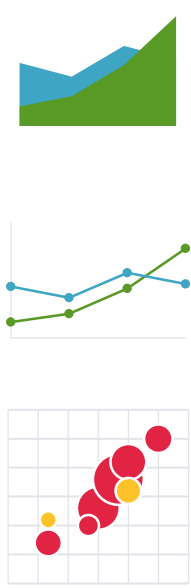
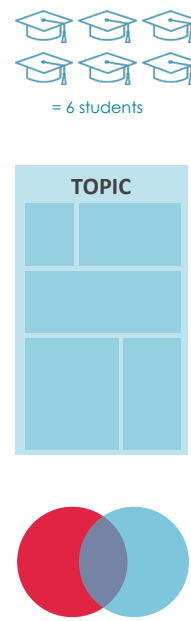
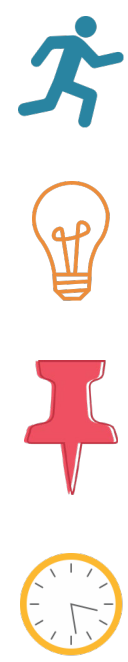
TO COMMUNICATE ABOUT . . .	Sequence	People	Location	Data	Trend	Topic	Action or concept
<p><b>TRY A...</b></p>	<p>Timeline, Flowchart</p> 	<p>Photo, Org Chart</p> 	<p>Map, Diagram, Floorplan</p> 	<p>Table, Chart</p> 	<p>Line Chart, Bubble Chart</p> 	<p>Infographic (<u>Canva</u>)</p> 	<p>Icon (<u>The Noun Project</u>)</p> 

FIGURE 6.7

# ANCHOR YOUR GRAPHICS

Don't just sprinkle graphics throughout your document, anchor, position, and interpret them. Figure 7.8 demonstrates how to do all three.



## ANCHOR

Anchor graphics to the text by writing a **clear reference** in the body of your document. Give readers a context for what they are about to see and a reason to care about it.



## POSITION

Next, **position graphics strategically** so that the reader's eye can quickly identify and locate the information you want to convey. When you insert a graphic, make sure you label it clearly and cite its source (citations are usually written in a small font at the bottom right).



## INTERPRET

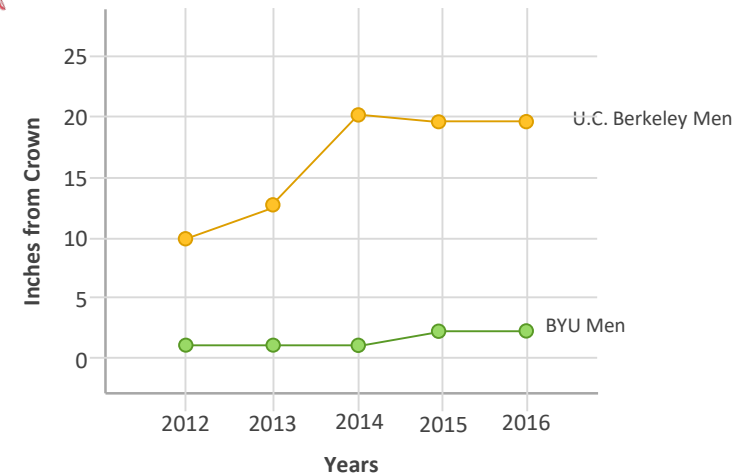
Finally, know that inserting a graphic is not enough. You must **interpret the meaning of your graphic** for your readers. Help them see how your graphic adds to your argument. Move them from "What?" through "So What?" to "Now What?"

## MEN'S HAIR LENGTH IS GROWING

The most significant data comes from the measured length of men's hair from the crown to the tips. Figure 1 shows those measures and an obvious trend toward longer hair.



Male Hair Length Growing Slowly in Utah



Source: < [CGT-Studies.com/hairlength/byuberk.html](http://CGT-Studies.com/hairlength/byuberk.html) > May 2017



The findings show that in the year 2012, hair length at Berkeley was five times the hair length at BYU. Years 2013 and 2014 saw an increase in that difference, reaching a maximum for the five years of more than 10 times the length of hair at BYU. Years 2015 and 2016 show the difference decreasing only slightly to a little more than six times the BYU hair length, with length at both universities remaining unchanged.

Not only do the findings support the premise that hair length of males at Berkeley is significantly longer, the findings also show a consistent difference; that is, for the five years of the study, hair length of men at Berkeley was always longer than that of men at BYU. Despite these differences, the data shows a key similarity in the growing trend of longer hair, relatively speaking.



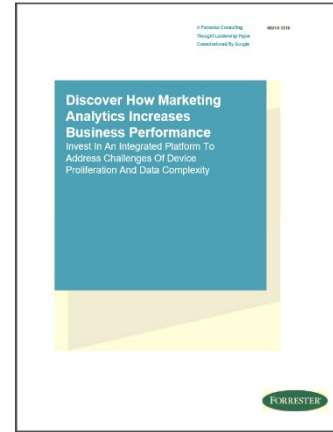
EXAMPLE BANK

# STANDARD DOCUMENT FORMATS

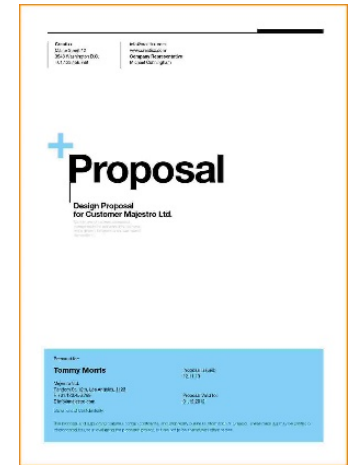
Business relies heavily on email, but printed business letters and reports are still used. In fact, as more communication becomes digital, the power and durability of a printed document makes it stand out.

Click through the links to the right to see examples of standard formatting and get some design ideas.

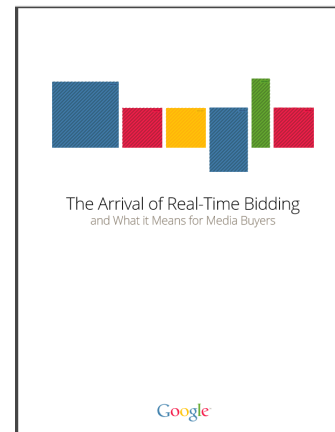
Need to type a memo?  
[Standard Memo Format](#)



REPORTS



PROPOSALS



WHITE PAPERS



TRADITIONAL LETTERS

# IN CONCLUSION

Formatting a great-looking document takes time and practice, but the pay off is increased reader access . . . and increased credibility.

The next time you write a paper or create a handout, practice choosing **fonts**, writing **headings**, using **white space**, and inserting **graphics**.



# LEARN MORE

Suggestions?  
Click [HERE](#)



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CHAPTER

8

# REVISE

ZOOM OUT – ZOOM IN

# CONTENTS

4 SEE IT AGAIN

5 ZOOM YOUR DOC

## LINK & LEARN

---

*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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*This is Chapter 8*

# Rewriting is the essence of writing well—where the game is won or lost. –William Zinsser

The word "revise" means to "see again," and this is exactly what you need to do when preparing your writing for public consumption.

While writing, you are zoomed in. You've planned your purpose, analyzed your audience, created a structure, decided on a strategy, and drafted your message. To revise, you just zoom out, then in again.



# SEE IT AGAIN

---

When you finish a substantial first draft, get away from it. Go outside and run around the block. Get your mind completely off the topic for a while. Cognitively, your brain will assemble and organize the information it's been processing for so many hours. Set an alarm or timer for when you'll start work again.

The amount of time you spend revising your work depends on both its length and importance. An annual report is a major project, but even a short, critical email might take days to get right. When you come back from your break, you'll be examining your writing in a new and powerful way: by mentally zooming out and then back in, just as your reader will approach it.



Make revising your emails standard operating procedure. Don't fill in the TO: field until after you've written *and* revised.



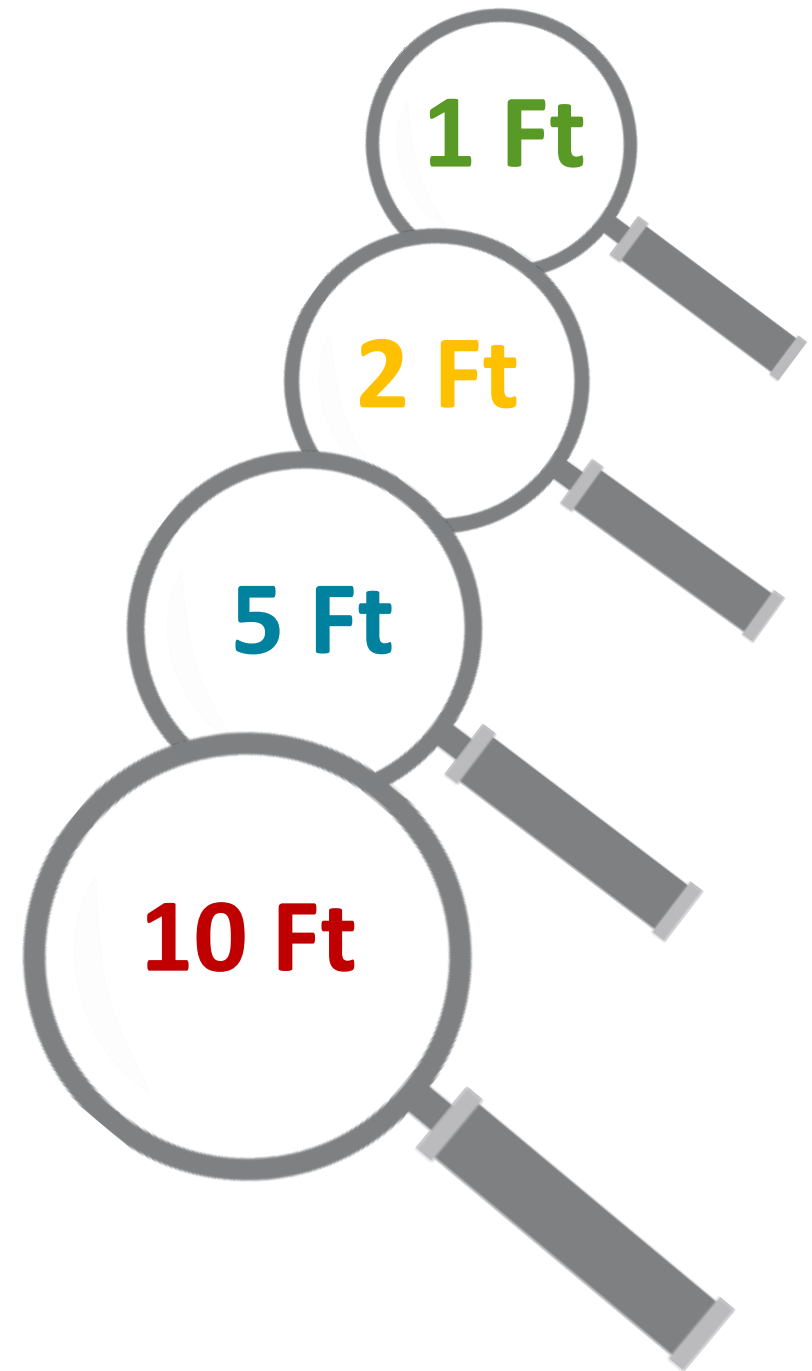
## SECTION TWO

# ZOOM YOUR DOC

---

Although you'd like to think that your audience will start with your first word and read carefully through each word in order, you know that's not how it works.

As a reader you first notice the design and layout of a piece, glance at the title, scan the headings and visuals, and skim some lines. Only then do you decide whether you'll commit your time to reading it through. So try revising by using that same sequence. Imagine yourself zooming out, then zooming in.



# ZOOM OUT TO 10 FEET

## LAYOUT | DESIGN

Imagine yourself about 10 feet away from a printout of your work. What do you see? Layout, spacing, headings—not much else. From this distance, you can't actually read the document. Instead, you get a sense for its overall design: headings, alignment, white space, graphics, contrast, etc. This is important because readers' first (and perhaps most powerful) impression of your message will be more about its design than its content. More than ever before, **good design = credibility**. This Purdue Owl video demonstrates the basics of [Visual Rhetoric](#).

At the **10-foot** level, ask yourself these questions about **LAYOUT AND DESIGN** :

- ▶ Does my document look good from a distance?
- ▶ Does it have a clear entry point?
- ▶ Should I use color to add interest or draw attention to key points?
- ▶ Did I choose attractive and clear fonts?
- ▶ Did I leave enough space to make my message look inviting? (Blank lines between paragraphs, 1.15 line spacing, comfortable margins?)
- ▶ Is there any data that I should illustrate with a graphic?
- ▶ If this will be viewed online, is it readable on a mobile device?



# ZOOM TO 5 FEET

AGENDA | ORGANIZATION | HEADINGS

Your reader will be looking for quick signs that you are organized and trustworthy. Use the first two of the 4A's to prove it:

**ATTENTION** Do I capture the readers' attention immediately? Do I provide the context of the message and tell my readers why they should care?

In a report, the title and opening sentence are your most important attention-grabbing tools. In a letter, your opening sentence serves the same function. In an email, focus on the subject line: keep it short, descriptive, and interesting enough to stand out from the dozens (or hundreds) of other emails the reader receives daily.

**AGENDA** Can my reader easily locate a clear agenda that previews the content of the message?

Your agenda is usually the last line of your opening paragraph. It will set up the organization of your message and prime your readers' minds to receive it. All but the shortest messages deserve agendas.





# ZOOM TO 2 FEET

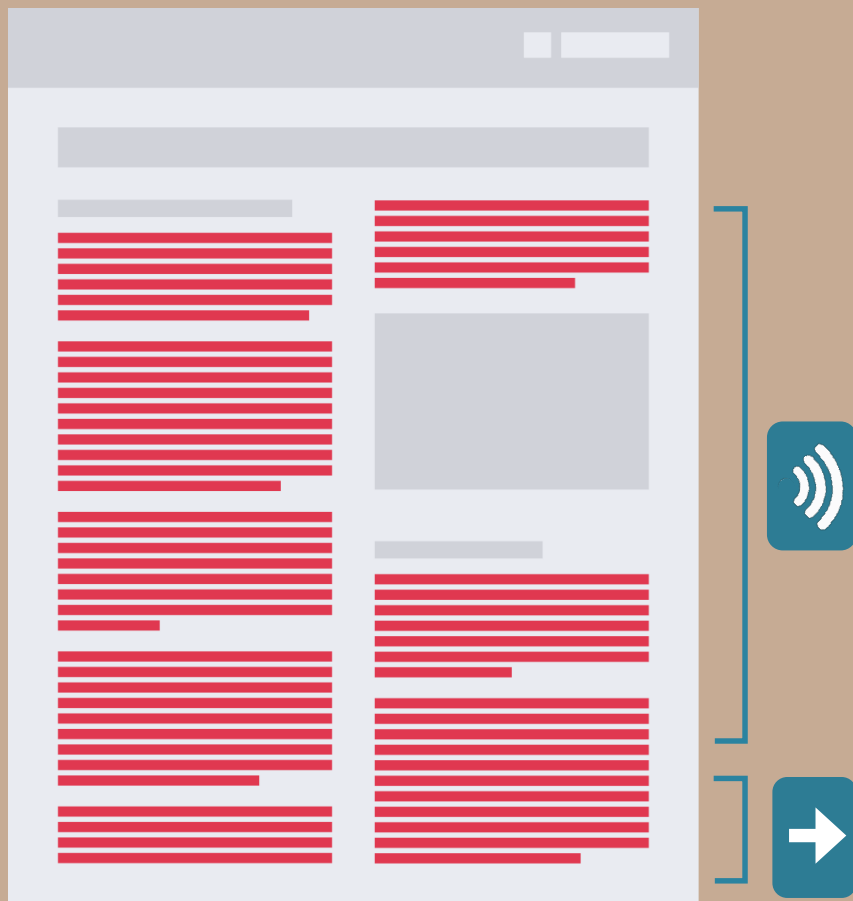
CONTENT | SUPPORTING DETAIL | PARAGRAPH STRUCTURE

The third step is to examine the substance of your message. Make sure you support your attention grabber and your agenda. As you zoom in to the two-foot level, check the remaining two of the 4A's.

**ARGUMENT** Do I have a strong argument with all the information necessary to fulfill the promise of my agenda? Remember, an argument in this sense is not a conflict. It's the combination of your main point and how you back it up. Ask yourself:

- ▶ Can I streamline the reading experience for my reader by deleting anything? Or can I link to information instead of including it?
- ▶ Have I remembered the readers' point of view and made clear why they should care?
- ▶ Have I given the details and support my readers will want or need? And have I checked my facts and claims to make sure they're absolutely accurate and cited?

**ACTION** Does my conclusion include a call to action for my readers, reminding them why the whole thing matters? Have I included information that will make next steps easy for my reader?



## TOPIC SENTENCES

Next, make sure each paragraph passes muster. For each paragraph, read the topic sentence. Is it clear? Does it contain the main point of the paragraph? Does everything else in the paragraph relate to the topic sentence?

Remember that **busy readers** often **skim documents** by **reading only the topic sentences**. If someone did this to your document, would they catch the main points of your argument? If not, it's time to rewrite.

4A



ATTENTION



AGENDA



ARGUMENT



ACTION



ALUMNI ADVICE

“The need to communicate succinctly and directly is essential to any professional work environment, whether it’s with a small startup or a Fortune 500 company.

People move fast and don’t have time to parse through what you are trying to say.

Avoid using ‘throat clearing’ phrases— phrases or words that add more to your word count but contribute nothing to the message. It all goes back to being clear and succinct.”



Robby Boyle  
Sr. HR Generalist at LinkedIn, Organizational  
Behavior/HR, Brigham Young University  
MBA Class of 2016



## ZOOM TO 1 FOOT

GRAMMAR | PUNCTUATION | STYLE

Your final step is to edit for grammar, punctuation, and style, so zoom in really close.

Comb through your work at the sentence level to catch any errors of **grammar, spelling, or punctuation** that will interfere with the message. Alert: You may have already read your work so many times that you mentally skip words, so try reading it aloud to force yourself to slow down and hear the words. To catch spelling errors, read backwards so you see each word instead of its meaning.

**Style** refers to tone, word choice, sentence variety, and a host of other elements. Everything you write has a style; you can't escape it. As an analogy, think about what you decide to wear each day. Your wardrobe choices communicate something about you; they reflect your personal style or fashion sense (deliberate or not).

So it is with your writing. The way you use words, the rhythm of your sentences, even whether you use a semicolon or a dash—these subtle choices constitute your style.

## STYLE AT THE ONE-FOOT LEVEL

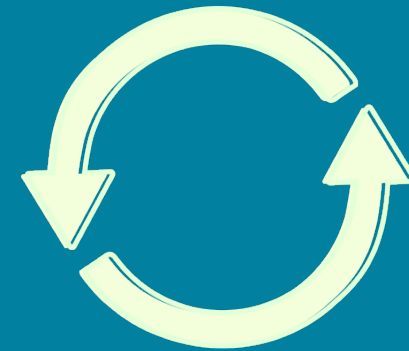
At the one-foot level, the ZOOM process forces you to notice and evaluate your style. Is it appropriate to the context and audience? Too stuffy for a quick check-in with your project teammates? Too chatty for an update to the vice-president? These are the questions to ask yourself at this stage of revision. If something in your writing sounds clunky or off-key, it's a style problem that needs to be fixed.

