

ELEVENTH EDITION

Successful Writing at **Work**



PHILIP C. KOLIN

Successful Writing at Work

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ELEVENTH EDITION

Philip C. Kolin

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Australia • Brazil • Mexico • Singapore • United Kingdom • United States

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Successful Writing at Work,
Eleventh Edition
Philip C. Kolin

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Contents

Preface xxi

PART I: Backgrounds

2

Chapter 1: Getting Started: Writing and Your Career

4

Writing—An Essential Job Skill 4

- How Writing Relates to Other Skills 4
- The High Cost of Effective Writing 5
- How This Book Will Help You 5

Writing for the Global Marketplace 5

- Competing for International Business 6
- Communicating with Global Audiences 6
- Seeing the World Through the Eyes of Another Culture 6
- Cultural Diversity at Home 7

TECH NOTE: Know Your Computer at Work 8

Using International English 10

Four Keys to Effective Writing 11

- Identifying Your Audience 11
- Some Questions to Ask About Your Audience 14

CASE STUDY: Writing to Different Audiences in a Large Corporation 15

Establishing Your Purpose 16

Formulating Your Message 17

Selecting Your Style and Tone 17

CASE STUDY: Adapting a Description of Heparin for Two Different Audiences 18

Characteristics of Job-Related Writing 20

1. Providing Practical Information 20
2. Giving Facts, Not Impressions 20
3. Supplying Visuals to Clarify and Condense Information 21
4. Giving Accurate Measurements 22
5. Stating Responsibilities Precisely 23
6. Persuading and Offering Recommendations 23

Ethical Writing in the Workplace 26

Employers Insist on and Monitor Ethical Behavior 26

Ethical Requirements on the Job 27

Online Ethics 29

Cyberbullying 30

“Thinking Green”: Making Ethical Choices About the Environment 31

International Readers and Ethics 31

Some Guidelines to Help You Reach Ethical Decisions 32

Ethical Dilemmas: Some Scenarios 34

Writing Ethically on the Job 35

Successful Employees Are Successful Writers 38*Revision Checklist* 38*Exercises* 39**Chapter 2: The Writing Process at Work****44****What Writing Is and Is Not 44**

What Writing Is 44

What Writing Is Not 45

The Writing Process 45**Researching 45****Planning 46****Drafting 50**

Key Questions to Ask as You Draft 50

Guidelines for Successful Drafting 50

TECH NOTE: Drafting 51**Revising 54**

Allow Enough Time to Revise 55

Revision Is Rethinking 55

Key Questions to Ask as You Revise 55

TECH NOTE: Revising 56**CASE STUDY:** A “Before” and “After” Revision of a Short Report 57**Editing 59**

Editing Guidelines for Writing Lean and Clear Sentences 59

TECH NOTE: Editing 60

Editing Guidelines for Cutting Out Unnecessary Words 62

Editing Guidelines to Eliminate Sexist Language 65

Ways to Avoid Sexist Language 66

Avoiding Other Types of Stereotypical Language 68

The Writing Process: Some Final Thoughts 69

Revision Checklist 70

Exercises 70

Chapter 3: Collaborative Writing and Meetings in the Workplace

75

Collaboration Is Crucial to the Writing Process 75

Advantages of Collaborative Writing 76

Collaborative Writing and the Writing Process 77

CASE STUDY: Collaborative Writing and Editing 78

Some Guidelines for Successful Group Writing 79

Ten Proven Ways to Be a Valuable Team Player 80

Sources of Conflict in Group Dynamics and How to Solve Them 81

Common Problems, Practical Solutions 81

Models for Collaboration 83

Cooperative Model 84

Sequential Model 84

Functional Model 87

Integrated Model 87

CASE STUDY: Evolution of a Collaboratively

Written Document 89

Computer-Supported Collaboration 95

Advantages of Computer-Supported Collaboration 96

Groupware and Face-to-Face Meetings 96

Types of Groupware 96

Email 96

Document Tracking Software 97

Web-Based Collaboration Systems 97

CASE STUDY: Using Google Docs as a Collaboration Tool 100

Models for Computer-Supported Collaboration 102

Avoiding Problems with Online Collaboration 103

Meetings 103

Planning a Meeting 103

TECH NOTE: Virtual Meetings 104

Creating an Agenda 105

Observing Courtesy at a Group Meeting 105

Writing the Minutes 105

TECH NOTE: Videoconferencing with Skype 106

Conclusion 109

Revision Checklist 110

Exercises 111

PART II: Correspondence **114**

Chapter 4: E-Communications at Work: Email, Blogs, Messaging, and Social Media **116**

The Flow of Information through E-Communications	116
Differences Among E-Communications	117
E-Communications Are Legal Records	117
Legal/Ethical Guidelines to Follow in Writing E-Communications	117
Email: Its Importance in the Workplace	118
Business Email Versus Personal Email	119
Guidelines for Using Email on the Job	120
When Not to Use Email	124
Blogs	125
Blogs Are Interactive	125
Blog Sponsors	127
Two Types of Blogs	127
Guidelines for Writing Business Blogs	129
CASE STUDY: Writing a Blog to Keep Customer Goodwill	133
Messaging	135
Messages	135
When to Use Messages Versus Emails	136
Guidelines for Using Messages in the Workplace	137
Text Messages	138
Writing for Social Media in the Workplace	139
How Social Media Helps Business	140
Staying Connected on Social Media Sites	142
Know Your Customers and What They Like	143
Choose Your Content Carefully	144
Style	144
How to Respond to Criticism	145
Visuals	145
Conclusion	147
<i>Revision Checklist</i>	148
<i>Exercises</i>	149

Chapter 5: Writing Letters: Some Basics for Communicating with Audiences Worldwide **152**

Essential Advice on Writing Effective Letters	152
Letters in the Age of the Internet	153
Different Ways to Send Letters	154

Letter Formats 155

- Full-Block Format 155
- Modified-Block Format 155
- Semi-Block Format 155
- Continuing Pages 157

Parts of a Letter 158

- Heading 159
- Date Line 159
- Inside Address 159
- Salutation 159
- Body of the Letter 160
- Complimentary Close 160
- Signature 160
- Enclosure Line 162
- Copy Notation 162

The Appearance of Your Letter 162**Envelopes 163****Organizing a Standard Business Letter 164****Making a Good Impression on Your Reader 164**

