

CHAPTER 13

Persuasive Workplace Communication

► REAL PEOPLE *in the workplace*

Dr. Georgia Nesselrode is director of government training for Mid-America Regional Council's (MARC) Government Training Institute (GTI). MARC is the metropolitan planning organization for local governments, and GTI offers a comprehensive selection of professional development opportunities to municipal and county officials (elected and appointed) and their employees. Dr. Nesselrode's ongoing challenge is to communicate effectively with this widely diverse metropolitan audience.

There are nine counties and 120 cities that make up the membership of MARC. These organizations vary in size from delivering services using contract staff to those governments that have thousands of employees. It is important that GTI offers training programs that can satisfy all MARC's members. Georgia will use the full gamut of communication tools to reach her audience, including

- Cover letters with enclosures
- Marketing fliers
- E-mail messages with Web site links to fliers with more details
- Brochures

The marketing flier is an integral part of Dr. Nesselrode's writing because it is a means to convey concise information about specific training programs. Fliers contain the "Who," "What," "Where," "When," and "How," along with the course description and learning objectives. This provides the pertinent information that a local government official needs to make a decision on whether to participate. It is also a format that is easily saved and can be forwarded to colleagues or distributed organization-wide.

Her audiences include her local government human resources/training liaisons; elected and appointed officials such as mayors, city managers, police chiefs, and fire captains; and municipal employees who work in their government's health, accounting, tax, water, public works, and parks and recreation departments.

Because she writes to governmental agencies, officials, and employees, Dr. Nesselrode ensures the correspondence is complete, informative, and presents a professional image. The success of GTI can be attributed, in part, to its strong communications strategy. ◀



CHAPTER GOALS

When you complete this chapter, you will be able to do the following:

1. Understand the importance of argument and persuasion in workplace communication.
2. Recognize the traditional methods of argumentation.
3. Use the *ARGU* technique to organize persuasive workplace communication.
4. Avoid logical fallacies in persuasive communication.
5. Follow the *P³* process to write persuasive workplace communication.
6. Evaluate persuasive documents using the checklist.

WWW

To learn more about persuasive workplace communication, visit our Web Companion at <http://www.prenhall.com/gerson>.

Georgia's Communication Challenge

A persuasive flier to municipal and county officials is a great communication tool for MARC. In a well-written flier, MARC provides alternative approaches to city problems, gives the communities problem-solving ideas, helps them make sound decisions, and gives them ways to examine their decisions. However, creating a successful flier is challenging for many reasons:

- Georgia says, "To draft a flier, I must have all of the elements of a training program in place. Planning an effective flier starts with confronting a problem faced by a community, choosing a topic of value to the community, selecting the right training facilitators, and picking the correct time and place to hold the training.
- Once all of the information has been gathered, the next challenge is meeting deadlines. This entails getting a draft copy to public affairs, sending the draft to the printer, mailing or posting the flier on MARC's Web site, and making sure that there is plenty of time to reach the target audience before the first program. I need anywhere from eight weeks to three months lead time to successfully market the workshops.

We cannot succeed without proper communication skills—proper in that our communication channel relays purpose and specifies what we have to offer. We couldn't do our business without good communication focused on meeting the needs of our audience, and that is a constant challenge."

See pages 388–390 to learn how Georgia met her communication challenge.

THE IMPORTANCE OF ARGUMENT AND PERSUASION IN WORKPLACE COMMUNICATION

When communicating workplace information, you will write and speak for many reasons. You might write a memo, letter, or e-mail message to *inform* about an upcoming meeting, a job opportunity, a new product release, or a facilities change. You might give an oral presentation to local businesses, government, or educational organizations in which you hope to *build rapport*. In writing a user manual, your goal will be to *instruct*. When you write a proposal, your goal is to *recommend* changes. If you write a report, you might *analyze* options to a client's problems.

In addition to informing, building rapport, instructing, recommending, and analyzing, you also will need to communicate persuasively. Let's say you are a customer who has purchased a faulty product. You might want to write a letter of complaint to the

Additional information:

See Chapter 7, "Oral Presentations and Nonverbal Communication in the Workplace," Chapter 9, "Electronic Communication: E-mail Messages, Instant Messages, Text Messages, and Blogging," Chapter 10, "Traditional Correspondence: Memos and Letters," Chapter 17, "Short, Informal Reports," and Chapter 19, "Internal and External Proposals."

manufacturer of this product. To make your case strongly, you will need to convince your audience, clarifying how the product failed. If your argument is effective, then you will persuade the company to give you a refund or new product.

Professionally, you will need to use argument and persuasion daily. As a manager, you might need to argue the merits of a company policy to an unhappy customer. If your colleagues have decided that the department should pursue a course of action, you might need to persuade your boss to act accordingly. Maybe you are asking your boss for a raise or promotion, for office improvements, or for changes to the work schedule. Your task is to persuade the boss to accept your suggestions. In these instances, you will communicate persuasively using any of the following communication channels: memos, e-mail messages and instant messages, letters, reports, proposals, or oral presentations.

Figure 13.1 is a persuasive memo from a subordinate to a boss, documenting a problem and suggesting a course of action. Frequently, you will write e-mail messages to supervisors and colleagues, persuading these readers to accept your point of view. Topics could range from requests for promotion, equipment needs, days off from work, assistance with projects, or financial assistance for job-related travel.