More generally, style refers to a certain X factor that elevates writing from useful to delightful, informative to compelling. **The best way to develop good style is to read, read, read.** Get the voice of great stylists in your head so you can imitate their cadence, nuance, wit, and flair. The end of each chapter of this book has recommendations for further reading that will help you improve your own style. Great books, great thoughts, great style...what's not to like?

## WHEN SHOULD I GET SOMEONE ELSE TO REVIEW MY WORK?

If your project is long, complicated, or mission critical, be sure to have someone else give you feedback on your writing. Be reasonable in your time request, and make the job easy for your editor.

Ask if they'd like a printed copy, or offer to grab them a drink while they look it over. To overcome the natural anxiety about putting your work in front of critical eyes, focus on the project rather than yourself. Mentally put your editor on your team in getting the job done well.



**"I know my stuff looks like it was all rattled off in 28 seconds, but every word is a struggle and every sentence is like the pangs of birth."**

Theodor Seuss Geisel (Philip Nel, *Dr. Seuss: American Icon* (New York: Continuum, 2004), 35.)



# IN CONCLUSION

Remember that doing a thorough revision allows you a fresh take. You see your work again.

Imagine yourself zooming out to get an overall impression of the **layout** and design. Then zoom in until you can just see **structure**—the title, agenda, headings, and logical flow. Zoom down another level to check the main **content**, paragraph structure, and supporting details. Finally, zoom all the way in and get really picky about **grammar**, punctuation, and style.

Make ZOOMing a habit. Your readers will thank you.



# LEARN MORE

Suggestions?  
Click [HERE](#)



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CHAPTER

9

# MANAGE

GET THINGS DONE... WITH PEOPLE

# CONTENTS

4 MEETINGS

7 EMAIL AND CHAT

10 MOTIVATION

## LINK & LEARN

---

*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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*This is Chapter 9*





## Manage and lead effectively.

As your career progresses, you'll be asked to manage projects, which ultimately means managing people. In this chapter you'll learn to manage communications in meetings and with email and chat. We'll also discuss motivating at critical moments.

Take a minute to read the advice at right about leadership from experienced leaders.

"The **key** to successful leadership is **INFLUENCE**, *not authority.*"

KENNETH H. BLANCHARD

"Leadership is a **series of behaviors** rather than a role for heroes."

MARGARET WHEATLEY

"Before you are a leader, success is all about growing yourself. When you become a leader, **SUCCESS IS ALL ABOUT GROWING OTHERS.**"

JACK WELCH

"A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will say:  
**WE DID IT OURSELVES.**"

LAO TZU

"May we be **men and women of HONESTY and INTEGRITY** in everything we do."

PRES. THOMAS S. MONSON

"My job is not to be easy on people. **My job is to take these great people** we have and to push them and **MAKE THEM EVEN BETTER.**"

STEVE JOBS



## SECTION ONE

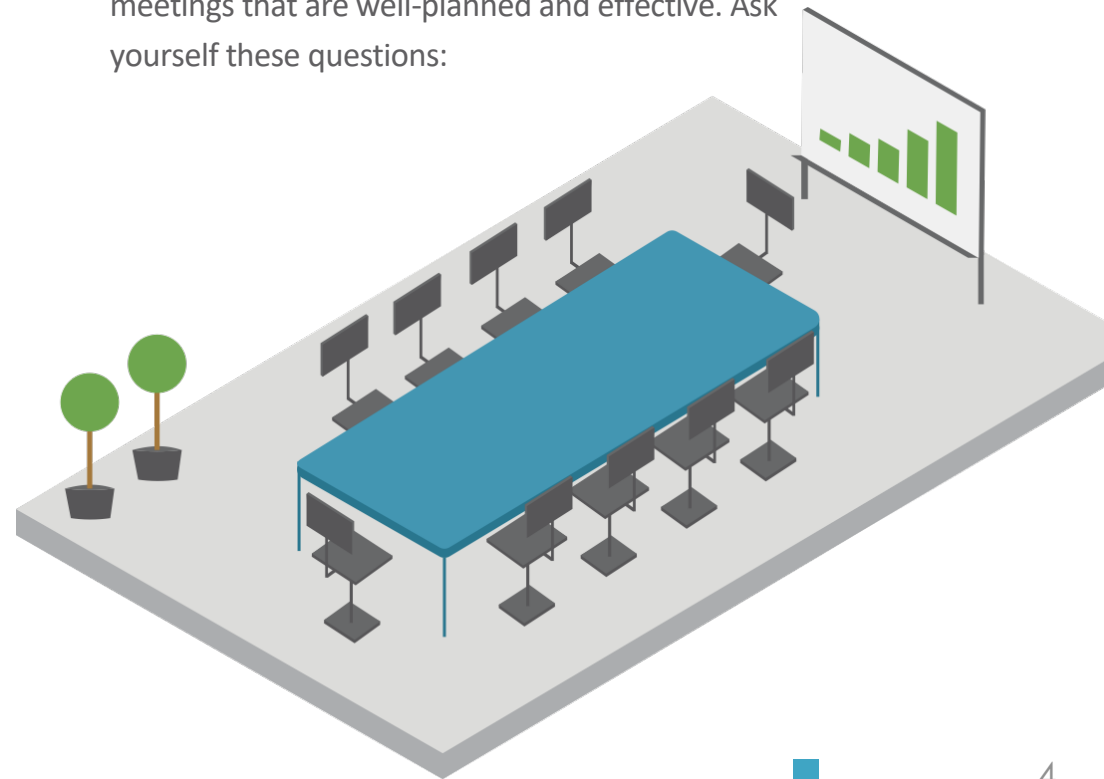
# MEETINGS

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Meetings can be valuable. They're also costly in time and human resources. Long, disorganized meetings burn through precious resources and are excruciating.

According to a 2016 study published by the Harvard Business Review ([Collaborative Overload](#)), "Time spent by managers and employees in collaborative activities has ballooned by 50% or more" over the last two decades. Consulting with others can consume up to 80% of an individual's time, leaving very little time for productive, independent effort. The complexity of global business has led to more team-based decision making and action . . . and that means more meetings.

As a manager, you might feel that calling a meeting is the logical next step in any project, but are you sure? An unnecessary meeting creates inefficiency, resentment, and lack of trust. Make sure you run meetings that are well-planned and effective. Ask yourself these questions:



## SHOULD I HOLD A MEETING?

Call meetings when you need to collaborate on solutions, create new ideas, make decisions, or assign actions.

Generally, *don't* call a meeting to convey information—unless your message is sensitive. Weekly meetings can help keep a group cohesive and moving forward, but consider less time-consuming ways to stay in touch (e.g., shared documents or project-management software). Don't let a regular meeting become a recurring time drain. **Question the necessity** of every meeting you call.

## WHOM SHOULD I INVITE?

The smallest meetings are 1:1, a formal individual meeting with a subordinate instead of just “catching up” in the break room. Andy Grove, the legendary founder of Intel, believed **1:1 meetings pay off** handsomely. “*Ninety minutes of your time can enhance the quality of your subordinate’s work for two weeks, or for some eighty-plus hours.*” [High Output Management](#)

When calling a team meeting, try to keep the number of attendees small (though you should **publish the results** as widely as necessary). In large groups, social loafing occurs: Participants reduce their effort and avoid responsibilities. An odd number of people, close to five, is a good size for a discussion-based meeting. Guard against inviting *too many* people (trying not to offend anybody), or *too few* (inviting only those you're comfortable with).

## BE SURE YOUR ATTENDANCE LIST INCLUDES . . .

1. The decision maker (authorized to make key decisions)
2. People who can frame the current issues, provide context, and propose specific solutions
3. People required to *implement* the decisions

“An odd-numbered group size, close to 5, is useful for discussion and decision making.”

Sheila Margolis

What Is the Optimal Group Size for Decision Making?

# WHEN SHOULD WE MEET?

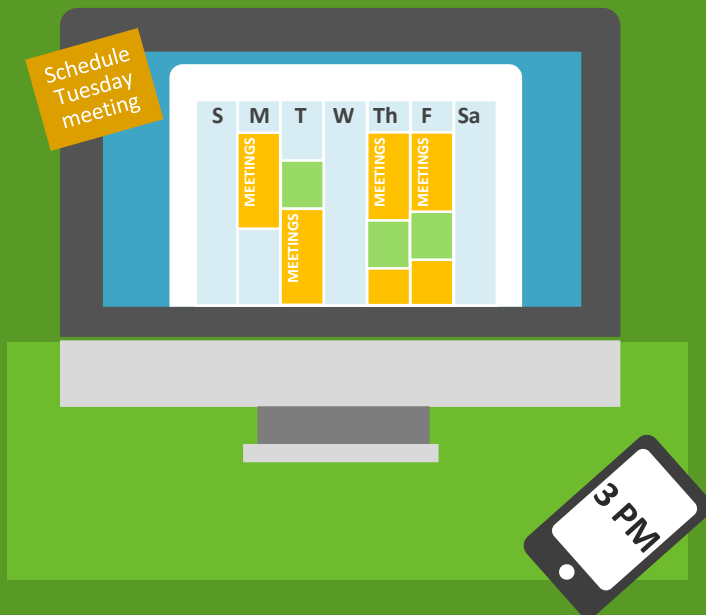
According to an article in Fast Company ("[The Best Time of Day to Do Everything at Work](#)"), Tuesday afternoons at 3 p.m. is a good time to hold meetings. Attendees have time to prepare for them after the weekend, and they still have a few days before the end of the week to execute assignments. Avoid Friday afternoons and Monday mornings if at all possible. Use the company calendar invitation system or a facilitator like Doodle, Calendly, or NeedToMeet to efficiently set a time when all invitees can attend.



Explore the interfaces of [Doodle](#), [Calendly](#), [NeedToMeet](#), or [WhenIsGood](#) and decide which you'll use.

Activity 8.1

## THE BEST TIME OF DAY TO DO EVERYTHING AT WORK



### Schedule a meeting? **Tuesday at 3 p.m.**

Scheduling a meeting on Tuesday allows time to prepare after the weekend and act on the decisions made in the same week.

### Send an email for a quick response? **6 - 7 a.m.**

You'll compete with fewer emails in the morning inbox, and reply rates are highest, about 45%.

### Make a tough decision? **After lunch.**

Judges make more consistent decisions when they have full tummies. You probably will too.

### Brainstorm new ideas? **When you're tired.**

A tired brain won't jump to logical solutions but will start throwing out random and innovative ideas.

Source: Stephanie Vozza, Fast Company 23 June 2015, "[The Best Time of Day to Do Everything at Work](#)"



# WHERE SHALL WE MEET?

Choose the right place for your meeting. You have options.

**Office meetings** Schedule a right-sized room—avoid one that's so big that participants mentally check out. Make sure the room has enough chairs and that you have what you need: projector, strong WiFi, water, paper, etc.

**Standup meetings** For brief progress report meetings, try stand-up meetings. Stand-ups are short meetings in which participants remain standing in a common area. The idea is that everyone will conduct business more efficiently since they don't want to stay standing too long!

**Walking meetings** Another alternative meeting location, much favored in Silicon Valley, is outside. Walking meetings work best for 1:1 or 1:2 meetings in mild weather. Plan a route beforehand that will last about the length of your meeting, and warn participants in advance so they'll wear comfortable shoes. Walking meetings can spur creative thought, increase friendship, and give participants a break from the office.



ALUMNI ADVICE

**“I love walking meetings. They allow participants to dodge interruptions and focus more tightly on the discussion. The increased heart rate and blood flow make me feel sharper, too.”**



David B. Andersen,  
Former Intel technologist and current entrepreneur.  
MS Electrical Engineering  
BYU, Class of 1981



## ENGAGING REMOTE PARTICIPANTS

Research by Rosanne Siino at Stanford suggests that emotional engagement is the key to effective meetings, and that remote participants have trouble staying engaged. She recommends four ways to make remote meetings more effective:

1. Avoid “mixed” meetings with some participants on video and others in the room. Think all or nothing: either everyone’s in the room or everyone’s remote.
2. Have remote participants introduce themselves at the beginning and identify their role (e.g., note-taker, timekeeper, etc.).
3. Discourage calling in via mobile phones, which have unpredictable connections. When you combine a thick accent with a low-quality line, everyone quickly becomes mentally exhausted. Use VOIP if at all possible.
4. Keep track of who talks and who doesn’t. Draw in non-participants by asking questions and seeking their opinions.



**Lunch Meetings** A good meal can help people relax and feel closer. At a restaurant, consider scheduling early or late—you’ll have more room, a quieter space, and more attentive service. If you order lunch to be brought in, be aware that people need downtime, so don’t frequently overschedule their lunch hours.

**Remote meetings** Remote meetings are increasingly common in decentralized teams. If you are calling a meeting for a new team, make the effort to use a video conferencing platform like Zoom, Google Hangouts, Skype, Facetime, or Join.me. The extra hassle is worth the increased information you will acquire by reading body and facial language as you spend time getting to know each other. As you become comfortable working together, phone meetings will become more common and efficient. Become familiar with screen-sharing technology so you can all discuss a single document, flow chart, or spreadsheet.



Activity 9.1

*Practice holding a remote meeting with a team you work on. Create a document and share your screen with the others in the meeting.*

*Have everyone contribute to a single document using Google Docs, Sheets, or Slides.*



## HOW LONG SHALL WE MEET?

The length of time you should plan for your meeting is, of course, determined by your purpose. Here are some examples:

- ▶ **15 minutes:** Status updates. Help a colleague with a single roadblock. Readjust assignment loads.
- ▶ **30 minutes:** Brainstorm. Create a project schedule. Conduct a performance review. Review a report before publication.
- ▶ **50 minutes:** First team meeting on a new project. Work through a recurrent multi-faceted problem. Hold a discussion including more than five people.

Try to plan meetings that feel **a little short for the task**.

Meeting participants are more likely to stay focused, alert, and grateful.

Time's up and you're not finished with the agenda? Table the rest of the items and resolve to do better next time. By **ending the meeting on time, you communicate respect** for your colleagues' time and your trustworthiness in using it.



If you are having trouble getting through meetings on time, create a **timed agenda**.

## WHAT SHOULD I DO BEFORE THE MEETING?

Create and **publish an agenda**. Include the meeting purpose, invitees, roles, location, length, and links to minutes from the previous meeting so participants can review their assignments. Conclude your agenda with a few questions you'd like participants to be thinking about before the meeting and links to any material they'll need to review.

### MEETING AGENDA

<b>When:</b>	May 21, 2017, 3 p.m. EDT
<b>Where:</b>	Sky Meeting Room + call + video
<b>Call-in Info:</b>	555.123.4567; web link here
<b>Preparation:</b>	Bring project status updates and roadblocks
<b>Who:</b>	Arianna (host), Libby, Clark, Anish, Jen G.

- 1. Project Status Update** (3:00 p.m. - 30 min)
  - Individual role updates
  - Roadblocks to address
- 2. Calendared Project Items** (3:30 p.m. - 15 min)
  - Review existing items
  - Add or delete items
  - Address conflicts
- 3. Project Next Steps & Next Meeting** (3:45 p.m. - 10 min)



Create an agenda for an upcoming meeting. Send it out to prepare attendees, then follow it during the meeting.

Activity 9.2





## HOW DO I RUN A MEETING?

As a manager, you're responsible for guiding the meeting, but don't assume that means you should be joyless or strictly limit discussion to the work project. To get the best from your team during a meeting, pay attention to **relationships**, **roles**, and **results**.

**Relationships:** A few years ago, Google spent millions of dollars gathering and analyzing data, trying to optimize its teams. Its data on successful teams did not easily yield commonalities. After years of research, Google found only two common factors in its most successful teams:

- ▶ Equality in the distribution of **conversational turn taking**. Everyone on the team spoke about the same amount over time.
- ▶ A high average **social sensitivity**. Members quickly and accurately read how other teams members felt, as indicated by tone, expression, and nonverbal cues. Women are often naturally skilled in this, which is why they make such valuable team members. See more of Google's results here: [Why Some Teams are Smarter Than Others](#).

**Tips for Running Effective Meetings**

- Email an agenda 24 hours in advance.
- Arrive 5 minutes early.
- Start and end on time.
- Come prepared.
- No smartphones.
- Bring paper and a pen.
- Share all relevant data.
- Stay on topic.
- No interrupting.
- Be brief and concise.
- Silence = agreement.
- No side conversations or comments.
- Disagree without being disagreeable.
- Challenge ideas rather than people.
- Everyone participates.
- Follow-up by email within 24 hours.

Source: <http://brandongaille.com/how-to-have-and-run-an-effective-meeting/>

RELATIONSHIPS

ROLES

RESULTS



**Roles:** Make sure people at your meetings know what their responsibilities are. Some managers like to assign roles like timekeeper, facilitator, recorder, questioner, etc. For solving problems or group writing, some like the model of assigning figurative roles like architect, madman, carpenter, and judge. Or randomly divide the team into Blue Hats (who are free to find flaws and criticize) and Red Hats (who can only comment on positives, despite personal opinions). Ensure that everyone has input.

**Results:** While simultaneously paying attention to the relationships and roles in your group, you must also move your tasks to completion. Quickly refocus wandering conversations and keep desired results visible so you'll all move toward them. *"Let's check the agenda and move on."* *"Our main goal here is to . . ."* Write your meeting's purpose on a whiteboard or a poster. Try using project management software like Trello, Asana, or TeamGantt.



Activity 9.3

Visit the splash pages of some project management software services: Trello, Asana, Wrike, TeamGantt, Zoho. Which do you like best and how do you see yourself using it?



Ask attendees to put their phones in **Do Not Disturb** mode during meetings.

## HOW SHOULD I FOLLOW UP?

Don't lose all that meeting goodness. People may leave meetings motivated to do their assignments, but they can use your help in providing them with reminders and tools. So be sure to delegate and publish the next steps and due dates that team members have agreed to. Enter assignments in your project software or send a clear follow-up email like the one below. Peer pressure (sometimes) works wonders.

**YES**

To PauloC@email.com  
From Hannah.Goss@email.com  
Subject Assignments from June 15 Meeting

Hi, Team. Great meeting this morning! Here are our next steps:

**Dave:** File the patent application by June 20. Here's an [example](#).

**Corinne:** Make the changes we discussed to the UI by June 25.

**Paulo:** Contact ProCorps by June 27 about support for the additional features. Call Brady James (123.555.4321) and mention me.

**Me:** Write up project report and share for team review by June 19.

Let me know if you run into any roadblocks. I'll check with each of you two days before your deadline. Our next meeting is July 1 at 3 p.m.

I'll bring bacon donuts because...bacon.

Hannah

SECTION TWO

# EMAIL AND CHAT

---

## EMAIL MANAGEMENT

Good managers need to fully understand the zen of email. It must be your servant, not your master. We've already discussed how to write clear, concise emails in CH 04: BUILD. Here are some email management tips.