- Achieving the “You Attitude”: Four Guidelines 167

International Business Correspondence 169

- Ten Guidelines for Communicating with International Readers 169
- CASE STUDY:** Writing to Readers from a Different Culture 173
- Respecting Readers’ Nationality and Ethnic/Racial Heritage 176
- CASE STUDY:** Writing to a Client from a Different Culture: Two Versions of a Sales Letter 177

**Sending Professional-Quality Letters:
Some Final Advice to Seal Your Success 181**

- Revision Checklist 181*
- Exercises 183*

Chapter 6: Types of Business Letters and Memos**187****Formulating Your Message 187**

- Letter Writers Play Key Roles 188
- Letters and Collaboration at Work 188

The Five Most Common Types of Business Letters 189**Inquiry Letters 189****Cover Letters 191****Special Request Letters 191****Sales Letters 192**

- Preliminary Guidelines 192

TECH NOTE: Mail Merge	194
The Four A's of Sales Letters	194
Customer Relations Letters	198
Diplomacy and Reader Psychology	199
The Customers Always Write	199
Being Direct or Indirect	199
CASE STUDY: Two Versions of a Bad News Message	200
Follow-Up Letters	203
Complaint Letters	203
Adjustment Letters	208
Refusal-of-Credit Letters	215
Collection Letters	217
Memos	220
Memo Protocol and Company Politics	220
Sending Memos: Email or Hard Copy?	221
Memo Format	221
Memo Parts	221
Questions Your Memo Needs to Answer for Readers	222
Memo Style and Tone	224
Strategies for Organizing a Memo	224
Organizational Markers	226
Writing Business Letters and Memos That Matter: A Summary	228
<i>Revision Checklist</i>	228
<i>Exercises</i>	231
Chapter 7: How to Get a Job: Searches, Networking, Dossiers, Portfolios/Webfolios, Résumés, Transitioning to a Civilian Job, Letters, and Interviews	236
<hr/>	
Steps an Employer Takes When Hiring	236
Steps to Follow to Get Hired	237
Analyzing Your Strengths and Restricting Your Job Search	237
Enhancing Your Professional Image	238
Looking in the Right Places for a Job	239
Using Online Social and Professional Networking Sites in Your Job Search	242
Finding Jobs Through Networking Sites	242
Using Facebook to Start Your Network	243
LinkedIn	244
Promoting Your Best Image—Some Do's and Don'ts	245
Dossiers and Letters of Recommendation	251
Obtaining Letters of Recommendation	251
Career Portfolios/Webfolios	252

What Not to Include in a Career Portfolio/Webfolio	254
Career Portfolio/Webfolio Formats	254
Preparing a Résumé	254
What Employers Like to See in a Résumé	254
The Process of Writing Your Résumé	257
Parts of a Résumé	260
Organizing Your Résumé	265
Transitioning into the Civilian Workforce	266
Using a Civilian Résumé Format, Language, and Context	269
The Digital Résumé	271
Things to Keep in Mind when Preparing a Digital Résumé	272
Ways to Submit Your Digital Résumé	272
Making Your Digital Résumé Ready for Applicant Tracking Systems	276
CASE STUDY: Creating a Digital Résumé for a Job Search	276
Making Your Résumé Cybersafe	279
Testing, Proofreading, and Sending Your Digital Résumé	279
Letters of Application	280
How Application Letters and Résumés Differ	280
Writing the Letter of Application	281
Going to an Interview	288
Being Ready for a Phone Interview	288
Preparing for an Interview	288
TECH NOTE: Skype Interviews	289
Questions to Expect at Your Interview	290
What Do I Say About Salary?	292
Questions You May Ask the Interviewer(s)	292
What Interviewer(s) Can't Ask You	293
Ten Interview Do's and Don'ts	293
The Follow-Up Letter	294
Keep a Job Search Record	294
Accepting or Declining a Job Offer	296
Searching for the Right Job Pays	296
<i>Revision Checklist</i>	296
<i>Exercises</i>	297

PART III: Gathering and Summarizing Information 302

Chapter 8: Doing Research, Evaluating Sources, and Preparing Documentation in the Workplace

304
Skills Necessary to Do Research 304
Characteristics of Effective Workplace Research 305

The Research Process	305
Two Types of Research: Primary and Secondary	306
Conducting Primary Research	306
Doing Secondary Research	307
Methods of Primary versus Secondary Research	307
Primary Research	307
Direct Observation, Site Visits, and Tests	307
Interviews and Focus Groups	308
Surveys	313
CASE STUDY: The WH eComm Survey	315
Secondary Research	319
Libraries	319
TECH NOTE: Intranets	321
Databases	323
Reference Materials	324
TECH NOTE: Gray Literature	328
Internet Searches	329
How to Conduct Keyword Searches: Some Guidelines	330
Evaluating Websites	331
The Importance of Note Taking	333
How to Take Effective Notes	333
What to Record	334
To Quote or Not to Quote	334
TECH NOTE: Electronic Note-Taking Software	335
Documenting Sources	337
The Ethics of Documentation: Determining What to Cite	337
Parenthetical Documentation	339
Preparing MLA Works Cited and APA References Lists	340
Sample Entries in MLA Works Cited and APA References Lists	340
A Business Research Report	347
Conclusion	363
<i>Revision Checklist</i>	363
<i>Exercises</i>	365

Chapter 9: Summarizing Information at Work

372

Summaries in the Information Age	372
The Importance of Summaries in Business	373
Contents of a Summary	373
What to Include in a Summary	374
What to Omit from a Summary	374

Preparing a Summary	374
TECH NOTE: Using Software to Summarize Documents	375
Make Sure Your Summary Is Ethical	376
CASE STUDY: Summarizing an Original Article	376
Executive Summaries	383
What Managers Want to See in an Executive Summary	383
Organization of an Executive Summary	384
Evaluative Summaries	385
Guidelines for Writing a Successful Evaluative Summary	385
Evaluating the Content	386
Evaluating the Style	386
Abstracts	387
Differences Between a Summary and an Abstract	387
Writing an Informative Abstract	389
Writing a Descriptive Abstract	389
Writing Successful News Releases	390
Subjects Appropriate for News Releases	390
News Releases About Bad News	390
Organization of a News Release	390
Conclusion	392
<i>Revision Checklist</i>	393
<i>Exercises</i>	393