The e-mail messages on page 371 seek to persuade a colleague to attend a work-related conference instead of the e-mail writer. The "Before" sample is not effectively persuasive. It reads more like a command and fails to consider the audience's reaction. The "After" sample is more persuasive.

FIGURE 13.1 Persuasive Memo

DATE: March 22, 2009
FROM: Bob Ward
TO: Lynn Richards
SUBJECT: Maintenance of Photo Lab Machine

On March 21, our one-hour photo employee Brian Syoung reported that the photo lab machine was malfunctioning. It was cropping photos out of specification and producing blurred images. A service technician examined the machine and estimated that repairs would cost \$1,000. Just as a reminder, Lynn, in one week, we are scheduled to have this machine replaced with an upgrade.

The problem is whether to repair the machine or wait a week for the replacement. Here are some facts that I've collected to help us decide.

- The lab makes \$850 in profits each week. If we spend \$1,000 to repair the machine, we will lose money.
- Closing the lab will save the company around \$200 in supplies and electricity.
- If the photo lab is closed, then our higher-paid photo specialists will have to be assigned other jobs. We will lose approximately \$2.00 an hour paying them to do work usually assigned to lower-paid employees.
- Closing the photo lab for a week to save repair expenses will inconvenience our repeat customers. In fact, they might shop elsewhere, which would impact us negatively long term.

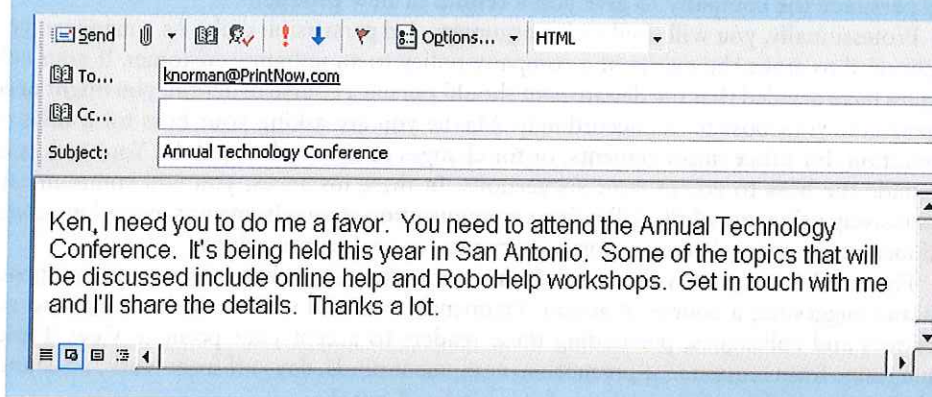
Lynn, though repairing the machine costs \$1,000, we will more than make up for this cost in customer satisfaction. We should repair the machine for the sake of our customers. Since this is a difficult decision, let's meet later this afternoon at 3:00 p.m. in your office. We need to resolve this issue today before we lose more money.

The body objectively recognizes both sides of an issue and alternative approaches. The first two bullets focus on delaying the repair. The last two bullets explain why repair delays are bad for business.

The body develops the argument persuasively by providing facts and figures. In doing so, the writer reveals his knowledge of the subject matter.

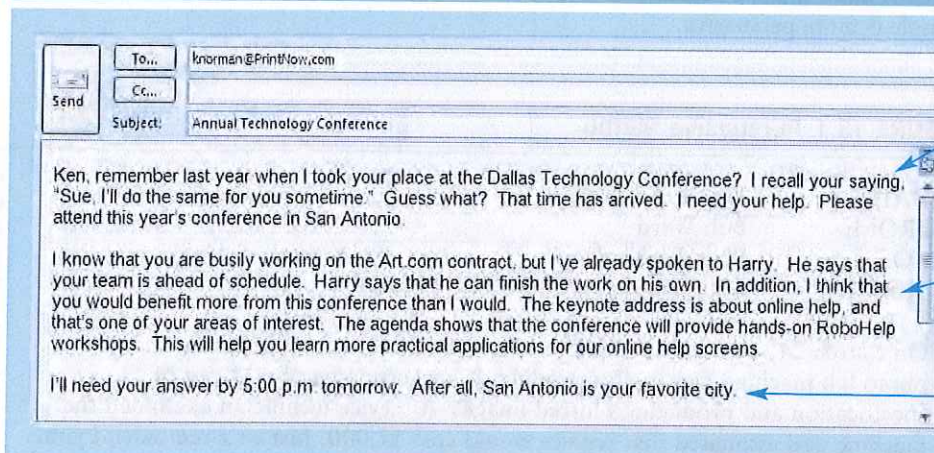
The conclusion emphasizes persuasively the urgency of action.

BEFORE



This e-mail message is not persuasive for a number of reasons: the verb "need" is too commanding; the e-mail fails to arouse the reader's interest or provide sufficient detail to convince the reader of the conference's worth; it also fails to urge the reader to action.

AFTER



The introductory paragraph arouses reader interest with an anecdote and a question.

The e-mail body begins by refuting any objections. Then, the following sentences show audience benefit.

The conclusion urges action by giving a due date and highlighting reader enjoyment.

FAQs

Q: How does marketing fit in with persuasive workplace communication?