**Breathe.** We tend to breathe very shallowly when reading email. So that you don't become a victim of Email Apnea, remember to breathe deeply and stretch occasionally.

**Search rather than sort.** Rely on Gmail's incredible search capabilities to find emails you need rather than spending time sorting and maintaining topic folders.



## 3 Email Management Tips

Email response rates start dropping with every word over **125**. Use links and attachments to say more, if necessary.

"7 Tips for Getting More Responses to Your Emails (With Data!)" Alex Moore

Check your email **3** times a day instead of 30 to save a lot of time.

Unsubscribe from unwanted newsletters and junk email and cut your email workload drastically.

"Block Unwanted Emails." Google Help

**36**

Times the average employee checks their email in an hour

**16**

Minutes spent refocusing after handling incoming email



**Fence your email time.** Don't let email take over your day. Resist the impulse to check email constantly—choose the hours you'll spend working on your inbox.

**Achieve and maintain **Inbox Zero**.** If you routinely ignore email in your inbox, you might ignore something important or forget it as it drifts down your long inbox list. Read Anthony Casalena, founder and CEO of Squarespace, who deals with about 300 emails a day, on [👁 How to Achieve Inbox Zero](#). Let your email software filter for you (Google has great tools). Keep your inbox to under 10 items.

## CHAT MANAGEMENT

Instant messaging is common in business settings, probably because so many more people are working remotely. Texting is instantaneous, but also asynchronous. It accommodates groups, records threads, and is appealing to those who don't speak English as a first language. But does it decrease productivity? If you manage notification settings, IM can be a productivity boost rather than hindrance. Read and follow Lifewire's [👁 8 Etiquette Rules for Using Messaging at Work](#).



SLACK is a popular messaging, archive, and search tool for teams. Watch this [Introducing Slack video](#).

Activity 9.4

# ACHIEVE AND MAINTAIN INBOX ZERO

NIRVANA







# IN CONCLUSION

Your career will include managerial roles. The ability to facilitate effective meetings will make you stand out in a world where time-wasting meetings are the norm. Managing your email and messaging will help you survive and thrive in our era of communication saturation. And if you can inspire and motivate others to achieve important goals, you'll always be in demand for getting things done . . . with people.



# LEARN MORE

Suggestions?  
Click [HERE](#)



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# PERSUADE

B E C O N V I N C I N G

# CONTENTS

4 PERSUADE WITH PURPOSE

8 KNOW YOUR AUDIENCE

10 CHOOSE A STRATEGY

17 DETERMINE A STRUCTURE

17 DELIVER BAD NEWS EFFECTIVELY

## LINK & LEARN

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*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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This is Chapter 10



# Be convincing

**Persuasion is the art of convincing someone to see something as you do, and in a way that makes them want to take action.**

In business, persuasion is a valuable skill that helps advance ideas and get things done. The notion that “great ideas sell themselves” is wishful thinking. Great ideas need persuasive expression.

As with any effective message, persuasive communication requires planning. In Chapter 3 we introduced the **PASS** acronym for planning your message:

- Define your **purpose**
- Analyze your **audience**
- Decide on a **strategy**
- Build a strong **structure**

In this chapter, we’ll revisit each of these steps in the context of persuasion, focusing mostly on strategy.

“Don’t raise  
your voice.  
*Improve your  
argument.*”



Desmond Tutu  
*South African social rights activist and retired Anglican bishop*



# PERSUADE WITH PURPOSE

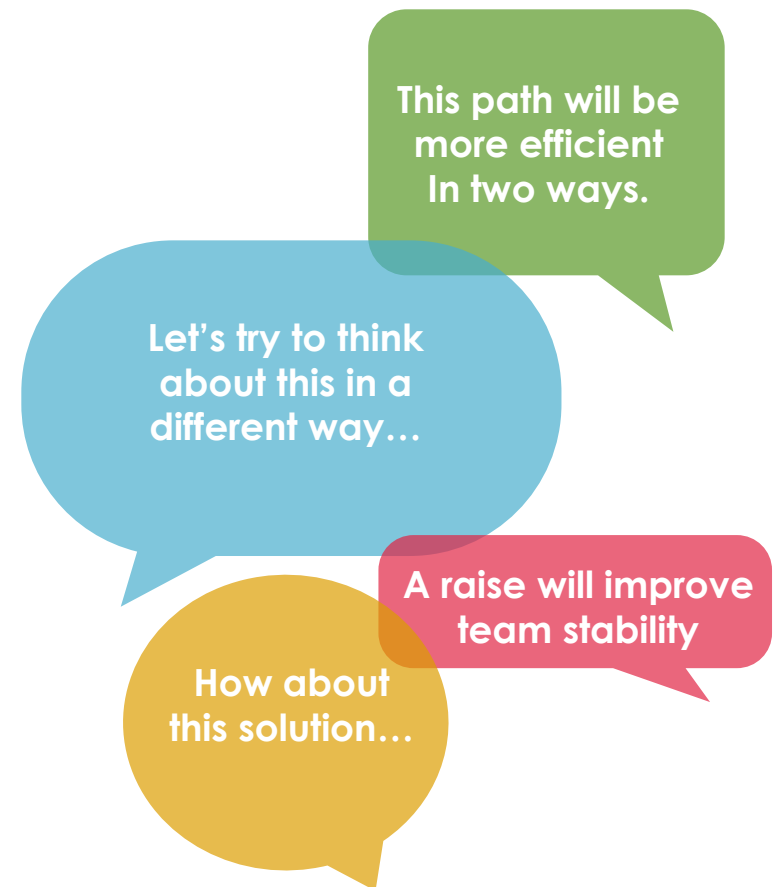
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Make sure you clarify exactly what you want from your audience. In current business slang, this means deciding “What’s your ask?” What are you trying to convince your listener or reader to believe, feel, and do?

Before composing a persuasive message, write a simple, one-sentence purpose statement. The first two columns of Figure 10.1 provide some examples of audiences and purpose statements for common situations that require persuasion.

## **Complaining is not persuading.**

If you have a complaint,  
think of a specific  
solution  
before you craft your pitch.



AUDIENCE	YOUR ASK	PROBLEM TO BE SOLVED
<b>Your manager</b>	A 7.5% increase in base salary for Sarah, the top-performing member of your technical team, to put her at the median for programmers with her education and experience	Your manager needs effective and stable teams. If Sarah is not compensated fairly, the company may lose her and cripple the team during this high-visibility project.
<b>A potential client</b>	A contract to complete Phase 1 of your proposed social media analytics project at a cost of \$88,000	The client needs to hire a respected analytics firm. She'd like to settle the contract quickly because she has got to solve a major supply-chain issue.
<b>A potential investor</b>	\$2 million in funding to create a fully functional prototype of your construction management software	The investor wants to increase his bottom line and be a good mentor. Last year, he backed a big project that failed because of poor market research. Now he needs an innovative product from a reliable team—that knows their market very well.
<b>Craig, an underperforming employee</b>	Acceptance of termination of his employment with full understanding of the reasons and without any ill will, if possible	The employee is unhappy in his job, but he doesn't want to lose it—or any self-respect. His colleagues are long-time friends, and his wife wants to move to Texas.

Figure 10.1



**Scale Your Ask** Scaling down your “ask” may make it more successful. If you try to sell your complete project at the outset, your audience is more likely to say no. Narrow your purpose to focus on the next immediate step.

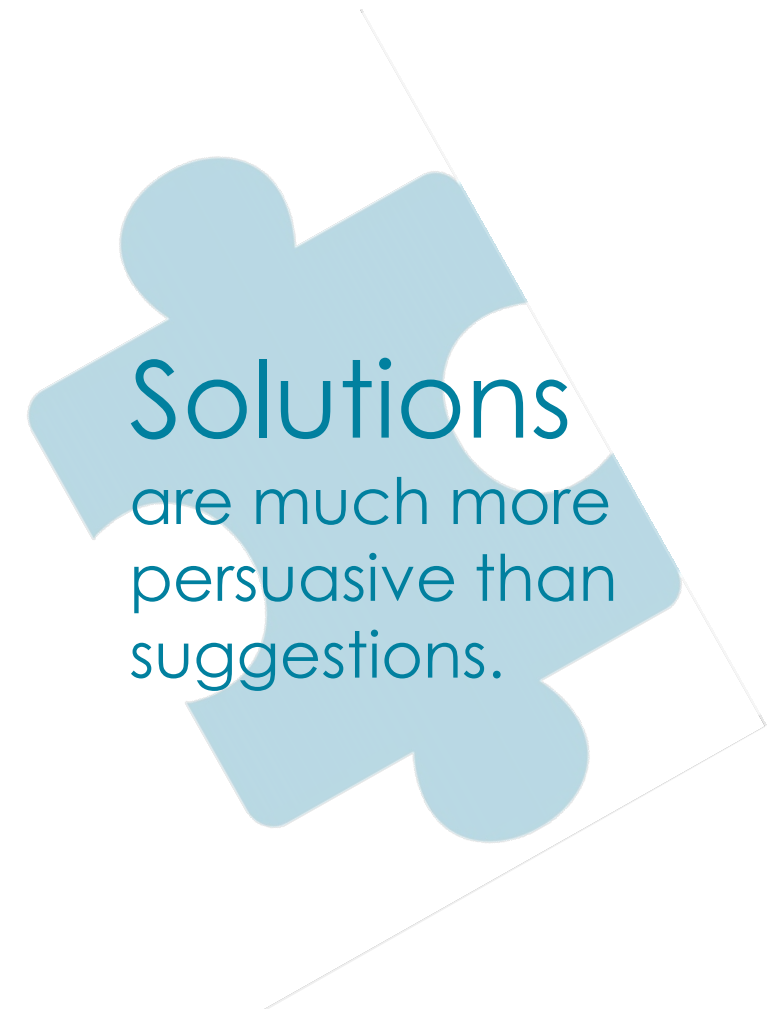
# KNOW YOUR AUDIENCE

---

Each of the four purpose statements you just read in Figure 10.1 is targeted to a specific audience—a specific *person*, actually. Knowing your audience will help you craft your solution when penning a persuasive message. Presenting your idea as the solution to a problem can be highly effective. Solutions are much more persuasive than suggestions.

The third column of Figure 10.1 identifies current problems for each audience. Knowing the context in which your audience is making decisions will help you craft appropriate solutions.

If your purpose is to keep a top performer—and your boss needs to retain top performers—great. But if your boss is under intense pressure to cut costs, you'll need to create a solution that addresses cost issues, too.





## THE UNKNOWN AUDIENCE

When you don't know your audience, use the approach that is easiest for a general audience to digest: **facts and figures**. People like to think of themselves as logical. **Stories** or **analogies** are also memorable and useful with an unknown audience.



## AUDIENCE ANALYSIS

Remember Aristotle's ethos, logos, and pathos? We'll explore these rhetorical approaches at length in the strategy section of this chapter. Here, let's apply them to audience analysis. Look at the first situation in Figure 10.1, getting a salary increase for a key member of your team.

Is your boss most likely to...

- A. Defer to the opinions of experts and trusted figures? If so, invoke an authority (**ethos**):

*"Our CEO has said that we can't afford to pay below-market salaries. Doing so would undermine our employment brand."*

- B. Know and quote a lot of facts and statistics? Emphasize data and logical reasoning (**logos**):

*"Recent surveys show that employees whose salaries are below the market average are 10 times more likely to quit."*

- C. Take action when experiencing emotions such as affection, loyalty, or guilt? Make sure to include an emotional appeal (**pathos**):

*"Everyone likes to feel appreciated. It's one of the top motivators. I know Sarah has been feeling underappreciated lately."*

SECTION THREE

# CHOOSE A STRATEGY

---

After determining your purpose and analyzing your audience, you need to craft your strategy. To start, we'll revisit Aristotle.

**ETHOS** is easy to define but difficult to establish. Ethos persuades with trustworthy information. Using (and citing) credible sources not only makes the argument more powerful, but it also makes you more believable. To establish the expertise of others, be sure to **state the expert's credentials**, like this: *"Research by Nobel Prize winner Daniel Kahneman and the Gallup organization has consistently shown that salary is a significant factor in employees' decisions to quit."*

If you put in the time to gather data from solid sources, your audience will tend to trust your conclusions more readily. A little bit of research goes a long way toward establishing your ethos.



# PATHOS

Pathos influences through **sentiment** and **emotion**. Current research in behavioral economics shows that although we like to think we are making decisions rationally, we often make them instinctively and emotionally, before consciously processing the alternatives. So look for ways to make your audience feel something about your proposal, even if you are simply making them feel good about being logical.

As Aristotle defined it, pathos is sentiment of any sort, although sentiments that produce sympathetic emotional reactions are most common. Pictures of starving children get people to donate to food relief. Such visual images play on pity for the child and guilt about the donor's financial security.

Children International, a prominent charity, uses the tagline, *"For the cost of one cup of coffee per day."* This is classic pathos—guilt in this case. The tagline invites us to give up a small personal indulgence and see the good we can do.

Pathos also includes persuasion that plays on happiness. Medical practices often rely on pathos because medical issues can be scary. For example, hospital ads that show contented parents staring lovingly at their new baby are using pathos; the hospital wants your business.

Some of the other emotions you can call up in your persuasive messages are jealousy, admiration, pity, desire, fear, and relief. Back to our example of seeking a raise for Sarah, your top performer:

*"Sarah is the kind of employee who goes the extra mile but never seeks the spotlight. A salary increase would be perfect for her: measurable, yet private." (Admiration and empathy)*

Or

*"Losing Sarah would jeopardize our ability to meet our deadline -- and this is a high-visibility project." (Fear)*



Look for ways to make your audience  
**FEEL SOMETHING**  
about your proposal



# LOGOS

Logos influences through logic, reasoning, and evidence. The first step to applying logos is to avoid misapplying it. Read carefully this list of common logical fallacies: [👁️ Information is Beautiful | Rhetological Fallacies](#). Ask yourself, “Which ones am I guilty of using?” These fallacies appear everywhere: in the business press, in the speeches of world leaders, in conversations in the lunchroom. Inoculate your own messages from such faulty thinking or risk losing credibility with well-educated audiences.

**Internal Logic** Another aspect of logos has to do with the sequence of your argument. This is called internal logic. Are you able to skillfully string together a series of causes and effects, antecedents and consequences, or pieces of accumulating evidence to build to your conclusion? Or do your arguments zig and zag randomly through a jumble of ideas? Regularly read examples of strong arguments to teach yourself to craft them.

Finally, almost every logical argument relies on facts and figures for support. Research and documentation bolster your credibility and make you more persuasive. Support your proposals with facts, statistics, and data. Never assume, guess, or invoke anonymous authority. Prove.



Activity 10.1

Choose at least three fallacies from the Rhetological Fallacies infographic and illustrate them with examples you've seen in public media.



Activity 10.2

Put the following ideas in a sequence that creates a well-constructed argument:

- Sarah has consistently outperformed others on the team.
- We need to offer Sarah a salary increase to bring her up to the median market rate.
- I can't risk losing a key member of my team at this stage of the project.
- Sarah never asks for special recognition or attention.
- Salaries for programmers in our area have increased 9.7% in the past year.
- Sarah's best friend just took a job with Qualcomm (our biggest competitor).
- Sarah brings to the team a depth of technical knowledge that no one else offers.



Still confused about the differences between logos, ethos and pathos? Check out [this video](#) for another explanation.

# CURRENT PERSUASION RESEARCH

The ancient Greeks do not have the last word when it comes to persuasion. Research in social psychology reveals a variety of techniques that are specific to our culture and time. Some of the best work has been done by Robert Cialdini, Regents' Professor Emeritus of Psychology and Marketing at Arizona State University. Cialdini's basic point is that people are persuaded when messages connect with their motivations, and his conclusions are supported by decades of careful psychological experiments. His best-selling book, *Influence: The Psychology of Persuasion*, presents these six ideas:



COMMITMENT

RECIPROCITY

SOCIAL PROOF

AUTHORITY

LIKING

SCARCITY

## 1. COMMITMENT

People will be more inclined to do something if they pre-commit to do it. In a 1987 experiment by social scientist Anthony Greenwald, potential voters were contacted and pre-committed to vote the following day at the election. Of that pool, 86.7% did vote, whereas only 61.5% of the general population (not contacted or pre-committed) turned out. Something as simple as scheduling a meeting can **gain your audience's pre-commitment**.

*"I'm glad you see the need to do something for Sarah. Are you okay if we schedule a time to meet with the compensation team this Friday?"*

## 2. RECIPROCITY

Think of this as quid pro quo: you **give something to get something**. Seasoned consultant Ernie Nielson calls this "the favor bank." Human beings tend to keep a mental ledger of who owes them what. If you deposit favors into the bank, you're more likely to be able to withdraw the cooperation you need.

*"Our team has never turned down additional projects. We do whatever it takes to get the last-minute work done—and Sarah has been our most dependable programmer when we're facing an all-nighter."*

## 3. SOCIAL PROOF

Everyone wants to fit in. As a consequence, people will generally do what they perceive their peers to be doing. In a famous experiment, Cialdini and his research team tried different techniques to convince hotel guests to reuse their towels. Of all the strategies, telling a hotel guest that most guests in the same hotel reuse their towels was the most successful. **Give people social proof of your suggestion**.

*"I hear from a lot of my friends at other companies that they are locking in their top performers with special compensation and benefits packages."*



#### 4. AUTHORITY

This is closely aligned with Aristotle's ethos concept. A person whose **authority your audience trusts** becomes the most persuasive advocate for a course of action. Celebrity, medical, and academic endorsements use this technique.

*"Laszlo Bock, Google's top HR executive, is a huge proponent of rewarding top talent."*

#### 5. LIKING

Similar to social proof and authority, liking **relies on the relationship** between the audience and the influencer. Some charities leverage this tactic at a neighborhood level: They find a sympathetic donor, then ask that person to send personalized donation requests to her closest friends and neighbors. The result? A 56% response rate, compared to about 30% from impersonal requests.

Note: The liking strategy does not lend itself to quick, in-the-moment application in the case of securing a raise for Sarah. The principle would be to build a relationship with your boss: go to lunch together, offer sincere compliments regularly, and get to know him or her. Then when you ask for the raise, your boss will be influenced by the positive feelings he or she has toward you.

#### 6. SCARCITY

Marketers use this one all the time: *Last chance! Only two seats left! Limited quantities available!* In fact, scarcity is one of the most heavily researched and best documented persuasive tactics in applied psychology. The current name for the fear of scarcity is **FOMO** (Fear Of Missing Out). Foment some FOMO in your audience by pointing out what they could lose by not acting.

*"I've hired a lot of programmers over the years. I know what a gem Sarah is. Talent like hers comes along once in every 50 hires or so. We definitely want to keep her happy."*

Whether you use Aristotle's three classics or Cialdini's contemporary six—or a mixture of them—take the time to develop a persuasive strategy. You'll dramatically increase your odds of success.