PART IV: Preparing Documents and Visuals **398**

Chapter 10: Designing Clear Visuals **400**

Visual Thinking in the Global Workplace	400
The Purpose of Visuals	401
Types of Visuals and Their Functions	402
Choosing Effective Visuals	402
Ineffective Visuals: What <i>Not</i> to Do	406
Generating, Scanning, and Uploading Visuals	407
Inserting and Writing About Visuals: Some Guidelines	407
Identify Your Visuals	407
Cite the Source for Your Visuals	408
Insert Your Visuals Appropriately	408
Introduce Your Visuals	409
Interpret Your Visuals	409
Two Categories of Visuals: Tables and Figures	410

Tables 410

- Parts of a Table 410
- Guidelines for Using Tables 410

Figures 412

- Graphs 412
- Charts 414
- Pictographs 421
- Maps 423
- Photographs 424
- TECH NOTE:** Using Photoshop® 427
- Drawings 428
- Clip Art 430
- Infographics 431

Using Visuals Ethically 433

- Guidelines for Using Visuals Ethically 434

Using Appropriate Visuals for International Audiences 436

- Visuals Do Not Always Translate from One Culture to Another 439
- Guidelines for Using Visuals for International Audiences 439

Conclusion 441

- Revision Checklist* 442
- Exercises* 442

Chapter 11: Designing Successful Documents and Websites

448**Characteristics of Effective Design 448****Organizing Information Visually 449****The ABCs of Print Document Design 449**

- Page Layout 449
- Typography 454
- Heads and Subheads 456
- Graphics 458
- Using Color 459

Desktop Publishing 459

- Type 460
- Templates 460
- Graphics 460

- CASE STUDY:** Designing a Company Newsletter:
Advice from a Pro 462

Before Choosing a Design 463**Writing for and Designing Websites 464**

- Web Versus Print Readers 465

CASE STUDY: Differences between Print Document Organization and Website Organization 465

Preparing a Successful Home Page 467

Designing and Writing for the Web: Eight Guidelines 468

TECH NOTE: Website Accessibility 471

TECH NOTE: Website Design Templates 473

Creating Storyboards for Websites and Other Documents 473

Four Rules of Effective Page Design: A Wrap-Up 475

Revision Checklist 475

Exercises 476

Chapter 12: Writing Instructions and Procedures

480

Instructions, Procedures, and Your Job 480

Why Instructions Are Important 480

Safety 481

Efficiency 481

Convenience 481

The Variety of Instructions: A Brief Overview 482

Assessing and Meeting Your Audience's Needs 484

Key Questions to Ask About Your Audience 485

Writing Instructions for International Audiences 486

Using Word-Processing Software to Help You

Design Instructions 486

The Process of Writing Instructions 487

Plan Your Steps 487

Perform a Trial Run 487

CASE STUDY: Meeting Your Audience's Needs 488

Write and Test Your Draft 489

Revise and Edit 490

Using the Right Style 490

Using Visuals Effectively 491

Guidelines for Using Visuals in Instructions 492

The Six Parts of Instructions 493

Introduction 493

List of Equipment and Materials 494

Steps for Your Instructions 494

Warnings, Cautions, and Notes 497

Conclusion 499

Troubleshooting Guide 499

Model of Full Set of Instructions 499

Writing Procedures for Policies and Regulations 510

Some Examples of Procedures 510

Meeting the Needs of Your Marketplace 511

CASE STUDY: Writing Procedures at Work 511**Some Final Advice 514***Revision Checklist 514**Exercises 515***Chapter 13: Writing Winning Proposals****518****Proposals Are Persuasive Plans 519****Proposals Frequently Are Collaborative Efforts 520****Types of Proposals 520**

Solicited Proposals and Requests for Proposals (RFPs) 520

Unsolicited Proposals 523

Internal and External Proposals 523

TECH NOTE: Finding U.S. Government RFPs Online 523**Eight Guidelines for Writing a Successful Proposal 524****TECH NOTE:** Document Design and Your Proposal 525**Internal Proposals 526**

Some Common Topics for Internal Proposals 526

Following the Proper Chain of Command 527

Ethically Anticipating and Resolving Corporate Readers' Problems 527

CASE STUDY: Drafting an Internal Proposal to Create a Mobile App for a Health Food Store 528

Organization of an Internal Proposal 529

Sales Proposals 536

Knowing Your Audience and Meeting Its Needs 536

Being Ethical and Legal 536

Organization of a Sales Proposal 539

Proposals for Research Reports 542

Organization of a Proposal for a Research Report 542

A Final Reminder 548*Revision Checklist 548**Exercises 550***Chapter 14: Writing Effective Short Reports****554****Why Short Reports Are Important 554****Types of Short Reports 555****Eight Guidelines for Writing Short Reports 555**

1. Anticipate How an Audience Will Use Your Report 556
TECH NOTE: Creating Templates for Short Reports 556
2. Do the Necessary Research 557
3. Be Objective and Ethical 557
TECH NOTE: Using the Web to Do Research for Short Reports 558
4. Organize Carefully 558
5. Write Clearly and Concisely 560
6. Create a Reader-Centered Design 560
7. Include Visuals/Graphics/Tables Only When They Are Needed 561
8. Choose the Most Appropriate Format 561

Periodic Reports 561**Sales Reports 561**

- CASE STUDY:** A Poor and an Effective Short Report 562

Progress Reports 567

- Audience for Progress Reports 567
- Frequency of Progress Reports 568
- Parts of a Progress Report 568

Employee Activity/Performance Reports 571

- Guidelines for Writing an Activity Report 571

Trip/Travel Reports 573

- Questions Your Trip/Travel Report Needs to Answer 573
- Common Types of Trip/Travel Reports 573

Test Reports 579

- CASE STUDY:** Two Sample Test Reports 579
- Questions Your Test Report Needs to Answer 583

Incident Reports 584

- When to Submit an Incident Report 584
- Parts of an Incident Report 584
- Protecting Yourself Legally 586

Short Reports: Some Final Thoughts 587

Revision Checklist 588

Exercises 590

Chapter 15: Writing Careful Long Reports**594****Characteristics of a Long Report 595**

- Scope 595
- Research 595
- Format 596
- Timetable 596
- Audience 596
- Collaborative Effort 597