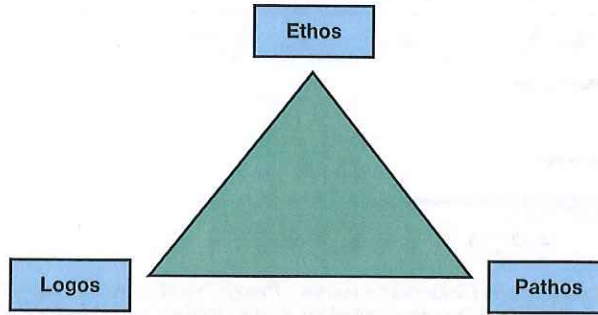
A: Workplace communication is more than hard, cold memos, letters, reports, and user manuals. Workplace communication also has a soft side—*marketing*. Bottom line—every company is in business to make money. Thus, every employee should perceive himself or herself as marketing personnel. Employees need to understand how to be persuasive communicators so they can effectively market products and services.

George Butler Associates (GBA), an architectural and engineering company in Kansas, Missouri, and Illinois, asks every one of its employees to take marketing classes on site. The goal is to help GBA employees work well with clients, vendors, and partners. GBA employees have to persuade potential customers of the value of working with their company. These employees have to understand how to market persuasively and, thus, be a more effective workplace communicator.

TRADITIONAL METHODS OF ARGUMENT AND PERSUASION

To argue a point persuasively, you can use any of the traditional methods of argumentation: ethical (*ethos*), emotional (*pathos*), and logical (*logos*) appeals. These three appeals to an audience are called "the rhetorical triangle," as shown in Figure 13.2.

FIGURE 13.2 The Rhetorical Triangle



This equilateral triangle suggests that each part of a persuasive appeal is as important as any other part. In addition, it emphasizes the need for balance of all three appeals or types of proof. Excess emotion, for example, might detract from the logical appeal of your argument. Cold, hard facts might fail to persuade your audience.

Ethical (*Ethos*)

Ethos translates as “ethics.” Arguments based on ethics depend on your character. If you make arguments based on personal experiences, you must appear to be trustworthy and credible as a writer or speaker. To accomplish this goal, you need to present information that is unbiased, reliable, and evenhanded.

Tiger Woods and Mia Hamm are classic examples of corporate spokespeople hired for their character. When Tiger promotes golf equipment, you trust him. He is a reliable voice for these products due to his successes on the links. The same holds true for Mia. When she speaks about soccer, you know she is an expert. In fact, these athletes are so trustworthy in the eyes of the public that Tiger and Mia also can sell products outside of their primary areas of expertise, such as cars and healthcare products.

Former New York City Mayor Rudy Giuliani wrote a book entitled *Leadership*. Oprah Winfrey writes and speaks about health, education, entertainment, books, money, philanthropy, and more. When these individuals make arguments drawn from personal experiences, audiences respond favorably. Given their reputations for excellence and success, both are trustworthy and reliable experts.

Emotional (*Pathos*)

Pathos translates as “emotion.” Arguments based on emotion seek to change an audience’s attitudes and actions by focusing on feelings. If you want to move an audience emotionally, you would appeal to passion. You can do this either positively or negatively.

To sway an audience positively, focus on positive concepts like joy, hope, honor, pleasure, happiness, success, and achievement. In addition, use positive words to create an appealing message. In contrast, you also can appeal to emotions negatively. Fear, horror, anger, and unhappiness can be powerful tools in an argument.

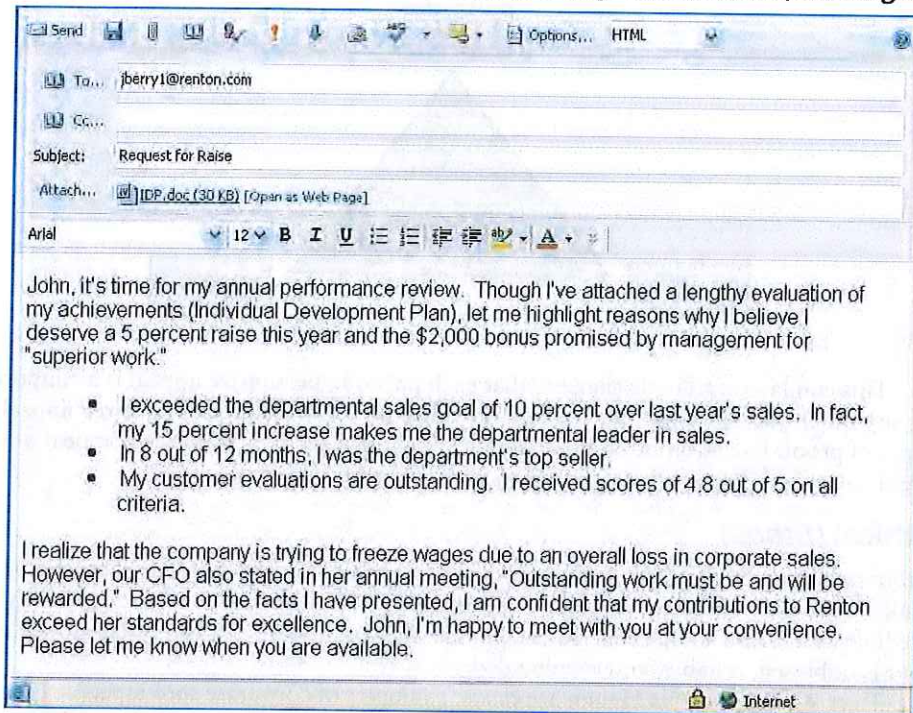
Notice how the National Center for Environmental Health warns about the dangers of carbon monoxide: “Carbon monoxide is a silent killer. This colorless, odorless, poisonous gas kills nearly 500 U.S. residents each year, five times as many as West Nile virus” (“CDC and CPSC Warn of Winter Home Heating Hazards”). To highlight the dangers associated with carbon monoxide, the Center for Disease Control uses emotional words such as “killer” and “poisonous,” and compares this problem to the frightening “West Nile virus.”