## SECTION FOUR

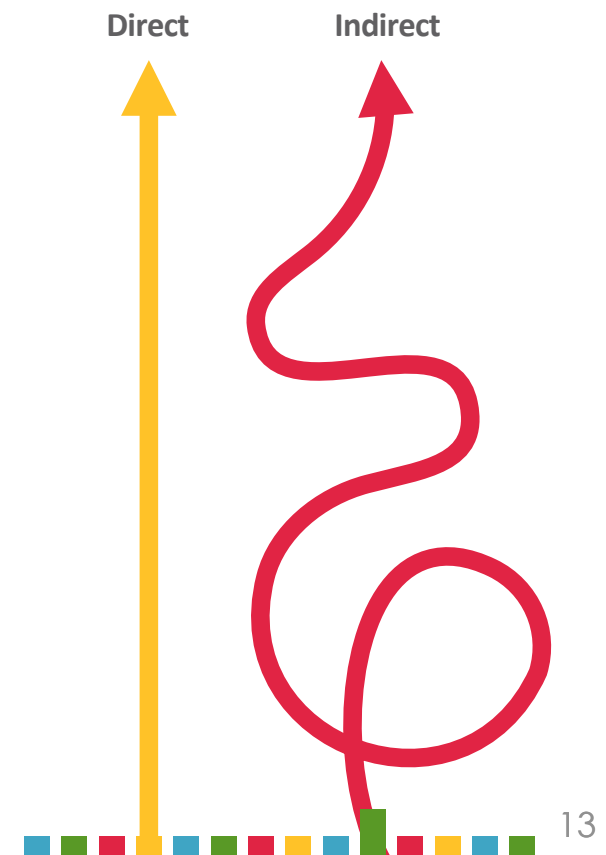
# DETERMINE A STRUCTURE

---

How should you structure a persuasive message? Should you be direct or indirect? How do you close?

**DIRECT** If you have an easy persuasive task and substantial agreement with your audience, dive right in. A direct approach delivers the bottom line first and provides the reasoning afterward. In business, the direct approach is highly valued and should be your default.

**INDIRECT** An indirect approach presents your reasoning first, leading eventually to your final conclusion. If your persuasive task is difficult or complex, or you need to persuade an audience that is predisposed to disagree, use an indirect approach. Start with context and background and build methodically to your final, persuasive conclusion. In an indirect message, internal logic is critical; the way you structure your proof can make the final conclusion seem the best possible idea.



# CALL TO ACTION

Remember to **close purposefully**. Don't just let your message fizzle out. You've worked hard to plan and deliver your message, so remember to deliver your call to action.

The key to a great call to action is to **make it easy** for your audience **to take the next step**—the one that brings you closer to your goal. Be helpful and anticipate needs: add a link to the document you'd like them to sign, create and link to a decision/approval chart, provide the phone number for a contact, or bold an important deadline. Figure 10.2 shows a call to action for each example.

AUDIENCE	YOUR ASK	CALL TO ACTION
<b>Your manager</b>	A 7.5% increase in base salary for Sarah	<i>If you agree that Sarah deserves this raise, just sign this form by Thursday and I'll take it over to Jake in HR so it takes effect in time for payroll on Friday.</i>
<b>A potential client</b>	A contract to complete Phase 1 of your proposed social media analytics project	<i>I know your time is better spent on those supply-chain fixes. Let us do this work and we'll have actionable recommendations to you by October 21. Here's a copy of the contract you've reviewed. If you sign it today, we can get to work on Monday.</i>
<b>A potential investor</b>	\$2 million in funding to create a fully functional prototype of your construction management software	<i>We've signed and attached your profit-sharing forms. We'd love to work with you, and we need an answer before March 13.</i>
<b>Craig, an underperforming employee</b>	Acceptance of the termination of his employment with full understanding of the reasons and without any ill will, if possible	<i>Craig, this is a tough time. Let's walk over to HR together and talk about your options going forward.</i>

FIGURE 10.2



Draft both a direct and an indirect email explaining to a friend why you won't let him/her borrow your \$3,000 mountain bike. In what ways are the different messages effective and not?

Activity 10.3





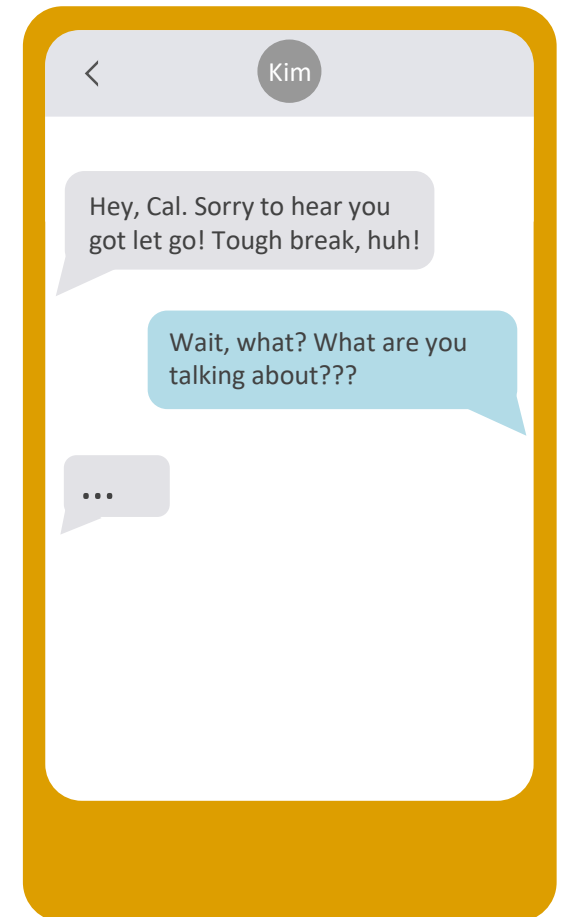
## SECTION FIVE

# DELIVER BAD NEWS EFFECTIVELY

---

Conveying bad news is a crucial and often delicate persuasive task. You generally want to deliver the news while still keeping your audience's good will. A skilled communicator gives bad news in a way that persuades the audience to accept it without becoming overly defensive—not an easy feat.

While delivering bad news is never pleasant, doing so is essential to business. To manage effectively, you must be able to say no, cut budgets, fire people, and deny requests. But you can learn to do these things calmly, with integrity and compassion. By using both head and heart approaches to support your message, you can dampen its negative impact.



# BOND, BRIDGE, BAD NEWS, BUILD

When planning a bad news delivery (and you must plan it, not just wing it), try using 4B's as your basic structure or outline: Bond, Bridge, Bad News, Build.

Casey:

Thank you for asking me to write your letter of recommendation. I'm flattered that you value my opinion enough to ask me. **(Bond)** Because you and I have worked together for a long time, I want to explain my decision to you. **(Bridge)**

You're a great colleague and a good friend. When we both worked in OEM, you were the most ambitious member of the team. In the last couple of years, however, you seem to have lost your drive. In fact, I'm guessing you need this letter of recommendation because you're searching for other jobs, which shows how much your dedication has lagged. That's why I can't write your letter of recommendation right now. **(Bad News)**

If you up your game for a few months and can reassure me that the company you're applying to isn't a competitor, I'd be happy to write the letter you need. At your best, you're an asset to any company and I'd be happy to put that in writing. Let's set up a time to chat in person. I'd love to get the full story of how you're feeling about your job and the company and see if I can help in any way. **(Build)**

Amina

Notice that the second paragraph in the letter is indirect. You can rewrite it to be direct just by changing the order (internal logic):

You're a great colleague and a good friend, but I can't write your letter of recommendation right now. **(Bad News)** When we both worked in OEM, you were the most ambitious member of the team. In the last couple of years, however, you seem to have lost your drive. In fact, I'm guessing you need this letter of recommendation because you're searching for other jobs, which shows how much your dedication has lagged.

Delivering bad news is not easy for anybody involved, but doing so with **honesty, kindness, and clarity** will make the task less onerous.



Activity 10.4

Think of some bad news you have to deliver. Draft an email using Bond, Bridge, Bad News, Build. Try to avoid making your audience angry or defensive.

**Need to fire someone?  
Now that's bad news.**

**Watch Brad Pitt do it professionally in this clip  
from Moneyball.**



# IN CONCLUSION

Persuasion is not manipulation—the dark art of carefully choosing which facts to show and hide so that your audience is misled. You don't want to fool or force people into doing something that they wouldn't choose if they knew more facts.

Persuasion is showing all the facts, but in a way that helps people see things as you do . . . and say YES.



# LEARN MORE

Suggestions?  
Click [HERE](#)



## ARTICLES

Lerner, Jennifer S. et al. "Emotion and Decision Making." *Annual Review of Psychology* 66 (2015): 799-823.  
<https://www.annualreviews.org/doi/abs/10.1146/annurev-psych-010213-115043> , accessed April 2020.

Greenwald, AG, Carnot, CG, Beach, R & Young, B 1987, 'Increasing Voting Behavior by Asking People if They Expect to Vote' *Journal of Applied Psychology*, vol 72, no. 2, pp. 315-318.



## BOOKS

Robert Cialdini, *Influence: The Psychology of Persuasion*. New York, NY. Harper Business; Revised edition, 2006.



## WEBSITES

McCandless, D. *Rhetological Fallacies — Information is Beautiful*. Information is Beautiful. 2017.  
<http://www.informationisbeautiful.net/visualizations/rhetological-fallacies/>, accessed February 2017.



## VIDEOS

Kristina Ulmer, "The Three Persuasive Appeals: Logos, Ethos, and Pathos." Youtube, Published October 20, 2016.  
[https://www.youtube.com/watch?v=-oUfOh\\_CgHQ](https://www.youtube.com/watch?v=-oUfOh_CgHQ), Accessed April 27, 2020.

Scott Fain, "Bullet to Head- Moneyball" Youtube, Published September 14, 2012.  
<https://www.youtube.com/watch?v=jXEfOPMW2hM>, Accessed October 5, 2017.

# SHOW

SHOW WHAT YOU MEAN

# CONTENTS

4 THREE DESIGN CONCEPTS

8 SLIDE DESIGN

9 TEN TEMPTATIONS & TECHNIQUES

16 DATA VISUALIZATION

## LINK & LEARN

---

*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



*This is Chapter 11*



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[byumcom@gmail.com](mailto:byumcom@gmail.com) if you would like to adopt the curriculum. This chapter updated 11 May 2020.

## If you really want to get your point across, show it, don't just tell it.

Visuals are a little like sugar—an appealing jolt of concentrated meaning, and a treat for the brain after it has been reading for a while. Learn to create beautiful and clear charts, tables, infographics, and presentation slides, and you'll treat colleagues and clients to engaging and meaningful information.

We'll start by explaining three design concepts, then apply them to create great presentation slides and data visualizations.

To kick things off, study this infographic:



[13 Reasons Why Your Brain Craves Infographics](#)

## HUMAN BRAINS PREFER VISUAL INFORMATION

(Percent of information retained after 3 days)

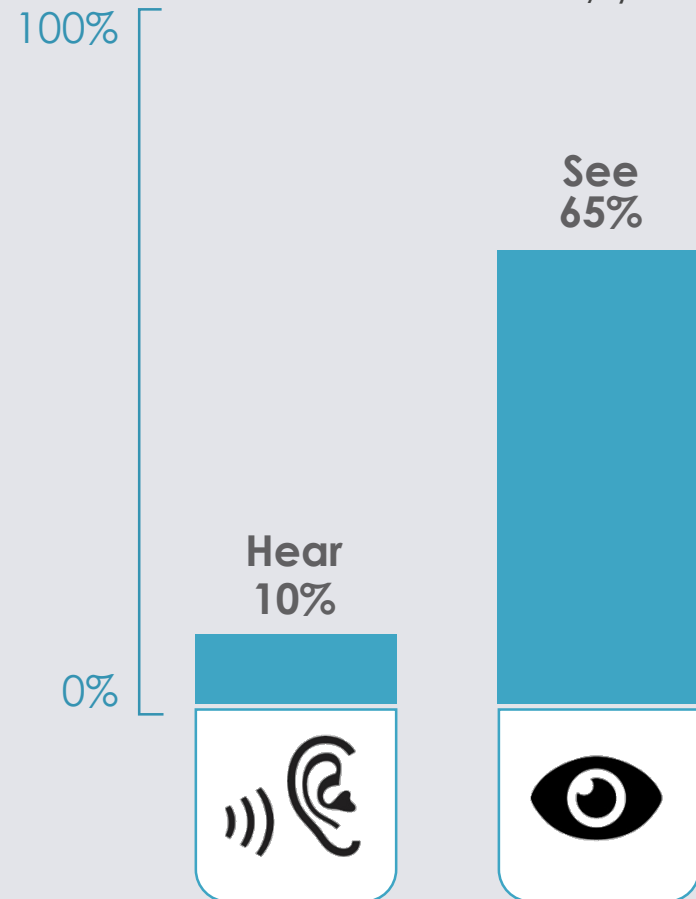


FIGURE 11.1

The takeaway? ADD PICTURES.

Source: "Brain Rules," John Medina.

SECTION ONE

# DESIGN CONCEPTS

---

Make your work more attractive and effective by practicing good design. Studying design principles and elements could be the enjoyable work of a lifetime, but we'll focus on just three essential categories: **layout**, **contrast**, and **repetition**.

## LAYOUT



## CONTRAST



## REPETITION



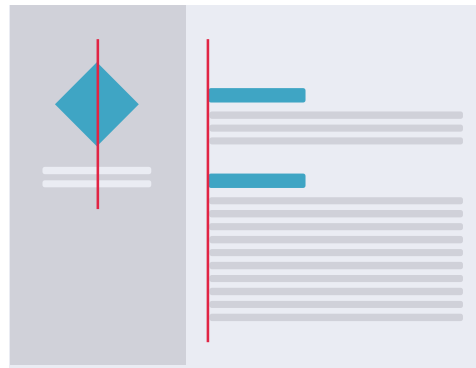


# LAYOUT

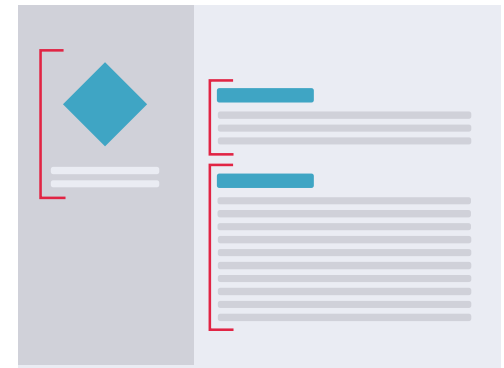
Within the layout category, three qualities will help you design your documents and slides: **space**, **alignment**, and **proximity**. These are essential to clean design, which is an indicator of credibility. It invites attention rather than punishes it.



**Space** creates structure, guides the eye, and gives visual relief. Try to emulate the websites and fliers that use space to attract your eye and make key elements stand out.



**Alignment** is key to a professional look. Aligning objects and text exactly along an invisible line creates order and connection, making your content more brain-friendly.



**Proximity** tells the eye which things belong together. Group related items together by clustering them, then add white space between clusters. Proximity helps your audience interpret your message quickly and efficiently.



See areas of positive and negative space by squinting your eyes to create blur.



Use the pop-up rulers on slide software to nudge you toward alignment.



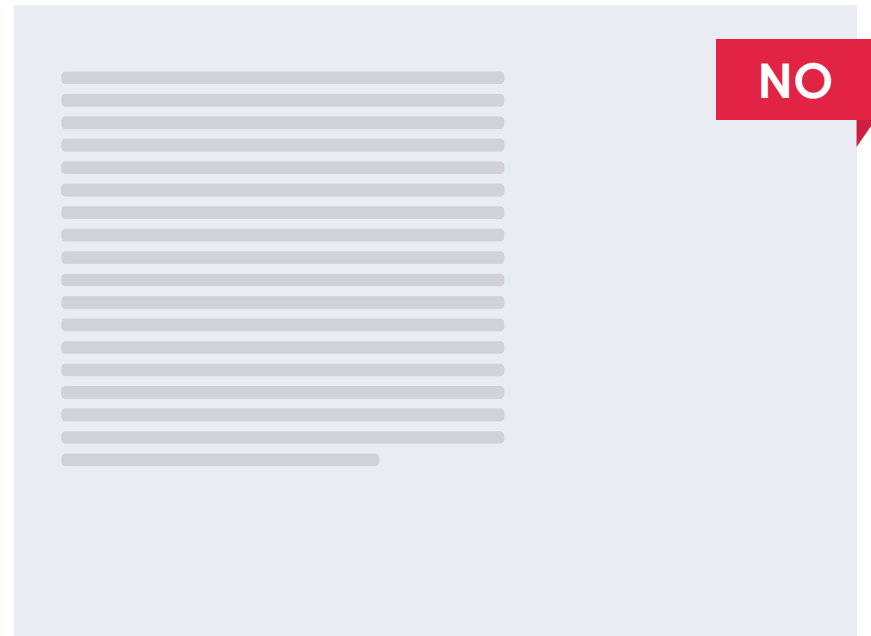
Remove the extra line after a paragraph heading to keep it close and related visually.

# CONTRAST

Contrast catches the eye. A design without contrast dissolves into gray mush. You can focus attention and communicate hierarchy through variation in **size, shape, color, and typography.**

The greater the contrast, the greater the effect. But be careful. Your audience can become numb to constant variation or overwhelmed by color and font combinations that clash instead of contrast. Determine which elements are most important and use contrast to give them maximum impact.

Add contrast with **SIZE**, **COLOR**, **SHADE**, and **SHAPE**.



Be color aware. About 1 in 20 people experience color-blindness. Also, your work may be printed in black and white. Do a trial print of your visual elements in grayscale.

# REPETITION

Once you've chosen strong, contrasting design elements, stay consistent throughout your document. Repeated use of layouts, colors, shapes, and fonts helps make a design look intentional, professional, and consistent.



Activity 11.1

Using a small range of consistent colors is key to good design. Some people are great at picking color palettes, others . . . not so much. Access the expertise of great designers by using one of these sites to create a color palette for a project you're working on.

[Adobe Color CC](#)

[Coolors](#)

[ColourLovers](#)

The company you work for will most likely have a [style guide](#) with an established color palette, but someday you may be asked to create one, so read this page about [color theory](#) and how colors influence mood and behavior.

Going forward, apply these design basics to all your work. You will be amazed at the difference.

Now let's move on to best practices in **presentation slides** and **data visualizations**.



**Da-da-da-DUN,  
da-da-da-DUN.**  
[Listen to this.](#)

The recurring motif of Beethoven's 5th Symphony is a form of repetition. Variations on the theme unify the entire symphony, making it one of the world's most recognizable pieces of music. Use repetition for power and recall.


## SECTION TWO

# SLIDE DESIGN

---

Presentation slides can vary greatly depending on purpose and audience. Slides for TED talks have very low information density. They're cinematic—dominated by simple, high-impact visuals, keeping the focus on the speaker.

Slides on the opposite end of the spectrum are information dense. They stand alone and can be viewed on demand, like this textbook, which was created using PowerPoint.

Slidedocs are a hybrid between the visual richness of presentation slides and the information density of text-based documents. This textbook is an example. Browse through the online book [SlideDocs](#)  which inspired it.

Resources like Nancy Duarte's book [slide:ology](#) and [Canva's Design School](#) tutorials provide excellent guidance and insight on slide design.

Get inspiration by browsing slide decks at sites like [SlideShare](#), [Note & Point](#), and [Slide Guru](#). Not all the shared slides are designed well, but the ones that are really stand out.