TECH NOTE: Using Government-Sponsored Research 597

The Process of Writing a Long Report 598

Parts of a Long Report 599

Numbering the Pages of a Long Report 599

Front Matter 599

Text of the Report 602

Back Matter 605

A Model Long Report 605

Final Words of Advice About Long Reports 621

Revision Checklist 622

Exercises 622

Chapter 16: Making Successful Presentations at Work

624

Writing a Document Versus Making a Presentation 624

Types of Presentations 625

For Your Customers or Clients 625

For Your Boss 625

For Your Co-Workers 625

For Community Leaders or Groups 626

Informal Briefings 626

Formal Presentations 627

Analyzing Your Audience 627

The Parts of Formal Presentations 629

Presentation Software 635

Noncomputerized Presentations 638

Rehearsing Your Presentation 639

Delivering Your Presentation 639

Evaluating Presentations 642

Revision Checklist 644

Exercises 644

**Appendix: A Writer's Brief Guide to Paragraphs,
Sentences, and Words**

A-1

Paragraphs A-1

Writing a Well-Developed Paragraph A-1

Supply a Topic Sentence A-1

Three Characteristics of an Effective Paragraph A-2

Sentences A-5

Constructing and Punctuating Sentences A-5

What Makes a Sentence A-5

Avoiding Sentence Fragments A-6

Correcting Comma Splices	A-7
Making Subjects and Verbs Agree in Your Sentences	A-9
Writing Sentences That Say What You Mean	A-10
Using Pronoun References Correctly	A-12

Words A-12

Spelling Words Correctly	A-12
Using Apostrophes Correctly	A-12
Inserting Hyphens Properly	A-13
Using Ellipses	A-14
Using Numerals Versus Words	A-14
Matching the Right Word with the Right Meaning	A-14

Proofreading Marks A-19

Index I-1

Preface

Successful Writing at Work, Eleventh Edition, is a practical, comprehensive introductory text for business, technical, professional, and occupational writing courses. Regardless of a student's career choice, writing is a vital part of virtually every job, and as readers of earlier editions have learned, *Successful Writing at Work* can help them become better writers while they also learn to develop and design effective workplace documents for multicultural, global audiences. *Successful Writing at Work*, Eleventh Edition, is organized to take students step-by-step from the basic concepts of audience analysis, purpose, message, style, and tone to the processes of researching, drafting, revising, formatting/designing, and editing. Students will learn to write a variety of job-related documents, from emails, social media posts, and correspondence to more complex instructions, proposals, reports, websites, and presentations.

BUILDING ON PAST EDITIONS

Benefiting from the feedback of instructors, students, and employers over many editions, this revised Eleventh Edition continues to give students detailed, clear guidelines for preparing well-organized and readable business documents. Moreover, because effective models are critical for learning new skills, students will find a wide range of realistic, up-to-date, and rhetorically diverse examples (all of them annotated and visually varied) demonstrating the function, scope, format, and organization of numerous documents for audiences with differing needs. Each of these model documents focuses directly on practical issues in the world of work and portrays employees as successful writers, either individually or as part of a collaborative writing group. Furthermore, this new edition fully covers a broad spectrum of current workplace technologies and considerations, such as social media, messaging, Google Docs, professional networking sites, Skype, and Prezi.

VERSATILITY OF NEW ELEVENTH EDITION

As in past editions, this Eleventh Edition is as versatile as it is comprehensive. Full enough for a sixteen-week semester, it can also be easily adapted to shorter six-, eight-, or ten-week courses. *Successful Writing at Work*, Eleventh Edition, is designed to go beyond classroom applications: It is a ready reference that students can easily carry with them as they begin or advance in the workplace. As students will discover, this edition maintains the reputation of former editions by

including numerous practical applications in each book chapter and also in the MindTap Reader version of the text. It can be as useful to readers with little or no job experience as to those with years of experience in one or several fields. This edition also addresses the needs of students re-entering the job market or changing careers.

DISTINCTIVE APPROACH OF SUCCESSFUL WRITING AT WORK

The distinctive approach that in the past has made *Successful Writing at Work* a student-friendly text in the contemporary workplace continues to be emphasized and expanded in this Eleventh Edition. This approach, stressing up-to-date strategies for teaching business, technical, and professional writing, can be found throughout this new edition.

- **Analyzing audiences.** The Eleventh Edition focuses on the importance of audience analysis and the writer's obligation to achieve the "you attitude" in every workplace document. In addition, the concept of audience extends to readers worldwide, as well as to non-native speakers of English, whether as co-workers, employers, clients, or representatives of various agencies and organizations. Memos, emails, social media posts, letters, résumés, reports, presentations, and other documents are written, designed, organized, and introduced with the intended audience(s) in mind.
- **Seeing writing as a problem-solving activity.** The Eleventh Edition continues to approach writing not merely as a set of rules and formats but as a problem-solving activity in which employees meet the needs of their employers, co-workers, customers, clients, community groups, and vendors worldwide by getting to the bottom line. This approach to writing, introduced in Chapter 1 and carried throughout the text, helps students to think through the writing process by asking the key questions of *who* (who is the audience?), *why* (why do they need this document?), *what* (what is the message?), and *how* (how can the writer present the most appropriate style, tone, and format?). As in earlier editions, this Eleventh Edition teaches students how to develop the critical skills necessary for planning, drafting, revising, editing, and formatting a variety of documents. To help them, numerous case studies and figures demonstrate how writers answer these key questions to solve problems in the world of work.
- **Being an ethical employee.** Companies expect their employees to behave and write ethically. As in earlier editions, the Eleventh Edition reinforces and expands discussions of ethical writing practices in almost every chapter. Beginning with enhanced coverage of ethical writing and solving ethical dilemmas at work, Chapter 1 further stresses "Ethical Writing in the Workplace." Subsequent chapters offer practical guidelines on and numerous examples of documents that illustrate the types of ethical choices workers must make in the business world. Special attention is given to editing to avoid sexism and biased language in Chapter 2; working cooperatively with a

collaborative writing team in Chapter 3; making ethical choices when writing e-communications, including email, messages, blogs, and social media posts in Chapter 4; drafting diplomatic letters in Chapters 5 and 6; preparing honest, realistic résumés and webfolios in Chapter 7; conducting truthful, objective, and carefully documented research in Chapter 8; using and constructing unbiased visuals and ethical websites in Chapters 10 and 11; preparing safe, legal instructions and procedures in Chapter 12; writing honest proposals and reports in Chapters 13 to 15; and making clear and accurate presentations in Chapter 16.