Logical (*Logos*)

Logos translates as “logic.” Argumentation based on logic depends on rationality, reason, and proof. You can persuade people logically when you provide them the following:

- Facts—statistics, evidence, data, and research.
- Testimony—citing customer or colleague comments, citing expert authorities, and sharing results of interviews.

FIGURE 13.3 Persuasive E-Mail Effectively Using *Ethos*, *Pathos*, and *Logos*



Ethics (ethos) is shown when the writer references his achievements at work.

Facts ("4.8 out of 5") and testimony from customer evaluations support the writer's case logically (logos).

The e-mail addresses the opposing point of view ("freeze wages") to present a "balanced" argument.

Note the use of positive words, such as "achievements," "highlight," "exceeded," and "outstanding." These are examples of pathos—emotional words to sway the reader.

- Examples—anecdotes, instances, and personal experiences.
- Strong, clear claims—including warranties and guarantees.
- Acknowledgement of the opposing points of view to ensure that information is "balanced."

The e-mail message in Figure 13.3 argues for a raise by focusing on ethics (*ethos*). The writer refers to his work-related achievements to support his credibility. He uses logic (*logos*)—facts and testimony. Also note how the e-mail factors in an opposing point of view. In addition, the e-mail uses emotion (*pathos*) to sway the reader through positive words.

ARGU TO ORGANIZE YOUR PERSUASION

Effective persuasive communication entails ethical, logical, and emotional appeals. Understanding the importance of this rhetorical triangle is only part of your challenge as a persuasive communicator. The next step is deciding how best to present your argument. Using our ARGU approach will help you organize your argument:

- Arouse reader interest—grab the audience's attention in the introduction of your communication.
- Refute opposing points of view in the body of your communication.
- Give proof to develop your thoughts in the body of your communication.
- Urge action—motivate your audience in the conclusion.

Arouse Reader Interest

You have only about five to eight seconds to grab your audience's attention in a sales letter, persuasive e-mail message, marketing brochure, speech, or any persuasive communication. You must arouse the audience's interest imaginatively in the first few sentences of your document or oral presentation. Try any of the following attention grabbers in the introduction of your persuasive message.

- Use an anecdote—a brief, dramatic story relating to the topic—Stories engage your audience. You can involve your readers or listeners by recounting an

interesting story that they can relate to. The story should be specific in time, place, person, and action. The drama should highlight an event. However, this must be a short scenario, since your time is limited. If you do not capture their interest quickly, the audience might lose interest.

example

This anecdote is specific in time, place, person, and action.

E-Mail Message Persuading a Manager to Take Action

Sam, last week, a customer fell down in our parking lot, cutting her knee, tearing her slacks, and requiring medical attention. We can't let this happen again. Please consider hiring a maintenance crew to salt and sand our lot during icy weather.

- **Start with a question to interest your audience**—By asking a question, you involve your audience. Questions imply the need for an answer. A question can make readers or listeners ask themselves, “How would I answer that?” This encourages their participation.

example

By asking questions, you involve your audience.

Sales Letter from a Financial Planner

“Where will I get money for my kid’s college education?” “How can I afford to retire?” “Will my insurance cover all medical bills?” You have asked yourself these questions. Our estate planning video has the answers.

- **Begin with a quotation to give your communication the credibility of authority**—By quoting specialists in a field or famous people, you enhance your credibility and support your assertions. For example, a quote about economics from Warren Buffett, world-renowned investor and businessman, gives credence to a financial topic. Similarly quotes from Bill Gates, founder of Microsoft, about the computer industry are trustworthy.

example

Use a quote from an authority to make your argument believable.

An Oral Presentation About Stock Performance to Shareholders

As Warren Buffett says, “Our favorite holding period is forever.” Though our stock prices are down now, don’t panic and sell. The company will rebound.

- **Let facts and figures enhance your credibility**—Factual information (percentages, sales figures, amounts, or dates) catches the audience’s attention and lays the groundwork for your persuasion.

example

Facts and figures help persuade your reader to your point of view.

Sales Letter About Computer Technology

Eighty-seven percent of all college students own a computer. Don’t go off to college unprepared. Buy your laptop or PC at *CompuRam* today.

- **Appeal to the senses**—You can involve your audience by letting them hear, taste, smell, feel, or visualize a product.

example

An appeal to the senses can involve your reader.

Marketing Flier Advertising a New Restaurant

Hickory-smoked goodness and fire-flamed Grade A beef—let Roscoe’s BBQ bring the taste of the South to your neighborhood.