# TEN TEMPTATIONS & TECHNIQUES

---

In addition to layout, contrast, and repetition, remember the following **10 temptations and techniques** as you design your slides.

## 1. SLIDES ARE NOT YOUR NOTES

Don't create your slides before preparing your content. If you're outlining your presentation on slides, you're not really creating slides, you're writing speaking notes. If you project these onto the screen and read them, your audience will ignore you and read ahead.

You might be falling into this temptation if your slides consist primarily of bulleted lists. Bullet points are better than blocks of text, but they quickly become overwhelming. Instead of simply listing your ideas, your slides should illustrate them. Move your speaking notes into the **speaking notes panel** at the bottom of the slide as a reference.

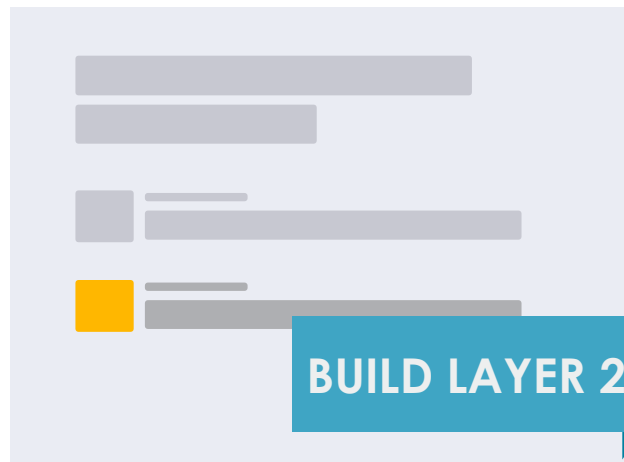
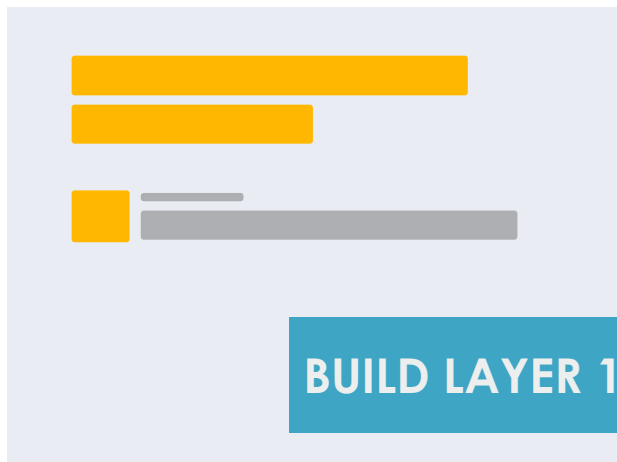
TOP TEN  
**10**  
SLIDE TIPS



## 2. SLIDES ARE NOT YOUR PRESENTATION

Don't let your slides take over your presentation. Unless you're creating a slidedoc, your slides are only a visual aid. Keep your slides simple so they focus attention on your message, not on themselves.

Animations and transitions can be distracting. Avoid them unless you have a clear need to illustrate movement. To communicate dense information or complex ideas, piece together a series of slides layer by layer. These are called "builds," and they also translate well to PDF or print.



### 3. SLIDES ARE NOT YOUR HANDOUT

Slides designed to support a presentation will rarely be effective as handouts. Providing a physical reminder or summary of your presentation can be very useful, and it's worth the effort to create a separate, standalone document. Clearly associate your handout with your slides by maintaining the theme of your design.

In PowerPoint you can customize the appearance of speaker's notes, then print them right alongside the slide. This allows you to add more complete and interesting information to an image of each slide.

### 4. SLIDES ARE FREE

Adding slides doesn't cost you anything, so go ahead. Split dense content across multiple slides. Increase your font size. Add white space. Crowded slides are a barrier to communication.

Cool, uncrowded slides are a delight.



## 5. SLIDES SHOULD BE VISUAL

Add punch to your slides with graphics and media, but remember their quality reflects on you as a professional.

**GRAPHICS** Take every opportunity to present information visually rather than textually. CH 07: FORMAT describes a variety of graphics, and best practices for data visualization are explained later here in CH 11.

**ICONS** Avoid old-fashioned clipart like the plague. Use icons instead to symbolize objects and actions. Find them at [NounProject](#), [IconFinder](#), or [FlatIcon](#).

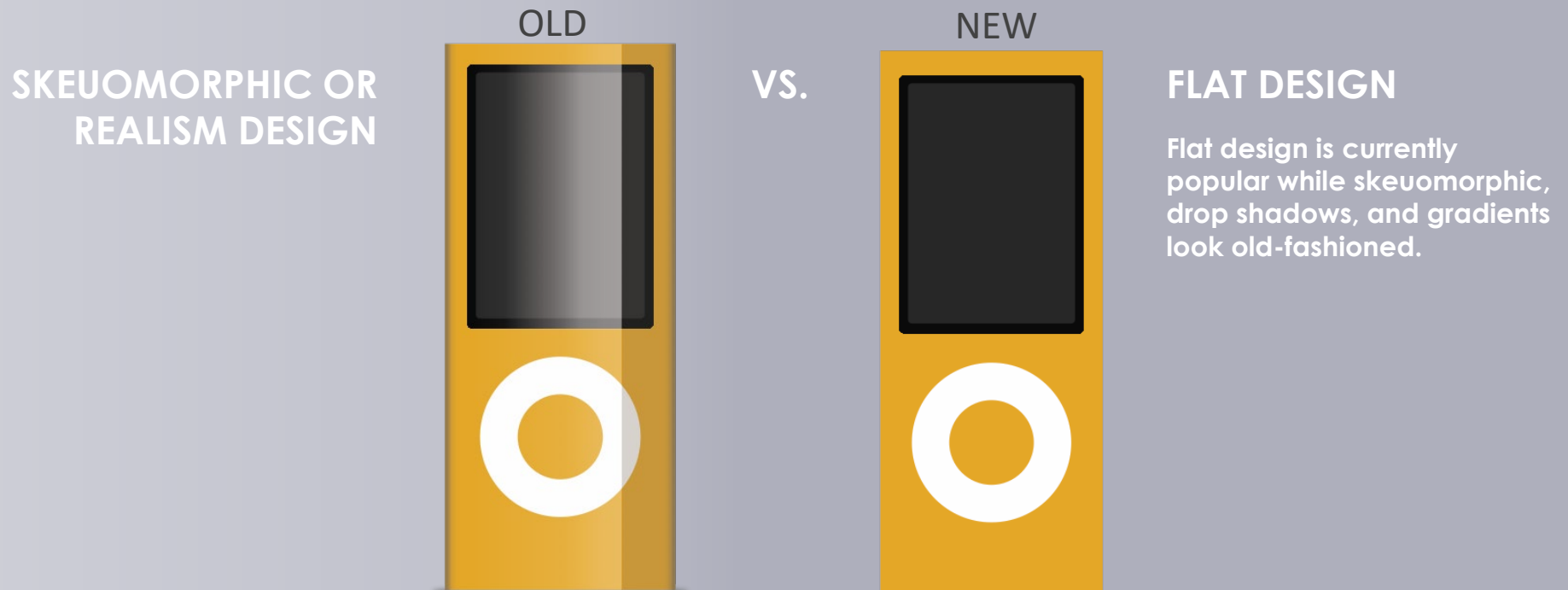
**STAY CURRENT** Search "slide design trends" every year to see what is current. For instance, Figure 11.4 shows older realistic design making way for the currently popular flat design.

**VIDEO** Short, punchy videos can illustrate your point quickly, wake up a crowd, or show a process. Embedding a video frees you from reliance on internet streaming; on the other hand, simply linking to it keeps your file size small.



Activity 11.3

Create a link to a short portion of a funny YouTube video in a slide. [Blatti.net](#) shows how to link to a specific piece of a longer video.





**PHOTOS** People love to look at beautiful photographs. Choose high-resolution photos that are meaningful, natural looking, and not cheesy. For maximum impact, use photos at “full bleed,” which means the photo fills the slide, even if it “bleeds” off the edges. Use visually interesting photos that imply several layers of meaning besides the initial obvious one, such as the examples below (lower left and lower right) of the concept of teamwork. Figure 11.5 at right lists excellent resources.



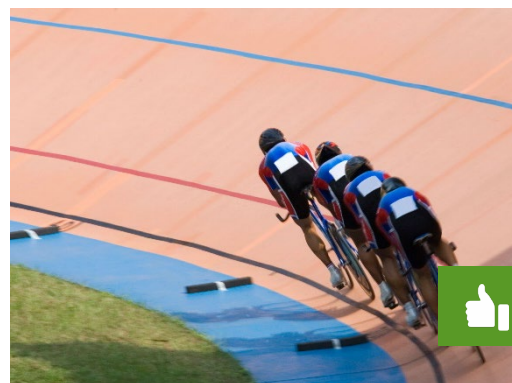
Activity 11.4

*Look for a free high-resolution photo that illustrates the concept of tenacity. Place it on a slide with some text.*

### CHEESY



### COOL



## USE FREE QUALITY IMAGES

[freeimages.com](http://freeimages.com)

[unsplash.com](http://unsplash.com)

[pexels.com](http://pexels.com)

[lifeofpix.com](http://lifeofpix.com)

[deathtothestockphoto.com](http://deathtothestockphoto.com)



FIGURE 11.5

## INCLUDE NECESSARY PERMISSIONS AND CREDITS

Copying an image from a Google search is tempting, but never use images without permission and always credit the source. Some tools, like [Flickr](#) and [Google Images](#), have search settings that can limit results to show only images licensed for reuse or under [Creative Commons](#) terms.

Wondering whether you can legally use an image? Use this flowchart: [Can I Use That Photo?](#)

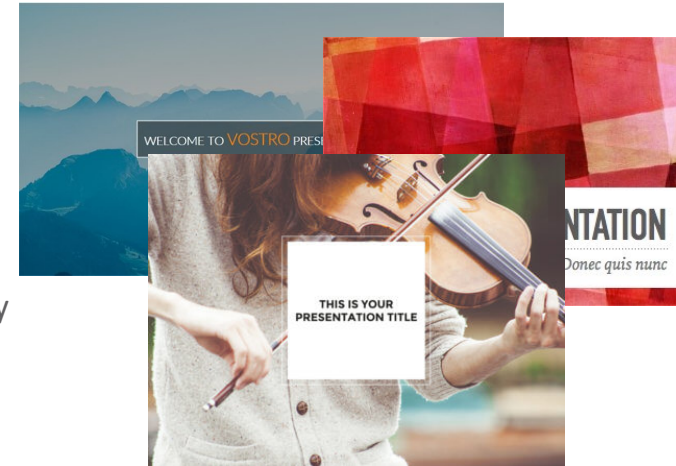
FIGURE 11.6



## 6. TEMPLATES FOR FAILURE; TEMPLATES FOR SUCCESS

Templates and built-in themes are convenient, but be cautious. Their design elements won't necessarily align with your message, and they might make your work seem lazy and unoriginal.

Don't use the first template you see (everyone has already seen it), and **customize templates** by changing some colors or graphic elements. Check out [Slides Carnival](#) for template ideas. You may be better off creating your own template by setting default layouts, typography, colors, and backgrounds in master slides. Learn how in [Google Slides](#) or [PowerPoint](#).



## 7. SIGNPOSTING PROVIDES NAVIGATION

Especially in long presentations, your audience will appreciate visual cues that remind them how you've structured your content and track your progress through the presentation. Create a **running agenda** along the side or bottom to show where you are and where you are going.

## 8. WORDS ARE MEANT TO BE READ

CH 07: FORMAT outlines principles of good typography. In the context of slide design, also remember to:

- ▶ **Keep it simple.** Use only one or two typefaces that you bold, shade, and color for contrast.
- ▶ **Go big.** Can people in the back of the room read your text? Use a large enough font size, such as 60 point for titles, 36 for headings, and 28 for supporting text.
- ▶ **Ensure contrast.** Your text must stand out against the background. If the background is a photograph, consider putting the text in a box or ribbon that overlays the image and provides better color contrast.

A “running agenda” indicates your progress with visual elements at an edge of your slides. Highlighting the current agenda item creates context for your audience.

For example, this book's running agenda lets you know which chapter you are viewing.



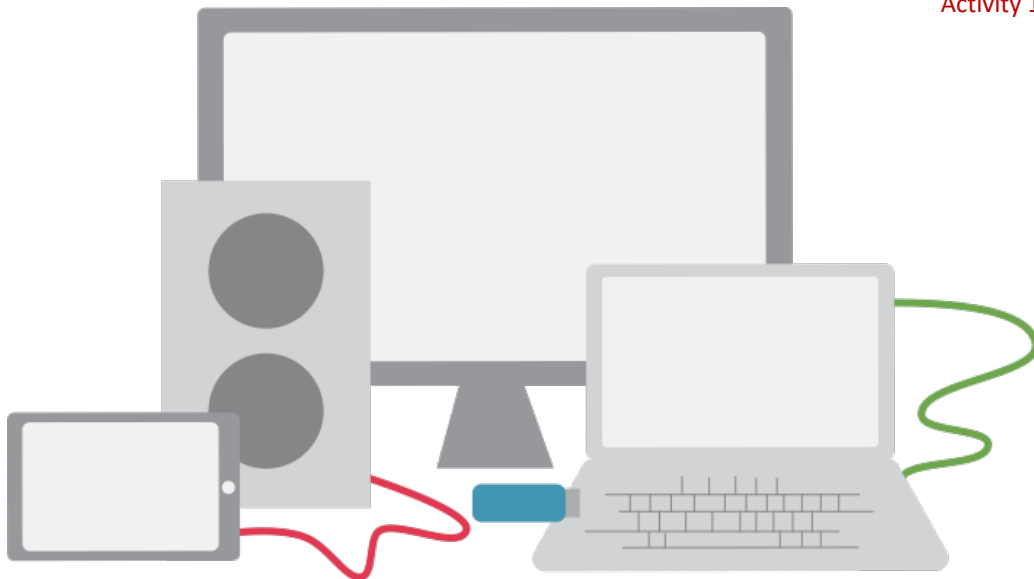
## 9. USE THE BEST TOOL FOR THE JOB

Don't call every slide deck a "PowerPoint" or limit yourself to one platform. In addition to PowerPoint and Keynote, online presentation applications may play to the strengths of your message, so click through these links to become familiar with them.

GOOGLE SLIDES: Accessible from anywhere, updateable, mobile-friendly.

PREZI: Freed from a linear structure, it can be brilliant or confusing.

CANVA: Free web-based design. Tutorials, templates, and tools galore.



## 10. TECH WILL BETRAY YOU

Sooner or later it will happen. Always be prepared by saving copies of your slides on a flash drive and on the web. If your host or meeting organizer will be at your presentation, send him or her a copy to load in advance. If you have accompanying files, like videos, images, or fonts, keep them with your slides in a single, clearly labeled folder and compress that into a .zip file. Include a PDF version of your slides in case the right software isn't available. Remember that colors and fonts may change with different projectors, screens, and printers. Where possible, plan some setup time to deal with any issues that might arise.



Activity 11.5

Create a set of three or four slides about sleep deprivation in college students. Include the fact that 60% of college students get insufficient sleep, and most need 8 hours a night. Finally, give your tips for getting adequate rest.



## SECTION FOUR

# DATA VISUALIZATION

---

Data is money. It drives decisions and seals deals. In business, you'll present data in slides, refer to it in written documents, post it online, and use it to create infographics. But remember: your purpose is not to communicate data. Your purpose is to communicate meaning.

## BREAK IT DOWN THEN BUILD IT UP

Creating a chart in Google Sheets or Microsoft Excel isn't hard, but these tools don't know what story you're trying to tell with your data. Their default designs will not help you make your point, so you need to strip them away, layer by layer, then add back design elements that focus attention where *you* want it.

You know you're on the right track if your audience can see the story in your chart within the first few moments of looking at it.

Cole Nussbaumer Knaflic champions this approach on her blog [Storytelling with Data](#). And Darkhorse Analytics animated instructions in [Clear off the Table](#).



“Every bit of ink on a graphic requires a reason. And nearly always that reason should be that the ink presents new information.”

Tufte, E. R. (1983)  
*The Visual Display of  
Quantitative Information.*  
Cheshire, CT: Graphics Press.



Look at the dramatic BEFORE and AFTER of a sample sales report design. [PrintTech](#).



## SELECT A CHART TYPE

Decide what story you're trying to tell with your data, then choose an appropriate chart. For instance, a line graph can show trends over time, and a bar chart is good for comparisons. Pie charts are popular, but they don't provide visual precision. See Visage's guide to [chart types](#). Note that complex stories may require multiple charts, and sometimes a clean, precise table is the best way to present your data.

## CUT THE CLUTTER

Remove all formatting: the borders, tick marks, background, 3D effects, shading, and all color. Reduce text by removing the labels, title, and legend. In many cases you can even remove an axis.

## FOCUS ATTENTION

Build your chart back up, but remember that every thing you add should make your message more clear. Label data directly rather than with a legend. Add color and weight to focus attention. Add a title or callout that tells your story rather than just describing your chart.



Activity 11.6

Complete this interactive practice simplifying a table and graph: [Simplifying Data Display](#)

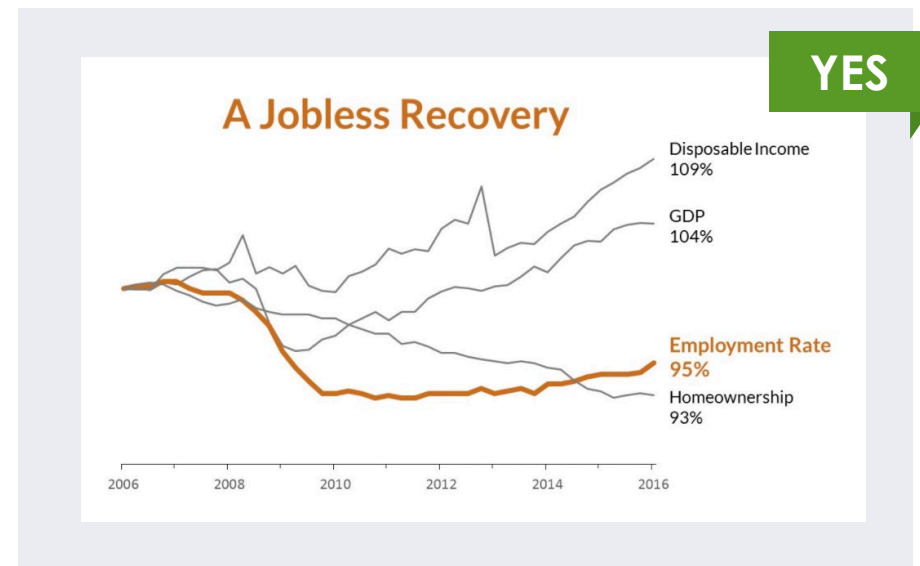
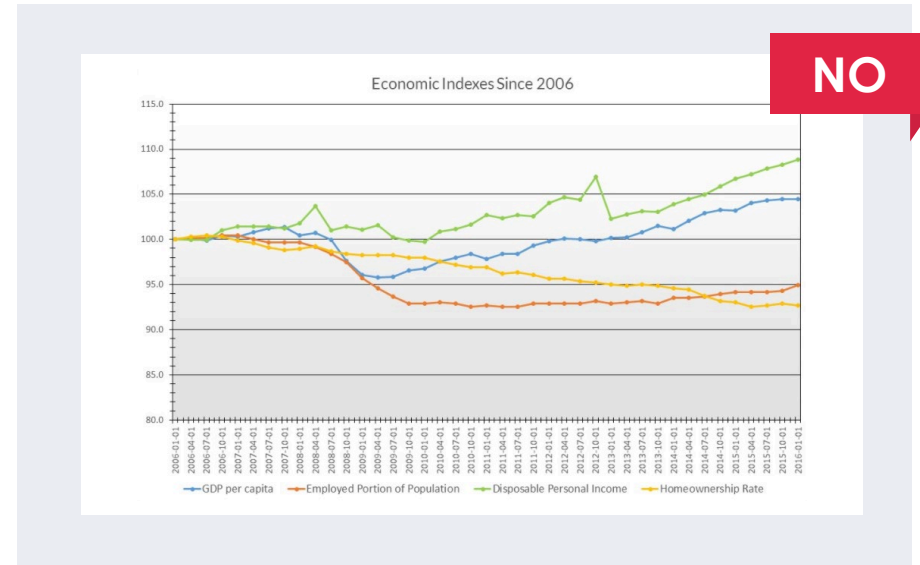


FIGURE 11.7

# INFOGRAPHICS

Infographics combine text and graphics creatively to tell a larger story. See examples at [visual.ly](http://visual.ly) or get inspired by [David McCandless's](#) and [Chris Jordan's](#) TED talks.