- **Writing for the global marketplace.** Effective employees must write for a variety of readers, both in the United States and across the globe. Consequently, this new Eleventh Edition throughout emphasizes writing for international readers and non-native speakers of English. The needs and expectations of these international audiences receive special attention in the Eleventh Edition, starting in “Writing for the Global Marketplace” in Chapter 1 and continuing with coverage of writing letters for international speakers of English in Chapter 5, designing appropriate visuals and documents for this audience in Chapter 10, preparing clear instructions in Chapter 12, and making presentations for global audiences in Chapter 16. Especially important is the long report in Chapter 15 on the role international workers play in a corporation that must meet their needs and those of their clients worldwide.
- **Viewing student readers as business professionals.** To encourage students in their job-related writing, this new Eleventh Edition treats them as professionals seeking success at different phases of their business. Students are asked to place themselves in the workplace setting (or, in the case of Chapter 7, in the role of job seekers) as they approach each topic, to understand the differences between workplace and academic writing better. Chapter 1 gives them an orientation to the kinds of corporate culture and protocols that they might find in the early days of their employment. Students are then asked to see themselves as members of a collaborative team drafting and developing an important workplace document in Chapter 3; in Chapters 4 to 6 they write to fellow employees and superiors and represent their company through routine e-communications and respectful and diplomatic correspondence; in Chapters 10 and 11 they are co-workers designing documents, visuals, and websites; in Chapters 12 through 15 they are employees designing and writing more complex documents, such as instructions, proposals, and reports; and in Chapter 16 they are company representatives making presentations before co-workers and potential clients worldwide.
- **Using the latest workplace technologies.** This new edition offers the most current coverage of communication technologies for writing successfully in the rapidly changing world of work, including social media (such as Facebook, Twitter, LinkedIn, Pinterest, Instagram, Flickr, YouTube, and Yelp), email, messaging, wikis, document tracking systems, Google Docs, business blogs, tablets, smartphones, videoconferencing tools, and presentation

software such as PowerPoint and Prezi. Coverage of these technologies is integrated into each chapter through Tech Notes, Case Studies, sample documents, and text discussion, and Chapter 4 illustrates many of these new technologies in action. Easy-to-understand explanations and annotated models throughout this edition assist students in discovering the hows as well as the whys of writing and using visuals for the digital world of work.

- **Commitment to ecology.** The Eleventh Edition continues to stress environmental issues and greening the workplace through a section in Chapter 1 (“Thinking Green: Making Ethical Choices About the Environment”), instructions on fixing a leaky faucet and installing solar panels in Chapter 12, a progress report emphasizing the use of solar energy in Chapter 14, and several other sample documents and Exercises throughout the text.

OVERVIEW OF MAJOR CHANGES IN THE ELEVENTH EDITION

In response to reviewer feedback and that of instructors and their students, the new Eleventh Edition has undergone some major changes to make it more useable and effective:

- This new edition has been streamlined, shortened, updated, and redesigned to provide essential and current coverage of major communication strategies with real-world examples that students need to succeed in today’s e-world of work. Chapter 8, for example, has been thoroughly revised to make it even more student-friendly, retaining only the most important information students need to conduct research and properly evaluate and document sources in the workplace. The discussion of memos has been moved to Chapter 6 to show how letters and memos work together in the business world.
- The new edition features a strong emphasis on and integration of social media throughout, including a new section on cyberbullying in Chapter 1, a section on ethical guidelines to follow when writing for social media and other e-communications in Chapter 4, a new section in Chapter 4 that highlights how to write effectively in the medium and includes examples of Facebook and Twitter posts, examples of Facebook and LinkedIn profiles and a list of social media “do’s and don’ts” when looking for a job in Chapter 7, an extended example showing how social media can help rent units in a new apartment complex in the updated business report in Chapter 8, examples of how social media can help shape proposals in Chapter 13, and a discussion of how it can influence the findings in a long report in Chapter 15.
- The use of tablets and smartphones in the workplace has been included and addressed throughout the text, including a discussion of their use in e- and m-communications in Chapter 4. The rise of m-commerce is also addressed in proposals in Chapter 13 and a short report in Chapter 14. Additionally, many exercises have been revised throughout the text to showcase the importance of these communication tools.

- Many new Tech Notes and exercises have been added, as well as new Case Studies tied to technology. All existing Tech Notes have been updated with the latest information and technological advances.
- **Now available with MindTap!** MindTap is the digital learning solution that helps instructors engage and transform today's students into critical thinkers, communicators, and writers. Numerous real-world examples and strong visuals come to life in the MindTap Reader, where students can search, highlight, and take notes, right on the text. Students build grammar, mechanics, and writing skills with interactive activities and apply those skills to project and writing assignments. A variety of writing and research apps allow students to collaborate and improve their research. Instructors can customize the course by blending their own materials with curated content, and incorporate additional examples and models, as desired. An easy-to-use paper management system allows for submission, grading, peer review, and plagiarism prevention. With MindTap for *Successful Writing at Work*, Eleventh Edition, students reveal mastery of the text's skills and strategies to find their voice as professional writers.

CHAPTER-BY-CHAPTER UPDATES

Here, then, chapter-by-chapter, are the specific new additions and features of the Eleventh Edition.

Chapter 1 Getting Started: Writing and Your Career

- Revised case study on adapting technical information to meet the needs of diverse audiences within a corporate setting
- Revised section, “Employers Insist on and Monitor Ethical Behavior”
- Expanded discussion in “Ethical Requirements on the Job”
- *New* section, “Cyberbullying”
- Further attention to solving ethical dilemmas in the workplace
- Revised Tech Note, “Know Your Computer at Work”
- Revised section, “Using International English” with expanded guidelines

Chapter 2 The Writing Process at Work

- Enhanced coverage of drafting, revising, and editing on the job
- Revised, updated case study, “A ‘Before’ and ‘After’ Revision of a Short Report”
- Revised Tech Notes on “Drafting,” “Revising,” and “Editing”
- Updated advice on avoiding stereotypical language, including eliminating sexism

Chapter 3 Collaborative Writing and Meetings in the Workplace

- Increased emphasis on being a team player in the world of work
- Greater attention to collaborative communication technologies