- Use **comparison/contrast to highlight your message**—Comparison/contrast lets you make your point more persuasively. For example, you might want to show a client that your computer software is superior to the competition. You might want to show a boss that following one plan for corporate restructuring is better than an alternative plan. You could justify why an employee has not received a raise by comparing/contrasting his or her performance to the departmental norm. Comparison/contrast is useful in many different arguments for a variety of audiences.

E-Mail from Management to Subordinates Proposing Changes in Procedures

Last year our department fell short of corporate sales goals. This year we must surpass expectations. To do so, I propose a seven-step procedure.

example

Comparing one year to another provides a benchmark for the writer's argument.

- **Begin with poetic devices**—Advertising has long used alliteration (the repetition of sounds), similes (comparisons), and metaphors to create audience interest. Poetic devices are memorable, clever, fun, and catchy.

Sales Letter from a Bank

Looking for a low-loan lease? Let USB Bank take care of your car leases. Our 2 percent loans **beat the best**.

example

Use alliteration, the repetition of sounds, to appeal to an audience.

- **Create a feeling of comfort, ease, or well-being**—To welcome your audience and make them feel calm and peaceful, invoke nostalgia or good times.

Slogan from a Mortgage Company Brochure

Come home again to Countryside Mortgage. We treat our customers like neighbors.

example

Interest your audience by making them feel comfortable and welcomed.

- **Create a feeling of discomfort, fear, or anxiety**—Another way to involve your audience is through stress. Beginning communication by highlighting a problem allows you to persuade the audience that you offer the solution.

Sales Letter from an Apartment Complex

Why pay too much? If you paid over \$300 a month for your apartment last semester, you got robbed. We'll charge 20 percent less—guaranteed.

example

A negative example can incite an audience to action.

Refute Opposing Points of View

You can strengthen your argument by considering opposing opinions. Doing so shows your audience that you have considered your topic thoroughly. Rather than looking at the subject from only one perspective, you have considered alternatives and discarded them as lacking in merit. In addition, by refuting opposing points of view, you anticipate negative comments an audience might make and defuse their argument.

To refute opposing points of view in the **discussion (body)** of your communication, follow these steps:

- Recognize and admit conflicting views
- Let the audience know that you understand their concerns

- Provide evidence
- Allow for alternatives

Figure 13.4 shows a letter of application that successfully uses refutation as part of its persuasion.

Give Proof to Develop Your Thoughts

In the body of your communication, develop your argument with proof. Arousing an audience's interest and refuting opposing points of view will not necessarily persuade the audience. Most people require details and supporting evidence before making decisions. You can provide specific details to support your argument using any of the techniques in Table 13.1.

FIGURE 13.4 Letter of Application Using Refutation

1901 West King's Highway
San Antonio, TX 77910

February 27, 2009

Melissa Flores
Manager, Human Resources
PMBR Marketing
20944 Wildrose Dr.
San Antonio, TX 78213

Dear Ms. Flores:

In response to your advertisement in the *San Antonio Daily Register*, please consider me for the position of Marketing Accounts Associate. I have enclosed a resume elaborating on ways I can benefit your company.

Admit opposing points of view such as the BA requirement.

Your advertisement requires someone with a BA in marketing. Though I do not have this degree, my experience and skills prepare me for this position:

The first five bullets provide evidence to show that the writer has skills appropriate for the job even without the desired degree.

- Ten years experience in marketing.
- Prepared press releases and created public service announcements.
- Created 30-second spots for local radio and television stations.
- Participated in press conferences providing corporate information about declining stock values and company layoffs.
- Created PowerPoint presentations for local governmental agencies.
- Currently enrolled in a marketing class at the university.

The current enrollment provides an alternative to the degree requirements.

My experience and abilities will make me an asset in your marketing department. I would be happy to meet with you to discuss ways in which I can benefit PMBR. Please contact me at jobrien22@hotmail.com

The writer's refutation anticipates negative comments the audience might have and diffuses the argument through proof and alternatives.

Sincerely,

Joan O'Brien

Attachment: Resume

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Urge Action—Motivate Your Audience

Throughout your communication, you have worked to persuade the audience to accept your point of view. In the **conclusion**, you need to motivate the audience to action. This could include any of the following: attend a meeting, purchase new equipment, invite you to interview for a position, vote on a proposition, promote you, give you a raise, allow you to work a flexible schedule, or change a company policy.

To urge the audience to action, consider the techniques in Table 13.2.