Infographics can be memorable, but creative approaches may be more or less appropriate depending on the expectations and culture within an industry or profession (think advertising vs. accounting).

Maintain credibility by citing your sources. Remember that, in addition to numbers, abstract concepts, narratives, relationships, and processes can all be communicated visually.



Activity 11.7

Make your own infographic about how you use your time using one of these online tools:

- ▶ [Canva](#)
- ▶ [Infogr.am](#)
- ▶ [easel.ly](#)
- ▶ [Visme](#)
- ▶ [piktochart](#)
- ▶ [VennGage](#)



[How to Get Started With Infogram](#)



[How to Create an Infographic in Canva](#)



www.jacknagley.com  
Source: <http://www.100people.org>

## INFOGRAPHIC EXAMPLE

FIGURE 11.8

# IN CONCLUSION

Wasn't that fun? Make understanding your visuals fun for your audience, too.

Show your message. Well-designed visual elements help you to be precise and concise.  
Create effective visuals to convey confidence and competence.





# LEARN MORE

Suggestions?  
Click [HERE](#)



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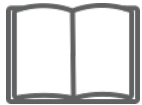
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# PRESENT

S T A N D & D E L I V E R

# CONTENTS

4 PLAN AHEAD

7 SET UP

10 USE FULL-BODY COMMUNICATION

16 TROUBLESHOOT

## LINK & LEARN

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*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



*This is Chapter 12*



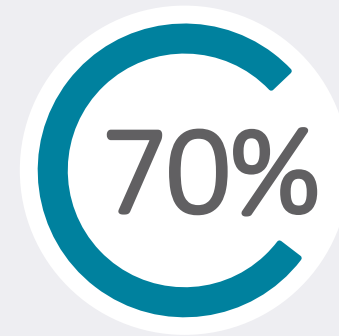
This work is licensed under a  
[Creative Commons Attribution and  
ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## Powerful presenters are effective communicators.

Humans are fascinating and complex social animals. We love to connect with others. We pay attention when another human being stands up, takes a breath, and starts speaking. Much information in business is communicated on screens, but key decisions—to buy, sell, invest, or hire—are often made through presentations.

If you learn to stand out as a presenter, you'll be a contributor at critical moments. Powerful presenters are effective communicators. They are the ones who get the job, the raise, and the opportunity to return to the table time and again. Become an excellent presenter and you'll certainly be less stressed when your boss turns to you and says, "Why don't you take 10 minutes and explain those numbers to us."

So **plan ahead**, **set up strategically**, **use full body communication**, and **troubleshoot effectively**. You'll elevate your presentation game.



The percentage of employed Americans who say that presentation skills are critical to their work success.



The percentage of employed Americans who say they would do almost anything to avoid giving a presentation.



## SECTION ONE

# PLAN AHEAD

---

Remember using PASS to plan messages? Let's review quickly how PASS applies to giving a formal presentation.

## PURPOSE

Clarify exactly what you are trying to do. What outcome do you want as a result of your message? Write down a clear and concise purpose statement.

## AUDIENCE

Who will be listening to you? What are their primary concerns? Why will your message matter to them? How can you get their attention and keep it? Watch [👁️ 5 Things Every Presenter Should Know About People](#) by Susan Weinschenk.

## STRATEGY

What's the best way to accomplish your aim? Will your audience trust you easily? Should you appeal to their heads or their hearts? Be direct or indirect?



# STRUCTURE

Your audience can't scan forward or backward when they get lost, so the structure of your oral presentation needs to be rock solid and crystal clear. Use the **4A's** to keep yourself and your audience on track.

4A



## ATTENTION

Get everyone's attention with a skillful hook. A great hook gives the audience confidence in you and gets them on your side. See the following slide for examples.



*Author Nigel Marsh captures his audience with a unique opening hook.*  
[Nigel Marsh: How to make work-life balance work](#)



## AGENDA

Tell your audience what they can expect and preview the structure of your talk. Often a two- or three-part agenda is most effective. Setting a verbal agenda builds anticipation and readies the mind to receive information.



## ARGUMENT

Follow through on your promised agenda structure. Include only relevant details that contribute to your argument. You only have attention for 10-15 minutes at a time, so if your presentation is scheduled to be longer, plan for some activity or group interaction.

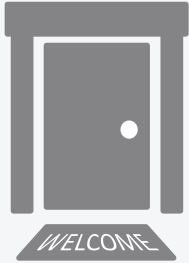


## ACTION

Don't just fade out, and don't finish weakly. Instead, remind your audience why your message matters, issue a stirring call to action, and finish strong.



## EXAMPLE HOOKS



Think of hooks as the front door of your presentation. How inviting is your presentation's front door?

NO

*This report is about market segmentation.*

*Opioid abuse is a major problem for employers.*

*We have major problems with our inventory management system.*

YES

*The old adage that the customer is always right raises the question, "Which customer?"*

*\$19,450: roughly the price of a new Toyota Corolla. That's what the average opioid-abusing employee costs his or her employer in annual medical expenses.*

*Walking through the warehouse this morning, I heard a loud wheezing sound. It was our inventory management system coughing up blood.*

FIGURE 12.1

## Q&A

The Q&A period can make or break your presentation. Prepare as well for the Q&A as you do for your talk. Predict audience questions and concerns, preparing articulate answers or additional data slides for the end of your deck. And this is important: don't just fade out at the end of the Q&A. When you finish answering questions, wrap up your talk with a final reference to your call to action.



Activity 12.1

Follow the PASS planning steps for an oral presentation you might be asked to give in the next few months. Write down a purpose statement, analyze your audience, determine a strategy, and outline your structure.



SECTION TWO

# SET UP

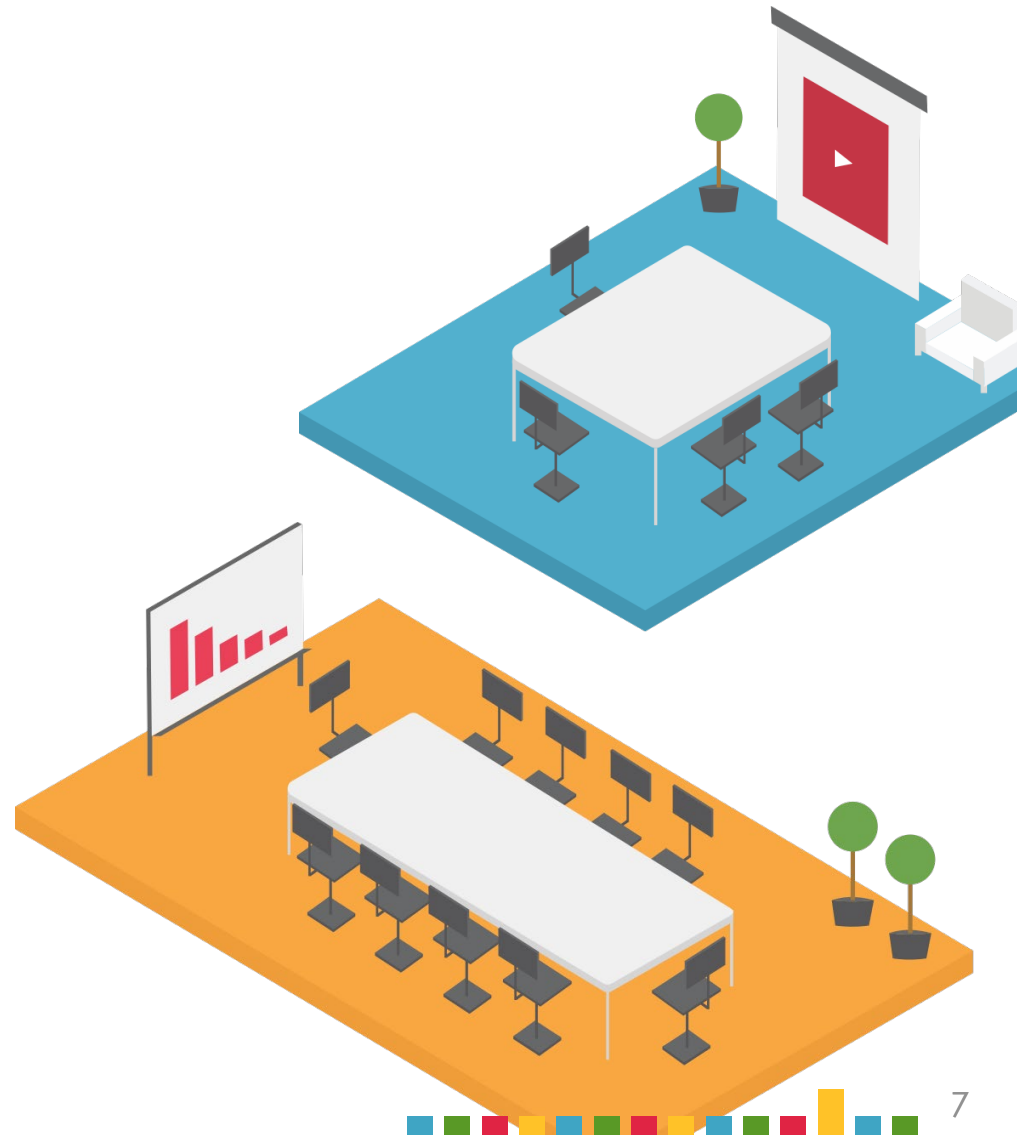
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Contribute to the success of your presentation by optimizing the environment.

## 1. CHOOSE A “RIGHT SIZED” ROOM

People are sensitive to how full a room is. Choose a room that will accommodate the expected number of guests but not leave much room left over. A lot of empty space can make your turnout look weak and detract from your impact.

If you can't change the space, remove extra chairs and pull the remaining ones into a semi-circle. In a space with lots of extra chairs, people will naturally sit near the back or far apart from each other. Having people squeeze into fewer chairs gets them talking to each other and increases the anticipation level in the room.



## 2. CHECK YOUR TECH

Technology is both a blessing and a curse in presentations. To help reduce the stress and increase the success, use the following technology checklist:

- ✓ If you are relying on slides or a microphone, make sure you arrive early enough to practice.
- ✓ Bring extra cords and connectors.
- ✓ Bring a printed copy of your notes and slides.
- ✓ Check the volume on a microphone and know how to change it.
- ✓ Test out the remote control—or bring your own.
- ✓ Most crucial—create a backup plan in case your tech fails you.

## 3. PUSH THE PODIUM ASIDE

A podium is a good place to keep your water bottle, but don't hide behind it.

People trust you more when they can see your whole body, and you'll be able to use the floor space to keep your audience's attention and make your points clear. Similarly, don't just stand beside the screen. Your slides and visual aids are there to support you, not the other way around.



Make sure to bring appropriate adaptors if your tech device is not compatible with all systems; i.e. Mac vs. PC.

## 4. PRACTICE, PRACTICE, PRACTICE

Yep. Three times. That's the magic number for confidence and success. Don't write out your talk word for word and try to memorize it—that approach uses a different part of your brain that's not as nimble. If you try to deliver a memorized speech and lose concentration or forget a word, you feel sunk. But if you have good notes and practice your talk three full times in front of a co-worker (or even your smart phone's camera), you provide your brain with a solid but flexible framework. Practice also gives you an innate sense of timing, helping you know whether to stretch or cut your content to end on time.

## 5. PLAN TO SHOW UP CLEAN AND TIDY

Make sure you show up fresh, clean, and dressed one step above the audience average. Depending on the importance of the event and your own fashion awareness, asking for dress advice can be useful. Wrinkles, baggy knees, uneven hems, and stains are all distracting and reduce audience confidence.



**“Creating and delivering a presentation that engages hearts and minds...take[s] work and creativity.”**

Carmine Gallo, “New Survey: 70% Say Presentation Skills Are Critical For Career Success.” Forbes.com. 25 Sept. 2014  
<https://www.forbes.com/sites/carminegallo/2014/09/25/new-survey-70-percent-say-presentation-skills-critical-for-career-success/#32d83b708890>



## USE YOUR EYEBROWS

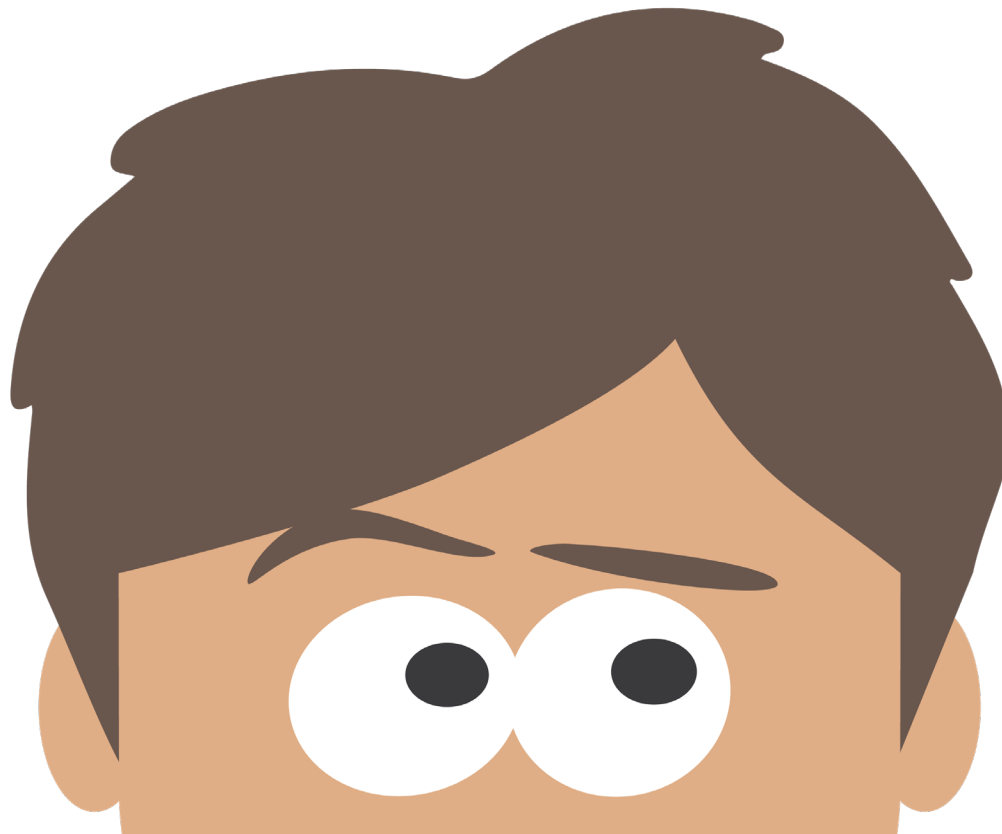
Eyebrows may seem like a funny place to start, but since you can't control your hair, they're the first thing from the top down that you can move to show expression. Raise them to show surprise or delight, draw them up together to emphasize a question, furrow them to show concern or concentration. Whatever you do, remember that these frames for your eyes draw people's attention.



Watch how David Epstein looks at individuals in his audience as he builds suspense. Are athletes really getting faster, better, stronger?

## MAKE EYE CONTACT

When we're nervous, we tend to focus inward and become self-conscious. We look down at the floor or at the wall. Remind yourself that you are talking to people, individuals sitting around a room, who generally want you to succeed. A great rule of thumb is to hold short "conversations" with audience members, spreading your attention throughout the group. Make sure your smile reaches your eyes, because a twinkle in the eye will make your audience inclined to smile back and feel more positive about both your presentation, and you.



Eyebrows...  
are the first thing from the  
top down that you can  
move to show expression.

## PUT YOUR SHOULDERS BACK

Great posture conveys confidence, so roll your shoulders back and allow your limbs to hang from that strong framework. Straightening up your spine pulls your head up, too, and makes managing your arms and legs easier. Believe it or not, your posture actually changes the hormones in your body, replacing stress with confidence.



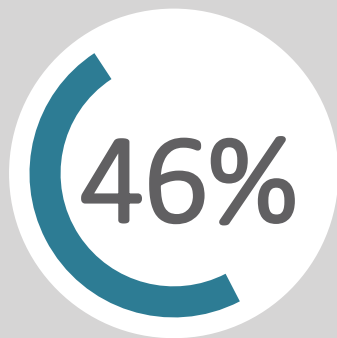
Watch this animated TED Ed video about [The Benefits of Good Posture](#). Then call your mom and say thanks.

## MOVE DELIBERATELY

When you've got some floor space, move deliberately within it to emphasize your points. For example, if you're talking about change over time, move from the audience's left to its right as you discuss each change. Avoid moving just to be moving. Walking back and forth on a single line with no reference to your content makes you look like a bored donkey.



Watch how Audrey Choi, CEO of Morgan Stanley's Institute for Sustainable Investing, uses space. Audrey Choi, [How to make a profit while making a difference](#)



Percentage of respondents who admit to being distracted during a co-worker's presentation.

## DISTRACTION ACTION

Tasks employees do instead of listening to a co-worker's presentation:

- Send text messages
- Answer email
- Surf the internet
- Check social media
- Fall asleep

## KEEP YOUR FACE MOBILE

A stiff and immobile expression is off-putting—even disturbing—to watch. The larger your audience, the more you need to exaggerate your expressions and move your eyes, eyebrows, and mouth with more emphasis than you might in a personal conversation.

## SMILE

An authentic smile is one of your best bodily resources. It doesn't have to be a big toothy grin, but unless you're announcing a horrible tragedy, try to look happy. A wry smile is fine if you're a dry-humor person.