- Heavily revised Case Study on collaboratively written documents
- Revised sections, case studies, and figures illustrating the use of Track Changes in Microsoft Word and Google Docs for collaborative writing
- *New* Tech Note, “Virtual Meetings”
- Revised Tech Note, “Videoconferencing with Skype”
- *New* coverage on using social media with collaboration (including office collaboration software like Yammer, FB@Work, and Slack)
- *New* section on preparing for and conducting a meeting at work—setting an agenda, taking notes, summarizing ethically, and writing the minutes

Brand New Chapter 4 E-Communications at Work: Email, Blogs, Messaging, and Social Media

- Discusses the importance of and differences between business and personal emails, messages, blogs, and social media posts
- Revised section, “Legal/Ethical Guidelines to Follow in Writing E-Communications”
- Substantially revised sections on email in the workplace, including a revised “Guidelines for Using Email on the Job” with up-to-date, practical advice
- Revised “Messaging” section focusing on both using a networked company system and texting on smartphones.
- Expanded discussion of business blogs
- *New* section, “Writing for Social Media in the Workplace”
- New figures showcasing business social media posts on Facebook and Twitter
- Includes new exercises related to writing for social media in the workplace

Chapter 5 Writing Letters: Some Basics for Communicating with Audiences Worldwide

- Further emphasis on the importance of letters in the Internet Age
- Strengthened discussions of the business contexts for correspondence
- Revised section, “Essential Advice on Writing Effective Letters”
- *New* section on “Different Ways to Send Letters”
- Revised section on “The Appearance of Your Letter,” reflecting contemporary document designs
- Expanded sections on writing different correspondence
- Greater attention to needs of international readers with an enhanced Case Study on adapting letters to international readers
- Revised exercises on up-to-date topics reflecting international readers’ needs

Chapter 6 Types of Business Letters and Memos

- Revised “Preliminary Guidelines” section for sales letters
- *New* Tech Note, “Mail Merge”
- Revised section, “Getting the Reader’s Attention”
- Revised section, “Showing the Customer the Product’s or Service’s Application”
- Revised section on “Adjustment Letters”

- Heavily revised section on “Memos”
- Thirteen redesigned letters and memos
- Revised exercises with up-to-date topics and subjects

Chapter 7 How to Get a Job: Searches, Networking, Dossiers, Portfolios/Webfolios, Résumés, Transitioning to a Civilian Job, Letters, and Interviews

- Revised section on identifying and emphasizing marketable job skills
- Updated coverage on where to look for a job, with further examples of and advice on using job-posting sites
- *New* section, “Transitioning to the Civilian Workforce,” aimed at helping veterans prepare successful job applications; *new* sample résumé
- Updated section on “Looking in the Right Places for a Job”
- Revised section on “Using Online Social and Professional Networking Sites in Your Job Search”
- *New* sample LinkedIn profile page; updated discussion of using Facebook as part of your job search
- Revised and updated “Do’s and Don’ts When Creating Your Online Profile”
- Updated and redesigned letters and résumés throughout
- Chapter now includes ten print and digital résumés
- Revised section on “The Digital Résumé”
- Revised Case Study on creating a digital résumé for a job search
- *New* section with tips on “Being Ready for a Phone Interview”
- Revised Tech Note, “Skype Interviews”
- Revised and updated section on “Questions to Expect at Your Interview”
- New information on “What Interviewer(s) Can’t Ask You”
- Updated, practical advice inquiring about salary and salary ranges
- *New* section, “Keep a Job Search Record”

Streamlined Chapter 8 Doing Research, Evaluating Sources, and Preparing Documentation in the Workplace

- Useful, updated section on “Use of Social Networking Sites as a Recruiting Tool”
- *New* section on “Online Survey Builders”
- Revised and updated Tech Note, “Intranets”
- Revised and updated sections on searching online catalogs, e-libraries, and reference materials
- Revised Tech Note, “Gray Literature”
- *New* section, “How to Conduct Keyword Searches: Some Guidelines”
- Coverage of latest Modern Language Association (MLA) and American Psychological Association (APA) documentation styles, including for podcasts, blogs, emails, tweets, and Facebook posts
- Updated and reformatted business report, marketing a large real estate project (written in MLA style)
- *New* exercises with current business topics

Chapter 9 Summarizing Information at Work

- In response to user and reviewer feedback, the chapter has been streamlined and shortened to make it more reader-friendly and applicable to the needs of today's students
- Thoroughly revised section, “Summaries in the Information Age”
- Updated Case Study with annotated summary of an article on virtual reality and law enforcement
- *New* advice on “What Managers Want to See in an Executive Summary”
- Revised section, “Writing Successful News Releases”
- *New* figure of a news release posted on the Web
- *New* article on security considerations for mobile app developers in exercises

Chapter 10 Creating Clear Visuals

- Revised section, “Using Appropriate Visuals for International Audiences”
- *New* examples of bar graphs, line graphs, flow charts, photographs, and pictographs
- Revised and updated advice in “Choosing Effective Visuals” and “Insert Your Visuals Appropriately”
- *New* Tech Note, “Using Photoshop”
- *New* section on using infographs
- Greater attention to creating ethical visuals

Chapter 11 Designing Successful Documents and Websites

- Revised section on “The ABCs of Print Document Design”
- Updated discussion on differences between writing for a print source versus a Web source
- Revised section on “Desktop Publishing”
- *New* Case Study on designing a company newsletter
- Greatly enhanced, updated Case Study on the differences between print document design organization and website organization
- *New* Tech Note, “Website Accessibility”

Chapter 12 Writing Instructions and Procedures

- Updated coverage of preparing legally and ethically proper instructions and procedures
- *New*, annotated examples of online and print instructions
- Revised section on “Using Word-Processing Software to Help You Design Instructions”
- *New* case study on meeting your audience's needs, including new figure
- Revised section on “Warnings, Cautions, and Notes,” with more attention to needs of international readers

- Enhanced discussion of workplace procedures, including a revised Case Study
- Seven new exercises

Chapter 13 Writing Winning Proposals

- Updated examples of sales and internal proposals
- Revised Tech Note, “Online RFPs”
- Heavily revised Case Study on drafting an internal proposal to create a mobile app for a health food store
- *New*, fully annotated internal proposal on purchasing inventory tracking software
- Revised figure of a sales proposal responding to a request from a company
- *New* figure of a student proposal on writing a report on the ethical issues involved in using apps in m-commerce
- Additional coverage of researching and collaborating in preparing proposals
- Six *new* exercises