Table 13.1 Techniques for Supporting an Argument

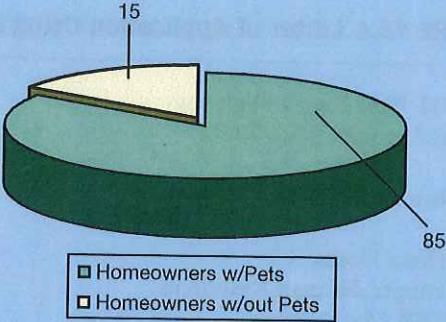
Provide facts and figures to document your assertions.	Eighty-five percent of the homeowners contend that ... or Seven out of ten buyers said they would ...
Persuade through graphics. <i>This pie chart not only conveys data, but also it makes a visual impact. It graphically highlights how many people own pets.</i>	
Give testimony from satisfied customers, vendors, or coworkers.	The Job Corps of Blue Valley, Titan Co., and Amex Inc. have used our product for over ten years. or Julie Jones, sales associate, attests to my effective interaction with customers.
Document your credentials—years in business or certification of employees.	In business since 1995. or All of our staff members are certified public accountants (CPA).
Give examples.	For example, I attended five continuing education seminars this year. These included training workshops on Microsoft Word applications, effective business writing, and listening skills. Because of my continuing education, I have the credentials needed to be an effective project manager. Please consider me for promotion.
Cite rules and regulations.	Section II.a of the State Waste Management Act specifies that wood debris, railroad ties, and used tires must be disposed of.
Attach an expert's name.	Linda Freeman, CPA, suggests that allocating \$12,500 to a SEP (Self-Employment Pension) account will lower your federal taxes.

Table 13.2 Techniques for Motivating an Audience to Action

Give due dates.	Please respond by January 15.
Explain why a date is important.	Your response by January 15 will give me time to prepare a quarterly review and meet with you if I have additional questions.
Provide contact information for follow-up.	Please submit your proposal to Hank Green, Project Director. You can e-mail him at hgreen@modernco.com.
Suggest the next course of action.	We need to plan our presentation before the next city council meeting, so please attend Tuesday's meeting at 9:00 a.m.
Show negative consequences.	You must repair your sidewalk within 30 days to comply with city laws regarding pedestrian safety. Failure to do so will result in a \$150 fine.
Reward people for following through.	Following these ten simple steps will help you load the software easily and effectively.

The following paragraph concludes a persuasive letter from a governmental agency to a business owner.

example

This conclusion provides a due date, explains why the date is important, shows negative consequences, and tells the reader what to do next. Until you tell the reader what to do, he or she may not be inspired to act.

Your business has not been in compliance for over 16 months. We have written three letters to give you guidance and information necessary to get the facility into compliance. You have not responded to our efforts, with the exception of last week's phone call. The deadline for the pending abatement order is 30 days. You must reply to this letter in a timely manner to avoid fines. We are open to having a meeting at our regional office to discuss the corrective measures you can take to address the pending order. Thank you for considering your options.

AVOIDING LOGICAL FALLACIES

In a corporate environment, you must persuade your audience not only logically but also ethically. Your persuasive communication must be honest and reasonable. Honesty demands that you avoid logical fallacies, such as the following.

Inaccurate Information

Facts and figures must be accurate. One way in which dishonest appeals are made in communication is through inaccurate graphics. Look at Figures 13.5 and 13.6.

Figure 13.5 shows a \$25,000 deficit in the third quarter. So does Figure 13.6. However, the size of the bar in Figure 13.6 is misleading, visually suggesting that the loss is less. This is an inaccurate depiction of information.

Unreliable Sources

Being an expert in one field does not mean you are an expert in all fields. For example, quoting a certified public accountant to support an important healthcare issue is illogical. Not all specialists are reliable in all situations.

Additional information:

See Chapter 8, "Visual Aids in Workplace Communication."

FIGURE 13.5 Annual Income

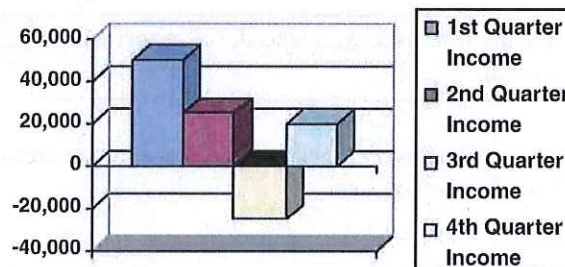
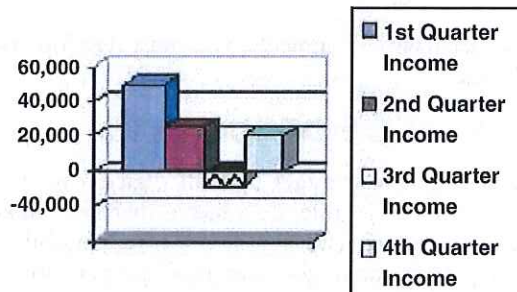


FIGURE 13.6 Annual Income



Sweeping Generalizations

Avoid exaggerating. Allow for exceptions. For instance, it is illogical to say that “*All* marketing experts believe that newsletters are effective.” Either qualify this with a word like “some” or quantify with specific percentages.

Either . . . Or

Suggesting that a reader has only two options is deceitful if other options exist. Allow for other possibilities. It is wrong to write, “Either all employees must come to work on time, or they will be fired.” This blanket statement excludes alternatives or exceptions. Is the “either . . . or” statement true if an employee has a car accident, if an employee’s child is sick, or if the employee is caught in heavy traffic due to a snowstorm?

Circular Reasoning (Begging the Question)

“Some accountants are ambitious because they wish to succeed.” This statement is illogical and uses circular reasoning because it states the same thing twice. “Ambitious” and “succeed” are essentially synonyms. The writer fails to prove the assertion.

Inaccurate Conclusions

When communicating persuasively, consider all possible causes and effects. Exact causes of events often are difficult to determine.

- A condition that *precedes* another is not necessarily the *cause* of it. This error is called *post hoc, ergo propter hoc*.