## SPEAK UP

Your voice is a signature part of your self-presentation. Make yours effective by ensuring that it has good *volume*, *pace*, and *clarity*. You'll need to get feedback from peers on these features, because what you hear inside your head isn't what your listeners hear. Another option is to record a video of yourself and check how you sound. Just as you need to keep your face and body mobile, keep your voice mobile, too. Vary your speed, volume, and intensity to match your message.



Learn from sound researcher [Julian Treasure](#) how to better communicate your message using six voice tools. [Julian Treasure: How to Speak so That People Want to Listen](#)





## USE SILENCE

Although your voice is an irreplaceable tool for communication, the absence of a voice also speaks loudly. Try using silence to gather attention, emphasize a point, or give people time to think about a rhetorical question. Don't be afraid of the illustrious pause. Silence is powerful.



*Watch this short clip to see how Airbnb founder Joe Gebbia uses deliberate, strategized pauses to help make his conclusion more powerful. [Joe Gebbia, How Airbnb Designs for Trust](#)*

## DROP YOUR TICS AND FIND YOUR NEUTRAL

Practice a good neutral stance as a default. When nervous, people often do repetitive and distracting things (like clapping hands in front like a fig leaf, pacing, or pulling a ring on and off). Avoid the distraction this causes by practicing a comfortable neutral stance for yourself when listening to a question or showing a visual. Hands resting loosely at your side are always safe. In a casual presentation, one hand in the pocket is fine too.



## GESTURE LARGE

When you're in a large space, go big or go home. Make sure your arm motions are above your waist and away from your body. Don't just flap your hands around near your body like you have tiny T-rex arms. Use large arm gestures to emphasize a trend ("Sales are up.") or demonstrate a concept ("We'll be spreading the task load more evenly among the teams.") Use your hands to do things like count out three points, put an ineffective policy on the chopping block, or raise people to their feet for a stretch.



*Business Insider's [Hand Gestures from Around the World.](#)*

## WINNING PITCHES

Take a look at some great pitches here: [BYU Alum Rock Shark Tank.](#) Watch for the elements of a good pitch in each.

While a student at BYU, Garrett Gee designed a mobile app called Scan. Although his [pitch](#) didn't convince the judges on Shark Tank, it convinced the public. Scan soon rose to the top of the Apple store downloads, and a year later was sold to Snapchat for \$54 million.

Roommates Dan Barnes and Wesley LaPorte designed a UV light phone charger that kills the bacteria found on your phone. Their [pitch](#) earned them a \$300,000 investment from investor Lori Greiner.

Matt Alexander, a graduate of the Marriott School Entrepreneurship program, designed a color-changing nightlight for your toilet. Ilumibowl scored a \$100,000 deal on Shark Tank with investor Kevin O'Leary. View the [winning pitch](#).



# TROUBLESHOOT

---

## RECOVER ATTENTION

If you're speaking right after lunch on a hot day, good luck. At the best of times, humans are prone to lose focus and daydream. To recover audience attention, try these tips:

- ▶ **Turn on the lights.** Even if you're in the middle of a long slide presentation, turn on the lights and review your agenda for a minute to get everyone back on track. Remind them why they should care.
- ▶ **Move quickly to a new spot in the room.** People will perk up and wonder what's going on when you abandon your traditional post and do a few minutes from one side or the back of the room.
- ▶ **Ask a question.** Get people to discuss a question with their neighbors, then report back to the group.
- ▶ **Call a mid-game stretch.** This is the nuclear option because it always takes more time than you think, but if you see people actually falling asleep, you may need to get everyone out of their chairs and moving around. Adjust your activity suggestions to the formality and length of the situation. A quick round of "Heads, Shoulders, Knees, and Toes" could be great for co-workers, while a dignified bathroom break might work better with senior managers.





## PLAN FOR LENGTH CHANGES

Suddenly you're getting the "cut it short" sign from the back. Can you? Some organizers are great at protecting speaker time, others not so much. Be sure you have XS, M, XL (extra-short, medium, extra-long) versions of your presentation planned so that you can roll with whatever time you are given. The most common scenario is that you'll need to cut it short, so spend the most time on that. Think of ways you can make your main point, then distribute supporting points evenly.



Always plan to end

**5 -10 percent early**

Your audience will love you.

## HANDLE TOUGH QUESTIONS

Maybe you've encountered a hostile audience or you are unprepared to answer a key question in the Q&A. Now is the time to listen. Repeat the question to clarify. Ask follow-up questions to understand your listeners' concerns or requirements. If you don't know the answers, be honest and say so. Once you fully understand the issues, say how and when you'll address them. To prepare, read [👁️ How to Handle the Q&A](#) by Leslie Belknap.



## PRESENTING IN TEAMS

If you're going to present with a team, rehearsal is even more important. Practice introductions and smooth transitions, decide who will handle questions for each topic, even coordinate your level of dress. A smart, capable team that likes each other is a joy to behold, so show your audience that you work well together and can get the job done.

# IN CONCLUSION

Getting humans together in a room is costly in time and money. Be sure you use each such opportunity to make a difference—for them and for your career.

Connect with people before and after your presentation. A little self-deprecating humor can play well, but then knock their socks off with your preparation and competence. Be honest, humble, confident, and convincing. Be human, but be prepared.



# LEARN MORE

Suggestions?  
Click **HERE**



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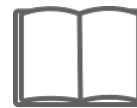
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# BRAND

MANAGE YOUR PERSONAL BRAND

# CONTENTS

4 ONLINE PRESENCE

7 STRATEGIC WORK

9 HIRING LANDSCAPE

11 MENTORS

14 NETWORK

## LINK & LEARN

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*Required  
Reading*



*Tips &  
Optional*



*Examples*



*Activity*



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This is Chapter 13



## Like it or not, you have a personal brand.

When you roll out of bed in the morning and choose something to wear, you're branding yourself. Your vocabulary, facial expressions, social media posts, and activities all contribute to that brand over time by communicating who you are and what you value. Since opting out isn't possible, be sure to manage your brand and make it an asset for your future career.

Your college years are key in creating a positive professional brand. Sure, you're busy with classes, a social life, and work, but these five steps will help you effectively present yourself:

1. ONLINE PRESENCE

2. STRATEGIC WORK

3. HIRING LANDSCAPE

4. MENTORS

5. NETWORK

## SECTION ONE

# ONLINE PRESENCE

---

The quality of your online presence has become a key factor for many hiring managers. Make sure your digital footprint is an asset and not a liability by following these steps to analyze and improve it.

## GOOGLE YOURSELF

Just searching your name from your own laptop on your favorite browser isn't enough. Your laptop knows you too well and will return targeted results. Use a private or incognito window to make sure your search results are similar to what an employer will see when searching your name. Get a friend or mentor to look over the search results and let you know what makes a good impression and what raises a red flag.



## CLEAN IT UP

Get rid of embarrassing photos your friends tagged you in and scan your posts for tone and content. No one expects you to have been perfectly professional at 15, but everything employers see will inevitably contribute to their impression of you. Once you've got a clean profile, keep it that way. Privacy is largely an illusion on the internet. Your future employer may see anything you post. Avoid references to illegal or socially destructive behavior. According to [Jobvite's Social Recruiting Survey](#), even spelling and grammar mistakes will turn off 43% of recruiters.



Check your social media privacy settings and browser filters a couple of times each year. Use daylight savings time as a trigger.



Do you have an evil twin? If your name is common, you might find some embarrassing search results you can't control. If so, distinguish yourself. Try using a middle initial, name, or title on all your professional correspondence and profiles.

## CROWD OUT THE BAD WITH THE GOOD

If you've got dodgy content floating around out there, your best strategy for pushing it down the page in search returns is to crowd it out with good content over time. A single obsession can also leave a bad impression. If the only thing you ever post about is sports or anime, use the next year to round out your online impression by making regular, interesting, and useful posts on a variety of subjects on key social media platforms. Think of your effort as a one-credit-hour class, and just do the work.

## SIX THINGS YOU SHOULD KNOW ABOUT SOCIAL RECRUITING



Referrals still reign supreme



LinkedIn is the top social recruiting tool



Social networks play an important role for recruiters



Social profiles can offer insight about a candidate



Some posts are surefire turnoffs



Social recruiting isn't going away

Source: 6 Things You Should Know About Social Recruiting, Hannah Morgan.

# LINK TO YOUR INDUSTRY

A LinkedIn profile is the functional equivalent of your internet resume and will be the first stop for a hiring manager looking to see how you present yourself. Now is the time to develop a great LinkedIn profile so you'll have a strong presence in the business landscape.

## Required



### MAKE YOUR **LinkedIn** PROFILE WORK FOR YOU

1. Create an all-star profile
2. Research and reflect the best profiles from your industry (LinkedIn examples from Marriott School Alumni)
3. Publish regularly on LinkedIn (Here's a student example)
4. Network it up! (How to Network on LinkedIn)
5. Make connecting easy  
Add a LinkedIn badge to your email signature

## SECTION TWO

# STRATEGIC WORK

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Maybe the late-night cleaning crew at the Burger Barn is a lot of fun. It's comfortable, and it reliably earns you enough to pay tuition. But it's time to start selecting jobs, internships, and commitments that put you on the ladder toward your dream job. **Choose your work strategically.**

Scan job boards like [LinkedIn](#), [Indeed](#), or [Monster](#) for entry-level opportunities associated with your industry. Ask successful people you know how they got their start. Create your own contract work, internship, or part-time job. Join a professional club and demonstrate leadership. Start a small business and attend an industry-related conference.



The main point is to show movement toward your professional goals. For years you've been working hard to be a great student; now shift your priority from achieving the highest possible GPA to gaining practical experience that's attractive to future employers and leads you toward your goals. After you're employed full time, if you're offered a new position, continue to think strategically about how that position will fit into your overall plan. Feel free to suggest a hybrid role if the one you were offered doesn't meet your aims.

Set a goal to work on your own professional career development each week—10 min, 30 minutes, an hour. Your research and networking investment now will pay off later with big dividends.



## ALUMNI ADVICE

**“By writing, you can become a ‘thought leader’ in your chosen field, which opens up numerous opportunities for growth. I published an article about my experiences with business travel on Medium.com about six months ago. This article received a surprising amount of traction and was read by over 3,000 people in a week.”**

Read Scott's article about Business Travel [here](#).



Scott Christensen  
Product Designer at PwC's Emerging Tech Group,  
Strategy, BYU Marriott School of Management Class of 2013



## SECTION THREE

# HIRING LANDSCAPE

---

Can you name the top employers in your industry? Do you understand the challenges and opportunities they face right now?

By understanding the industry outlook and hiring landscape you'll soon face, you can position yourself to take advantage of opportunities and avoid threats. (And you'll rock your interviews.) Use resources like those on the following page to get the information you'll need.



# Industry Resources

Explore these industry resources.

[Occupational Outlook Handbook](#)

Government projections for job growth and salary by industry

[Glassdoor.com](#)

Reviews of employers and average salaries (take it with a grain of salt)

[Vault.com](#)

Career intelligence, rankings, ratings, and reviews

[Mergent Online](#)

In-depth information on company management, structure, and outlook

[Morningstar.com](#)

Financial analyst reports

[IBIS World](#)

Overviews of industry segments, players, and trends



Activity 13.1

Using the tools above, explore your industry and write down the answers to these questions:

1. What are the largest and fastest growing companies in this industry?
2. What are the most influential associations in this industry and where do they publish? (Trade journals, websites, LinkedIn groups, association newsletters, etc.)
3. What challenges are companies in this industry currently facing?
4. Is the job market for this industry expanding, staying steady, or decreasing?
5. What are common entry-level jobs and average salaries for the part of the country I'd like to work in?

## SECTION FOUR

# MENTORS

---

People generally like to help other people. A mentor is someone further along professionally who is willing to share information with you and give practical advice. To a mentor, you offer a fresh perspective, new contacts, and honest admiration. Your main jobs in the relationship are to take responsibility for communication, follow through to make your mentor look good, and avoid being annoying.

The nice thing about finding mentors while you're still in college is that you aren't immediately asking for something that costs that person social capital (like a recommendation for a high-stakes job). At first, you're just asking for advice, and advice is pretty fun to give. Look for mentors by:

- ▶ Showing up
- ▶ Asking questions
- ▶ Following up



## SHOW UP

Attend club or industry events, openings of new businesses, lectures, and conferences. Participate actively and with a smile on your face. During the event, think of a few good questions that show you've been paying attention, then ask your questions of key people. If someone responds warmly and seems to enjoy answering your questions, ask to schedule a 20-minute visit (sometimes called an **informational interview**) in person or on the phone sometime soon.

Hand them a well-designed business card but don't expect them to get in touch with you. That's your job. Meanwhile, your card serves as a tangible reminder that you are professional, prepared, and interesting.



### ALUMNI ADVICE

**“I love taking sketch notes. One night after a business club presentation, I showed the speaker—the CEO of a local tech company—my illustrations of her speech. Our short conversation quickly turned into an internship offer.**

**“Talk to presenters after they speak. Keep the conversation short, get contact information, and follow up soon after.”**



Libby Thomas  
Sr. Brand Messaging Specialist at Lucid,  
Marketing, Marriott School of Management, BYU, Class of 2016

## ASK QUESTIONS

During an informational interview, follow up with industry-specific questions and then briefly ask for advice about career strategy. At this point, be sensitive to whether your potential mentor is enjoying the conversation and seems willing to help. If so, great! You've gained a valuable contact. No need to formally ask, "Will you be my mentor?" That can seem pushy. A mentor is more of an honorific than a formal title. Just remember to express gratitude, give sincere and specific compliments, and be very sensitive about not asking for too much time or effort. Keep your first informational interview short. Make a move to leave after about 15 minutes unless your interviewer invites you to stay longer.

## FOLLOW UP

Going forward, keep in touch every few months by sharing quick updates, reposting something your mentor has written, asking a question, or sending congratulations on a promotion or award. (You should be connected on LinkedIn by now, right?) Offer to help with a small project if you can. What are you good at that might help them? If they introduce you to someone, be sure to write an email telling them about the outcome and saying thanks. Don't take any effort for granted.

When you finally get ready to search for your first professional job, you will already have someone to help you navigate the waters, make introductions, and recommend you. Remember that soon you'll be in a position to be a mentor, so pay it forward!





## GET OFF THE COUCH

Top networkers are out and about and talking to people. In college, think of attending class as a networking event and try sitting next to the students who make interesting comments. When you are at a social event noshing on refreshments, make a goal of introducing yourself to two new people. Join a club. Get your friends to bring along some new people when you go out for a meal. See who looks interesting and start talking.

## PAY ATTENTION TO PEOPLE AND ASK THEM QUESTIONS

Everyone is an expert at something, and everyone has a story. Find points of connection (and points of difference) to keep the conversation lively. Widen your connections by including people from other fields, and make quality introductions. (“Mike, I’d like to introduce you to Sarah, who is graduating with a degree in accounting this semester. Sarah and I go way back, and I think she’s someone you should get to know.”)

## OPEN ENDED QUESTIONS

Ask open-ended questions, such as:

How did you get involved in . . . ?  
(or why did you decide to major in . . . ?)

What do you like to do on the weekend?

What changes are you seeing in this industry?

What do you love most about what you do?

Do you have any travel plans this year?

Before leaving the conversation, ask what author Judy Robinette calls the **power connector** questions:

What other ideas do you have for me?

Who else do you know that I should talk to?

How can I help you?

# CULTIVATE YOUR CONNECTIONS

When you meet interesting people, offer a handshake and your name. Connect soon afterward on LinkedIn. Keep notes on your contact about where you met, some details you learned, and how you might help each other out in the future.

Then make a habit of reaching out to your connections to keep them growing. Think of your network as a garden. Keep the soil rich with new ideas and experiences, plant new friendships, discourage aggressive weeds, fertilize regularly by staying in touch . . . then enjoy the harvest.

Schedule your networking. Set aside a regular half hour every month to send a quick email or message to people you've been impressed by. Give sincere compliments, ask questions, or find out what they're working on.

**Assistant Power** Seek out the influencers. They're not always in the corner office. Pay attention to people who seem to understand power structures and procedures, those who know decision makers and know how resources are allocated. An executive's assistant may be a more valuable contact than the busy executive.



*Networking for Shy People*



*How Not to Be Annoying. The Five Minute Favor*





# DEVELOP YOUR ELEVATOR PITCH

An important networking tool is your personal “elevator pitch”, a succinct and persuasive description of yourself you can deliver flawlessly. Don’t procrastinate doing this. When you find yourself riding in an elevator with a great contact, you’ll be glad you can smoothly roll it out.



Prepare a personal “elevator pitch” using these and other resources you find:

Activity 13.2

[Crafting an Elevator Pitch](#)

[Examples of Elevator Pitches](#)

Be sure to spend time writing down, structuring, and practicing your pitch, but don’t memorize it word for word. Sounding like a human, not a robot, is essential for the success of your pitch.

Your pitch should:

- ▶ Last 30 seconds or less
- ▶ Include your name
- ▶ Tell what you do well, or what differentiates you
- ▶ Describe what you’d like to do



# IN CONCLUSION

These are prime years to create a positive professional brand. Pay attention to your online presence, look around for fulfilling (and strategic) work, learn more about the hiring landscape you'll be landing in, cultivate mentors, and network at your classes and events.

By doing these things now, you'll avoid a desperate struggle to re-brand yourself after college when you are shopping for your first real job. You may even catch the attention of some great new friends!



# LEARN MORE

Suggestions?  
Click **HERE**



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# WORK

GET THE JOB



Workers in the U.S. hold an average of

# 12 jobs in their lifetimes,

and more than two-thirds of those jobs come before age 30.

Source: *The Bureau of Labor Statistics*



## SECTION ONE

# FIND A JOB

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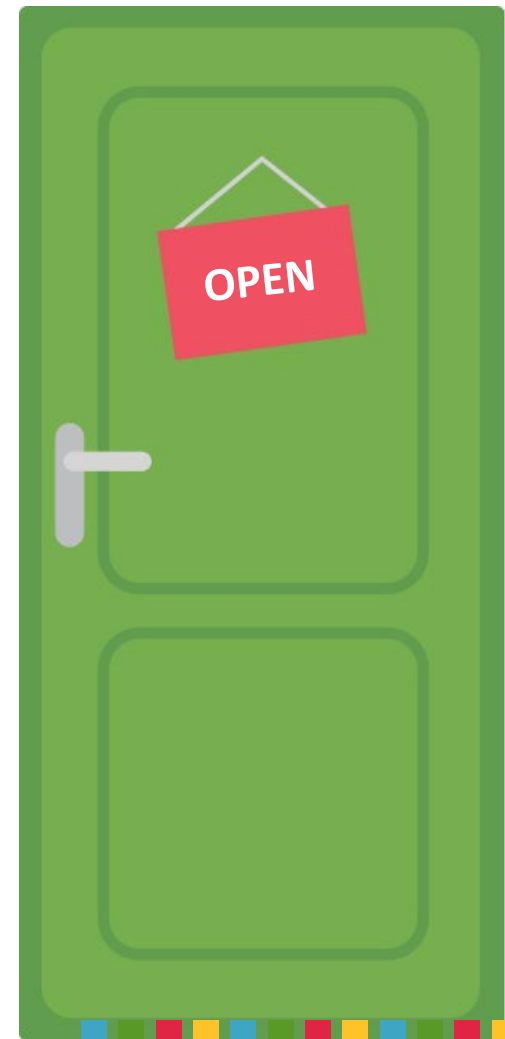
All sorts of pathways to great jobs exist. Large organizations have established pipelines, websites, and staff tasked with advertising and hiring. In smaller organizations, the job description exists solely in the mind of a business owner who is feeling a pain point and thinking about hiring someone to help. Here are four ways to discover employment opportunities.