Chapter 14 Writing Effective Short Reports

- Heavily revised and expanded coverage of guidelines for writing short reports
- *New* Case Study on preparing a periodic report
- Revised section on “How to Write the Body of a Progress Report”
- Expanded discussion of how and why different audiences read a report
- Revised progress report for a student research report
- Revised section on “Common Types of Trip/Travel Reports”
- Six revised exercises

Chapter 15 Writing Careful Long Reports

- Revised guidelines on the process of writing a long report
- Revised discussion of transmittal letters
- Revised coverage of developing and documenting conclusions and recommendations
- Completely revised, updated model long report (written in APA style) on cultural sensitivity for multinational workers

Chapter 16 Making Successful Presentations at Work

- Enhanced section on informal briefings with a new figure instructing bank employees how to detect and report counterfeit currency
- Revised advice and slides for a PowerPoint presentation
- Revised section on “Presentation Software,” including a discussion of web-based software such as Prezi and new presentation technologies such as SMART boards

- Revised section, “Delivering the Presentation”
- Revised discussion on evaluating a presentation

ADDITIONAL RESOURCES

MindTap[®] English for Kolin’s *Successful Writing at Work*, Eleventh Edition engages your students to become better thinkers, communicators, and writers by blending your course materials with content that supports every aspect of the writing process.

- Interactive activities on grammar and mechanics promote application in student writing.
- Easy-to-use paper management system helps prevent plagiarism and allows for electronic submission, grading, and peer review.
- A vast database of scholarly sources with video tutorials and examples supports every step of the research process.
- Professional tutoring guides students from rough drafts to polished writing.
- Visual analytics track student progress and engagement.
- Seamless integration into your campus learning management system keeps all your course materials in one place.

MindTap lets you compose your course, your way.

Online Instructor’s Resource Manual. Streamline and maximize the effectiveness of your course preparation using such resources as teaching suggestions, sample course schedules, assignments, chapter test banks, and many other classroom support materials. This password-protected Instructor’s Resource Manual is easily downloadable by accessing www.cengagebrain.com.

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P.C.K.

January 2016

Successful Writing at Work



PART I





Part Opening Image: fotog/Teira/Cortis

Backgrounds

- 1 Getting Started**
Writing and Your Career
- 2 The Writing Process at Work**
- 3 Collaborative Writing and Meetings in the Workplace**



fotog/Tetra/Corbis

Getting Started

Writing and Your Career

CHAPTER OUTLINE

Writing—An Essential Job Skill

Writing for the Global Marketplace

Four Keys to Effective Writing

Characteristics of Job-Related Writing

Ethical Writing in the Workplace

Successful Employees Are Successful Writers

WRITING—AN ESSENTIAL JOB SKILL

Writing is a part of every job, from your initial letter of application conveying first impressions to memos, emails, tweets, texts, blogs, letters, websites, proposals, instructions, and reports. Writing keeps businesses moving. It allows employees to communicate with one another, with management, and with the customers, clients, and agencies a company must serve to stay in business. The average office worker receives 80 emails daily, and that means that most [people] are receiving at least one email message every 6 or 7 minutes while at work.¹ A survey conducted by the McKinsey Global Institute found that workers spend more than 2½ hours a day just reading and answering their emails.

How Writing Relates to Other Skills

Almost everything you do at work is related to your writing ability. Deborah Price, a human resource director with thirty years of experience, stresses that “Without the ability to write clearly an employee cannot perform the other duties of the job, regardless of the company he or she works for.” Here is a list of the common tasks you will be expected to perform in the workplace that will require clear and concise writing to get them done well.

- Assess a situation, a condition, a job site, etc.
- Research and record the results accurately.
- Summarize information concisely and identify main points quickly.
- Work as part of a team to collect, to share, and to evaluate information.
- Tackle and solve problems and explain how and why you did.

¹Stephens, M. (2012, January 10). Volume of email reaching a tipping point. *SME: Small and Medium-Sized Enterprises*. Retrieved from <http://www.smeweb.com/technology/features/4639-volume-of-email-reaching-tipping-point>

- Display cultural sensitivity in the workplace.
- Network with individuals in diverse fields outside your company and across the globe.
- Answer customer questions and meet their needs.
- Make a post to your company’s social media site to get information out about its brand.
- Prepare and test instructions and procedures.
- Justify financial, personnel, or other actions and decisions.
- Make persuasive presentations to co-workers, employers, and clients.

To perform each of these essential workplace tasks, you have to be an effective writer—clear, concise, accurate, ethical, and persuasive.

The High Cost of Effective Writing

Clearly, then, writing is an essential skill. According to Don Bagin, a communications consultant, most people need an hour or more to write a typical business letter. If an employer is paying someone \$30,000 a year, one letter costs \$14 of that employee’s time; for someone who earns \$50,000 a year, the cost for the average letter jumps to \$24. The National Commission on Writing estimates that American businesses spent \$3.1 billion annually in training employees to write.²

Unfortunately, as the Associated Press (AP) reported in a recent survey, “Most American businesses say workers need to improve their writing . . . skills.” Yet that same report cited a survey of more than 400 companies that identified writing as “the most valuable skill employees can have.” In fact, the employers polled in that AP survey indicated that 80 percent of their workforce needed to improve their writing. Beyond a doubt, your success as an employee will depend on your success as a writer. The higher you advance in an organization, the more and better writing you will be expected to do. Promotions, and other types of job recognition, are often based on an employee’s writing skills.

How This Book Will Help You

This book will show you, step by step, how to write clearly and efficiently the job-related communications you need for success in the world of work. Chapter 1 gives you some basic information about writing in the global marketplace and raises major questions you need to ask yourself to make the writing process easier and the results more effective. It also describes the basic functions of on-the-job writing and introduces you to one of the most important requirements in the business world—writing ethically.

WRITING FOR THE GLOBAL MARKETPLACE

The Internet, teleconferencing, digital communications, social media, and m-commerce have shrunk the world into a global village. Many companies are multinational corporations with offices throughout the world. In fact, many U.S. businesses are branches

²Combest, T. What is the importance of business letters? *eHow*. Retrieved from http://www.ehow.com/facts_5595243_importance-business-letters_.html

of international firms. A large, multinational corporation may have its equipment designed in Japan; built in Bangladesh; and sold in Detroit, Atlanta, and Los Angeles. Its stockholders may be in Mexico City as well as Saudi Arabia—in fact, anywhere.