“The contractor lost the bid, so he cannot expect to have increased revenues this fiscal year.”

example

Yes, the contractor lost a bid, but this does not necessarily mean that the contractor won’t increase revenues in some other way. To say so is to make a hasty conclusion based on too little information.

- A condition that *follows* is not necessarily the *effect* of another. This is called a *non sequitur*.

“Because the manager is inexperienced, the report will be badly written.”

example

Again, this is a hasty conclusion. Lack of experience in one area does not necessarily lead to a lack of ability in another area.

Red Herrings

An irrelevant issue used to draw attention from a central issue is called a red herring. For instance, you have failed to pay fines following citations for the mishandling of hazardous wastes. You contact the state environmental agency and complain about state taxes being too high. This is an irrelevant issue. By focusing on high taxes, you are merely avoiding the central issue.

To write effective persuasive documents, you must develop your assertions correctly, avoiding logical fallacies.

TYPES OF PERSUASIVE DOCUMENTS

You have manufactured a new product (a mini digital camera, a paper-thin plasma computer monitor, a fiber optic cable, or a microfiber rain jacket). Perhaps you have just created a new service (home visitation health care, a mobile accounting business, a Web design consulting firm, or a gourmet food preparation and delivery service). Congratulations!

However, if your product sits in your basement gathering dust or your service exists only in your imagination, what have you accomplished? To benefit from your labors, you must market your product or service.

To convince potential customers to purchase your merchandise, you could write any of the following persuasive documents:

- Sales letters
- Fliers
- Brochures

Sales Letters

To write your sales letter, follow the format for letters discussed in Chapter 10 (Traditional Correspondence). You need to include the letter essentials (letterhead address, date, reader's address, salutation, text, complimentary close, and signatures). Your sales letter should accomplish the following objectives, relating to effective persuasion.

Arouse Reader Interest

The introductory paragraph of your sales letter tells your readers why you are writing (you want to increase their happiness or reduce their anxieties, for example). Your introduction should highlight a reader problem, need, or desire. If the readers do not need your services, then they will not be motivated to purchase your merchandise. The introductory sentences also should mention the product or service you are marketing, stating that this is the solution to their problems. Arouse your readers' interest with anecdotes, questions, quotations, or facts.

Refute Opposing Points of View

By mentioning competitors and undercutting their worth, you can emphasize your product's value.

Give Proof to Develop Your Thoughts

In the discussion paragraph(s), specify exactly what you offer to benefit your audience or how you will solve your readers' problems. You can do this in a traditional paragraph. In contrast, you might want to itemize your suggestions in a numbered or bulleted list. Whichever option you choose, the discussion should provide data to document your assertions, give testimony from satisfied customers, or document your credentials.

Urge Action

Make readers act. If your conclusion says, "We hope to hear from you soon," you have made a mistake. The concluding paragraph of a sales letter should motivate the reader to act.

Conclude your sales letter in any of the following ways:

- Give directions (with a map) to your business location.
- Provide a tear-out to send back for further information.
- Supply a self-addressed, stamped envelope for customer response.
- Offer a discount if the customer responds within a given period of time.
- Give your name or a customer-contact name and a phone number (toll free if possible).

Figure 13.7 provides a sample sales letter using the *ARGU* method of persuasion.

Fliers

Corporations and companies; educational institutions; religious organizations; museums, zoos, and amusement parks; cities and states—they all need to communicate with their constituencies (clients, citizens, members). An effective way for these organizations to

Additional information:

See Chapter 10, "Traditional Correspondence: Memos and Letters" for a discussion of "Letter Formats."

FIGURE 13.7 Sales Letter Using the *ARGU* Method

4520 Shawnee Dr. Tulsa, OK 86221 721-555-2121

November 12, 2009

Bill Schneider
Office Manager
REM Technologies
2198 Silicon Way
Tulsa, OK 86112

Dear Mr. Schneider:

Are hardware and software upgrades making your profits plummet? Would you like to reduce your company's computer purchase and maintenance costs? Do computer breakdowns hurt your business productivity? Don't let technology breakdowns harm your bottom line. Many companies have taken advantage of Office Station's computer prices, service guarantees, and certified technicians.

Office Station, located in your neighborhood, offers you the following benefits:

-  Purchase prices at least 10 percent lower than our competitors.
-  IBM-trained technicians, available on a yearly contract or per-call basis.
-  An average response time to service calls of under two hours.
-  Repair loaners to keep your business up and running.
-  Over 5,000 satisfied customers, like IBM, Ford, Chevrolet, and Boeing.
-  All-inclusive agreements that cover travel, expenses, parts, and shop work.
-  State-of-the-art technologies, featuring the latest hardware and software.

Our service is prompt, our technicians are courteous, and our prices are unbeatable. For further information and a written proposal, please call us at 721-555-2121 or e-mail your sales contact, Steve Hudson (shudson@os.com). He's waiting to hear from you. Take advantage of our *Holiday Season Discounts!*

Sincerely,

Rachel Adams
Sales Manager

Office Station

Authorized Sales and Service for

Gateway	3M	Microsoft	HP	Apple	Dell	Swingline
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The introduction arouses reader interest by using alliteration ("profits plummet") and asking questions. The questions highlight reader problems: profits, costs, productivity, and breakdowns.