## 1. VISIT YOUR CAMPUS CAREER SERVICES OFFICE

Your career services office offers planning advice, career counseling, and a dedicated group of alumni that want to see you succeed. Start early—well before your last semester—to position yourself strategically and take advantage of all that career services offers.



*Watch this video from the **BYU Career Center: [Career Center Steps to Success](#)***





## 2. SEARCH JOB BOARDS ONLINE

Each of these job boards acquire their postings differently, so you'll need to perform a few searches to see which give you the most useful results and services.



### Activity 14.1

Search for jobs or internships on at least three job boards. Use filters to narrow your search.

Write down a list of key skills and experience that are valued in your industry and plan out how you'll acquire those.



LinkedIn is becoming essential to professional networking. During your job search, make sure your own profile is top notch and evaluate the opportunities at companies in your industry. Read [Using LinkedIn to Find a Job or Internship](#).



Indeed is a giant job posting aggregator with advanced search functions that allow you to pinpoint job openings that match your criteria.



Monster provides a lot of useful career resources, such as job search advice by industry, salary calculators by location, and [resume help](#).



Glassdoor uses reviews from real people inside a company to give you invaluable information about company culture, the hiring process, and salaries. [Use GlassDoor in your job search](#).



CareerBuilder scans the data in your uploaded resume and recommends jobs to you. It also offers information about how you stack up against others applying for the same jobs.



If you have a specific company in mind, go through its website to see if job opportunities are posted. Check back regularly to see if new positions are posted.

### 3. NETWORK

**Tell your network what you're looking for.** Your network is simply everyone you know. Don't be annoying, but share the fact that you're looking for work. Be brief and specific about what you are looking for and what you offer. Many job opportunities are never posted because they are offered to someone acquainted with a current employee. The larger your network, the better your chances of finding a non-posted job. Research has repeatedly shown that people find jobs through "friends of friends"—distant network contacts who are aware of opportunities that are unknown to your closest friends.

### 4. PROPOSE YOUR OWN ROLE

Look for pain points in organizations around you, then **propose your own role**. If you're alert and networking, you'll see ways you can help. When you see a customer interaction done badly, or hear someone complain about a constant frustration at work, think about how you could improve the situation. Sometimes proposing to work on a limited contract to address a problem will yield an offer of long-term employment. Get in the door, then prove your worth.



Treat your job search like a part-time job. Spend time every week doing job-search activities. Regular effort yields significant rewards.

"I'm graduating in April and looking for a finance job where I can put my risk management skills to work.

Know anyone I should connect with?"

"I'm really interested in your field. I did quite well in my stats major and I'll be looking for an internship soon.

Can you recommend someone I should talk to?"

"Do you like working for Adobe? I'm loving information science and will graduate this year.

Do you know if your division will be hiring?"

## SECTION TWO

# APPLY

---

Once you've found a job that sounds like a good fit, get ready to carefully **tailor your employment materials** to that job.

## USE KEY WORDS

Your first step is to search the job description for key skill words. Humans and computers search for keywords when screening applicants. You prove that you're serious and prepared when you reference and demonstrate the skills being sought. Write the **key skill words** down, stick the list by your computer, and **mention them** honestly in your LinkedIn profile, resume, and cover letter.



# PREPARE PAR STORIES

PAR stands for **PROBLEM, ACTION, RESULT**. Interviewers like to ask behavioral questions to figure out how you react to challenges. Be prepared to convince them of your skills by using keywords from the job description to prepare personal stories that show problems you faced, the actions you took, and what the results were.

Your stories should be brief, engaging, and job related. Seek feedback from people you trust when coming up with your PAR stories. You may realize you have more skills than you thought.

Make a table of PAR stories like the one below, with column headings for key words, problem, action, and result.

Review it before each interview and **add to it throughout your career** when you conquer a tough challenge. You'll be instantly ready to prep for your next interview. Also, you can read it to make yourself feel better after a bad day.



Look over this [sample PAR table](#). Read over some of the examples stories to get ideas.

KEY WORDS	PROBLEM	ACTION	RESULT
<b>Leadership</b>	My team had been working on a project for weeks, but we weren't having success. No one was stepping up to take responsibility for our deliverables. The due date was fast approaching.	I created a schedule that would ensure completion by the due date, then talked to each person on the team to get their commitment. I put in double shifts to help a new team member get up to speed.	The team rallied behind my schedule, and we kept in close contact to complete the project on time. The professor was very pleased with our work and asked to use our project as a model.
<b>Analytical</b>	Our client delivered a 40-page document of required changes that made my team feel overwhelmed and discouraged.	I stayed late and created a spreadsheet showing which person could best make the changes requested and how we could accomplish them quickly.	My boss was surprised and pleased the next morning. He agreed with all my assignment suggestions and put me in charge of the team.

## POLISH YOUR PROFILE

Look over your LinkedIn profile and make sure that it reflects **best practices in your target industry**. Different industries—and even different functions within industries (e.g., finance, marketing, HR, supply chain, engineering, etc.)—have different standards and expectations. Modify your headline and summary to point toward the job you want. Make sure your profile is “search optimized” by including key skills and phrases in your descriptions of accomplishments at former positions.

Find people who have the job you want and let their LinkedIn profiles inspire your content, formatting, etc. If possible, **connect** with these people **and seek their advice**. Join groups in your industry and begin engaging with the members.



### ALUMNI ADVICE

“LinkedIn is absolutely necessary to getting a job.

“Because of my polished LinkedIn profile, I’ve been contacted by recruiters at Facebook, Dropbox, Houzz, and many other tech companies/start-ups. When networking, I don’t use business cards at all. I simply look people up on LinkedIn, then I ask if we can connect.”



Scott Christensen  
Product Designer at PwC's Emerging Tech Group,  
Strategy, BYU Marriott School of Management Class of 2013

# RESUMES & COVER LETTERS

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**The resume is not dead yet.** You'll need to have a well-designed resume if you are job hunting in a traditional industry or applying to work at a conventional workplace. Even progressive companies often ask for a resume in addition to their standard online application—a resume helps them see how you present yourself when you have a blank slate.

If you're creating your own job, walking a printed copy of your resume into the office can earn you face-to-face time with key decision makers. A hand-delivered resume and cover letter can be strong differentiators in a crowded field of applicants.

Even so, most resumes get no more than **10 seconds** of attention from someone deciding whom to interview. Going through a stack of clone resumes can be mind-numbing. Make sure to set yours apart in four ways.



**SECONDS**

Many resumes are judged  
in under 10 seconds.

***Make them count.***

# 1. DESIGN

Resume design is important, especially in certain industries. An appropriate resume in advertising, for example, might look out of place in accounting. Recruiters in every industry, however, value clean, uncluttered resumes. Spend some time looking at sample resumes online. Do a search for “[your field] resume [current year].” Notice how formatting, font, color, graphics, and spacing can have a huge impact on resume readability and credibility. Be sure you design your resume to **make it easy for the reader to access key pieces of information**, such as keywords, job titles, and dates.

Find a few that look good to you and emulate their design principles as you work on your own. If you don’t feel confident in design, this may be a great time to crack open your wallet and pay someone for help. **A great-looking resume design can keep you in the running for a great job.**

Remember that your resume may first be viewed on the recruiter’s handheld device. Check to see how your resume looks in a small format. Keep your paragraphs and sections short. Choose great fonts. Use clear headings, color, icons, and logos. Save as a PDF so your formatting is stable on any platform.



Activity 14.3

**Do a search for “[your field] resume [current year].” Notice how formatting, font, color, graphics, and spacing can have a huge impact on resume readability and credibility.**



**Make your NAME stand out, not your email address. In your header, use a large font for your name to show contrast.**



## 2. CONTENT

If you don't have much pertinent work experience, **highlight your education** section by listing accomplishments like

- ▶ Strong GPA
- ▶ Scholarships
- ▶ Club affiliations
- ▶ Courses completed
- ▶ Projects

If your key skills can be demonstrated through an **online portfolio**, create one. Include writing samples, projects you've worked on, code you've written, or case studies from a class. Hirers want to see what you can do.

The rest of your resume will be a listing of your work experience in **reverse chronological order**. Of course you'll list any paid work that relates to your target job or demonstrates your key skills, but **include unpaid work** if your responsibilities or accomplishments were substantial. Experiences like organizing a large event, running a donation drive, or being part of club leadership can all be valuable in demonstrating what you bring to a job.

Don't be afraid to add a **quirky accomplishment** to your resume such as "Summit County sheep-shearing champion." If your resume is memorable, you'll have a better chance of landing an interview.

Remember that the substance of your resume will often drive your interview. Hiring managers may see your resume for the first time when they sit down to interview you. As they work their way down the page, asking you questions, be prepared with something extra to say about each item. Prepare **PAR stories** from your resume that demonstrate your skills, interest in the industry, and cultural fit.

Perhaps most important, because business loves numbers, be sure to quantify any accomplishment you can. Numbers convey credibility and experience on resumes.



Write two quantified accomplishments for your last or current job.

Activity 14.4

### QUANTIFY

Focus on results, not responsibilities. Quantify wherever possible.

Remember to take note of quantifiable successes at your current internship or job.

NO

*I scooped ice cream.*

*Developed a social media campaign.*

YES

*Served **200+** customers daily, suggested method that **reduced wait time by 50%**.*

***Increased sales 25%** by developing a targeted social media campaign.*

FIGURE 14.2





# COVER LETTERS

Your cover letter is your “human voice” approach to the job. It gives you the opportunity to name drop connections you may have within the company, briefly list your differentiators, and promise more proof in an interview. To make your cover letter a great ambassador for your skills, pay attention to these eight tips.



***Read the before and after cover letter to Google: Cover Letters Before & After***



***Read How to use the job posting to create a cover letter***

# COVER LETTER TIPS

1. If you're printing, use the same well-designed letterhead as your resume. Make sure the two documents look consistent and professional. In an email, brand yourself with a signature that includes your LinkedIn address.
2. Follow correct letter format—or use a strong subject line in email (use *Proven Recruiter for HR Position instead of simply Application*)—then get right to the point. You only have a second to capture attention.
3. Keep your AUDIENCE focus. This message is not really about you, but about how you can help the company. Demonstrate that you know what the employer wants and are ready to provide it.
4. Tailor it. Each cover letter and resume you send out should be tailored to the specific job you're applying for. Do you know anyone in the company? Drawing attention to personal connections can have a profoundly positive impact on your chances.
5. Be real. Make sure you don't sound like a robot. Have pity on the poor applicant screener. Use your wit to craft a human-sounding letter with vivid language. Be honest and confident. Now is not the time for false modesty.
6. Show, don't tell. When you make a skill claim, support it briefly with a concrete example. You don't need to give too many details—save those for the interview.
7. Make sure your grammar and spelling are impeccable. Enough said.
8. Be brief: no more than one page if printed, 3-4 paragraphs on email.

## SECTION FOUR

# INTERVIEW

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### **Putting in time to prepare for your interview is crucial to your comfort and success.**

You've already researched your industry. Now you need to know something about the organization you're interviewing with, the target position, and the person you're meeting with.

## CULTURAL FIT

One of the most intangible, and important, factors to hiring is finding a "cultural fit." Managers want employees who are as enthused about their organization as they are themselves, who work similarly, and who share a sense of humor when things get tense. To peek inside the workplace and begin to understand the culture, check out your target organization's profile on [Glassdoor](#). You'll learn from current and former employees how the interview process is conducted, what's really expected of new hires, and how much trust they have in management. This can be extremely useful information.



***[Infographic Interview Intelligence](#)***



***[The 8 Best Questions to Ask in an Interview](#)***

## PRACTICE

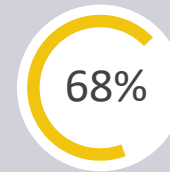
After you've done your research, grab a smart person and practice, practice, practice. Hand them a copy of your resume and something to eat. Get them to ask you behavioral questions so that you can **practice answering smoothly and confidently** with PAR stories.

You may feel uncomfortable asking someone to practice an interview with you, but practicing your PAR stories at least three times will give you a level of confidence that sets you apart from your competition. **Ask for candid feedback.** Be open and appreciative. Video record yourself to see if your mannerisms, posture, and voice all support the image you are trying to portray.

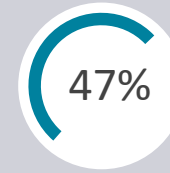


*Look over these sample interview questions arranged by skill.*

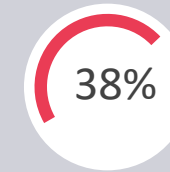
## MOST COMMON NON-VERBAL INTERVIEW MISTAKES



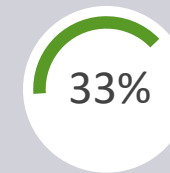
Failure to make eye contact.



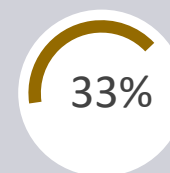
Having little or no knowledge of the company.



Lack of a smile.



Bad posture.



Fidgeting too much.

**90  
SECONDS**

How soon 30% of the interviewers know whether they will hire the applicant or not.

Based on a 2012 survey of 2,000 bosses. CareerGeekBlog.com.  
<http://www.careergeekblog.com/2012/01/06/what-happens-in-job-interview/>



## INTERVIEW FORMATS

Interviews are conducted in various formats, depending on an organization's resources, the job level, and location.

- ▶ In-person
- ▶ Video call (Facetime, Skype, Hangouts)
- ▶ Recorded video (HireVue)
- ▶ Phone

Here's what you need to know about them:

### IN-PERSON INTERVIEWS

Face-to-face interviews are still the gold standard. Lots of information (most of it non-verbal) flows back and forth in this sort of interview. When you're offered a seat, take out a pen and paper to make notes. Taking notes helps you look alert and capable. It also helps you remember points you'd like to bring up.

Your interviewer will probably start with an "ice-breaker" question. Be prepared for the classic **"Tell me about yourself."** Give a brief personal pitch that you've practiced so many times you don't even need to think about it. Connect your background and strengths to your target job.

Once you get talking, remember to breathe. Your interviewer wants you to succeed. Help her discover that you're the perfect candidate; that will make her job much easier.

## VIDEO CALL OR REMOTE INTERVIEWS

Video call interviews are becoming much more common. They're an inexpensive way for companies to quickly assess the capabilities, suitability, and fit of candidates. In addition to the tips above, follow these steps to improve your video interview performance.

### SET UP

- ▶ Become familiar with the technology so you won't be flustered if it fails. Try out at least two services so you can switch if necessary.
- ▶ Compose a backdrop. Make sure your interviewer sees you in a clean, simple environment.
- ▶ Orient the light toward your face or to your side, (not above or behind you). Strong overhead light can make you look spooky. Natural light is the most flattering, so try to sit facing a window.
- ▶ Make sure the camera is at eye level. Place your laptop on a stack of books so that your interviewer isn't looking up your nose.
- ▶ Double check the interview time and time zone.

### ON THE DAY

- ▶ Choose a solid-colored shirt and make sure it's pressed. Wrinkles show up more on camera. If you need to wear a white shirt, wear a suit jacket over it.
- ▶ Maintain a fairly constant distance from the webcam.
- ▶ Don't drum your fingers or use the keyboard to type notes during your call. Sensitive microphones will magnify every sound.
- ▶ Look at the camera, not the screen. Don't try to stare at it constantly, but do look directly into it when you want to emphasize a point or convey sincerity.
- ▶ Smile! Exude energy, confidence, and optimism.



## ALUMNI ADVICE

“I work from home, so all of my business communication is through phone, IM, and email.

“Sometimes we have video conferences, and I've noticed it's important to make sure the backdrop you choose looks professional. Set yourself up in front of a blank wall, a clean bookshelf, or a whiteboard; avoid your kitchen, a messy storage area, or family pictures.”



Katie Stone  
Alumni Specialist at Western Governors  
University, Recreation Management  
(Therapeutic Recreation), Class of 2012

## PHONE INTERVIEWS

Phone interviews are a little nerve-wracking because of limited feedback from your interviewer. You can't see a reassuring nod or smile to tell you you're on the right track. In addition to securing a quiet spot and double-checking your interview time, these two simple tricks will make a big difference in helping you come across as calm, confident, and upbeat.

1. Remain standing and walk around
2. Smile (even if no one's in the room)

Even if people can't see you, you will sound better if you're smiling, moving, and well-dressed than if you're slouched on the couch in your pajamas. Also, moving helps you shed stress.

## INTERVIEW DAY

You've done your preparation and the big day is finally here. Don't worry. You'll rock this. Having confidence will improve your performance, so do what you can to feel invincible. Read through your PAR stories to remind yourself how awesome you are, press your shirt (details make a difference), and leave an extra half hour for traffic.



***Dress for success: The new grad's guide to dressing for a job interview***



SECTION FIVE

# LAND THE JOB

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## FOLLOW UP

Shortly after your interview, write a thank-you note (email or handwritten) expressing your appreciation for the meeting. Something like the example in Figure 14.4 will remind your interviewer what you talked about. Briefly connect your skills to the new understanding of the job you obtained through the interview. Reiterate your interest and your suitability. Show that you've followed up on any suggestions that your interviewer made.



Dear Michelle,

Thanks for seeing me yesterday. I really enjoyed meeting you and the team.

The project for Sunecast is intriguing! I keep thinking of ways to address the distribution problem using some of the new tools I studied in my senior year. It's a project I'd love working on.

I read the article you mentioned and talked to William Brown about it. He admires your approach.

I look forward to hearing from you soon,

Tracy

FIGURE 14.4



# ACCEPTING & NEGOTIATING

If all goes well, you'll be extended an **offer**, which sometimes has a time limit attached. Take some of the time you are given to think about whether the job and company are a good fit for you. Consult with your mentors and significant others.

Much has been written about salary negotiations, and they are beyond the scope of this book. You should definitely do your research and negotiate for an offer that reflects both your value and your values. **Successful negotiations** at this point are **not all about money**. You can negotiate vacation, relocation benefits, working from home, team assignments, etc. Your subsequent salaries will all rest on the foundation of your first one, so getting your salary and benefits package right makes a lot of sense.

If you don't receive an offer, don't get discouraged. Everyone has more interviews than offers. **Use the experience as an opportunity** to learn what you can do to succeed next time. Ask what advice your interviewer would give you for future interviews, and what skills or experiences the successful candidate possessed that you should gain. Then get to work improving your chances of landing your dream job.



# IN CONCLUSION

Landing a job that challenges and supports you is a great accomplishment. Now go to work and use the principles you've learned throughout this book to communicate your ideas with clarity, brevity, and power. Solve problems, manage projects, and lead teams with skill and insight. As you do, you'll be given new opportunities and new jobs. Make them count. Do good in the world.



# LEARN MORE

Suggestions?  
Click [HERE](#)



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# LEARN MORE



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