Competing for International Business

Companies must compete for international sales to stay in business. Every business, whether large or small, has to appeal to diverse international markets to be competitive. Each year a larger share of the U.S. gross national product (GNP) depends on global markets. Some U.S. firms estimate that 50 to 60 percent of their business is conducted outside of the United States. Walmart, for example, has opened hundreds of stores in mainland China, and General Electric has plants in more than fifty countries. In fact, estimates suggest that 75 percent of the global Internet population lives outside the United States. If your company, however small, has a website, then it is an international business.

Communicating with Global Audiences

To be a successful employee in our highly competitive global market, you have to communicate clearly and diplomatically with a host of readers from different cultural backgrounds. Notice how the ad for Digital World Technologies emphasizes diversity (see Figure 1.1). Adopting a global perspective on business will help you communicate and build goodwill with the customers you write to, no matter where they live—across town, in another state, or on other continents, miles and time zones away.

As a result, don't presume that you will be writing only to native speakers of American English. You may communicate with readers in Singapore, Jamaica, and South Africa, for example, who speak varieties of English quite different from American English. You will also very likely be writing to readers for whom English is not their first (or native) language. Your international readers will have varying degrees of proficiency in English, from a fairly good command (as with many readers in India and the Philippines, where English is widely spoken), to little comprehension without the use of a foreign language dictionary and a grammar book. Non-native speakers, who may reside either in the United States or in a foreign country, will constitute a large and important audience for your work.

Seeing the World Through the Eyes of Another Culture

Writing to international readers with proper business etiquette means first learning about their cultural values and assumptions—what they value and also what they regard as communication taboos. They may not conduct business exactly the way it is done in the United States, and to think they should is wrong. Your international audience is likely to have different expectations of:

- how they want communications addressed to them
- whether they allow you to use their first name

FIGURE 1.1 How a Company Appeals to a Global Audience

WE ARE
Digital World
TECHNOLOGIES

Accountability

Excellence

Integrity

Teamwork

WE ARE committed to providing our clients worldwide with superior service. Our diverse, talented workforce shares our vision to offer you the latest and most effective solutions for all your digital security needs. We have helped thousands of companies like yours with technical assistance and broad knowledge of what it takes to do business around the globe.

digitalworldtx.com
800-555-0120

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- how they wish a business meeting to be conducted
- how they think questions should be asked and agreements reached
- concepts of time, family, money, the world, and the environment; they may be nothing like those in the United States
- visuals, including icons; those easily understood in the United States may be baffling elsewhere in the world

If you misunderstand your audience's culture and inadvertently write, create, or say something inappropriate, it can cost your company a contract and you your job.

Cultural Diversity at Home

Cultural diversity exists inside as well as outside the company you work for. Don't conclude that your boss or co-workers are all native speakers of English, either, or

TECH NOTE**Know Your Computer at Work**

A major part of any job is knowing your workplace technology, which now can include smartphones and tablets. You need to know not just how to use the applications installed on your computer or other device but also what to do if there is a computer emergency.

Given the kinds of security risks businesses face today, employees have to be especially careful. As Kim Becker cautions in *Nevada Business*, “With malware, spyware, adware, viruses, Trojans, worms, phishing, and server problems, it’s time for every business to review its IT strategy and security before a loss occurs.”*

Here are some guidelines on how to use your computer effectively on the job:

- **Understand how to use the software programs required for your job.** Your office will most likely require employees to use many different kinds of software—not just the word-processing application, but also the filing, formatting, spreadsheet, presentation, and tables/graphics programs. They will also expect you to be adept at using many different kinds of social media platforms, such as Facebook and Twitter.
- **Get training on how to use company-specific applications.** You will be expected to know how to use company-created databases, templates, and other customized applications on the job. If your company offers classes on how to use these programs, take them. Otherwise, ask for the advice of a co-worker or someone in your company’s information technology (IT) department who knows the programs.
- **Learn how to back up your files.** You will save yourself, your boss, your co-workers, and your clients time and stress by backing up your essential files regularly.

*Kim Becker, “Security in the Workplace: Technology Issues Threaten Business Prosperity,” *Nevada Business*, July 2008.

that they come from the same cultural background that you do. In the next decade, as much as 40 to 50 percent of the U.S. skilled workforce may be composed of international workers who bring their own traditions and languages with them. These are highly educated, multicultural, and multinational individuals who have acquired English as a second or even a third language.

For the common good of your company, you need to be respectful of your international colleagues. In fact, multinational employees can be tremendously important for your company in making contacts in their native country and in helping your firm understand and appreciate ethical and cultural differences among customers. The model long report in Chapter 15 (Figure 15.3, pages 607–621) describes ways a company can both acknowledge and respect the different cultural traditions of its international employees. Businesses want to emphasize their international commitments. A large corporation such as Citibank, for instance, is eager to promote its image of helping customers worldwide, as Figure 1.2 shows.

FIGURE 1.2 A Company's Dedication to Globalization

How Citigroup Meets Banking Needs Around the World

WITH A BANKING EMPIRE that spans more than 100 countries, Citigroup is experienced at meeting the diverse financial services needs of businesses, individuals, customers, and governments. The bank is headquartered in New York City but has offices in Africa, Asia, Central and South America, Europe, the Middle East, as well as throughout North America. Live or work in Japan? You can open a checking account at Citigroup's Citibank branch in downtown Tokyo. How about Mexico? Visit a Grupo Financiero Banamex-Accival branch, owned by Citigroup. Citigroup owns European American Bank and has even bought a stake in a Shanghai-based bank with an eye toward attracting more of China's \$1 trillion in bank deposits. Between acquisitions and long-established branches, Citigroup covers the globe from the Atlantic to the Pacific and the Indian Oceans.



Citigroup is active in communities around the world through . . . financial literacy seminars, volunteerism, and supplier diversity programs. This financial services giant strives for the best of both worlds, wielding its global presence and resources to meet banking needs locally, one customer at a time.

Source: From William M. Pride, Robert J. Hughes, and Jack R. Kapoor, *Business*, 8th ed. (Boston: Houghton Mifflin, 2005), 587.