The last sentence shows how Office Station will solve the problems.

The letter uses positive words to persuade: "advantage," "guarantees," "certified," "benefits," "satisfied," "prompt," and "courteous."

The body provides specific proof to sway the reader: 10 percent lower, IBM-trained technicians, two-hour response, and renowned satisfied customers.

The conclusion urges action by giving contact names and numbers and seasonal discounts.

communicate persuasively is with a one- or two-page flier. Fliers can be short and sales-oriented or longer and more informative.

Fliers provide the following benefits:

- **Cost effective**—A flier costs less than an expensive advertising campaign and can be produced in-house.

- **Time efficient**—Creating a flier can take only a few hours of work or less by the company's employees.
- **Responsive to immediate needs**—Different fliers can be created for different audiences and purposes to meet unique, emerging needs.
- **Personalized**—Fliers can be created with a specific market or client in mind. Then, these fliers either can be mailed to that client or hand-delivered for more personalization.
- **Persuasive**—In a compact format, fliers concisely communicate audience benefit.

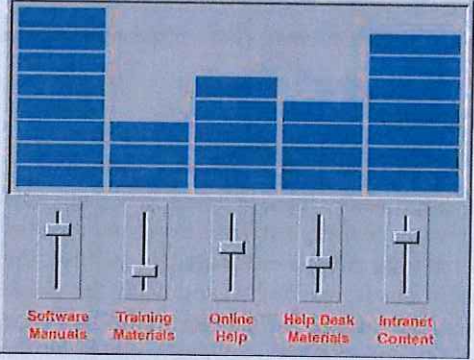
Criteria for Writing Fliers

When writing your flier, follow these criteria:

- **Determine the length of the flier**—Though one page might be preferable, you could create a two-page flier, using the front and back of an 8½" × 11" piece of paper. If you keep your flier to one page (front only), then you can save money by folding the flier in thirds, stapling it, and using the blank side for mailing purposes (addresses and stamp). A flier even could be smaller, the size of a postcard, for example. Many companies create electronic fliers, transmitted via their Web sites. This is even more cost effective than a hard-copy flier, since no postage is needed.
- **Focus on one idea, topic, or theme per flier**—A flier should make one key point. This is how you make the flier's content relevant to your audience, fulfilling that audience's unique needs. For example, if your company's focus is automotive parts, avoid writing a flier covering every car accessory. Write the flier with one accessory in mind, such as windshield wipers, batteries, or custom rims.
- **Use a title at the top of your flier to identify this flier's theme**—The title can be one or two words long, you could use a phrase, or you might want to write an entire sentence at the top of the flier. An effective persuasive approach is to begin your flier with a question to immediately arouse reader interest: "Software giving you a headache?" or "How usable is your Web site?"
- **Limit your text**—Using few words, provide reader benefit, involve the audience, and motivate them to act. The action could be to purchase a product, attend an event, or contact you for additional information. By limiting your text, you avoid overwhelming either the flier's appearance or the audience's attention span. Getting to the point in a flier is a key concern. Limiting your text helps you achieve this goal.
- **Increase font size**—In a flier you can use a 16-point font and up for text, and a 20-point font and up for titles. This will make the text more readable and more dramatic. Your heading must be eye catching. To accomplish this goal, make sure the heading's font size and style are emphatic—at a glance, even from across a room.
- **Use graphics**—One graphic, at least, will emphasize your theme and visually make your point memorable. Another graphic could include your company logo (for corporate identity and namesake recognition). In addition, the logo should be accompanied by a street address, e-mail address, Web site URL, fax number, or phone number so clients can contact you or visit your site. You also can use text boxes to highlight text.
- **Use color for audience appeal**—Pick one or two dominant colors to emphasize key points. Use a color in your company logo to remind your reader of your company's identity. However, don't overuse color. Excess will distract your reader.
- **Use highlighting techniques**—Bullets, white space, tables, boldface, italics, headings, or subheadings will help your reader access information. A little highlighting goes a long way, especially on a one-page flier. Too much makes a jumble of your text and distracts from the message.

FIGURE 13.8 A Sample Persuasive Flier

Having trouble balancing your user support needs?



We can help.

APPLIED COMMUNICATIONS GROUP, INC.

Call Mike Hanson at 913-362-9293
www.acgtech.com

We're here for you

A question arouses reader interest. The question highlights the audience's need.

A graphic adds visual appeal to make the flier more persuasive. The graphic also develops how the company can meet the audience's need.

This sentence answers the introductory question.

The contact name and number are provided to motivate the reader.

The last sentence uses empathy to persuade the audience.

- **Recognize your audience**—You want to show the readers how your product or service will benefit them. Understand your audience's needs and direct the flier to meet those concerns. In addition, you want to engage the reader. To do this, use *pronouns* which speak to the reader on a personal level and *positive words* which motivate the reader to action. Remember to speak at the reader's level of understanding, defining terms as necessary.

Figure 13.8 provides a sample persuasive flier.

Brochures

A flier *must* be short—one or two pages. If you have more information to convey than can fit on a one-page flier, a brochure might be a good option. Brochures offer you a detailed overview of products, services, options, and opportunities, complete with photographs, maps, or charts. Brochures are persuasive because they

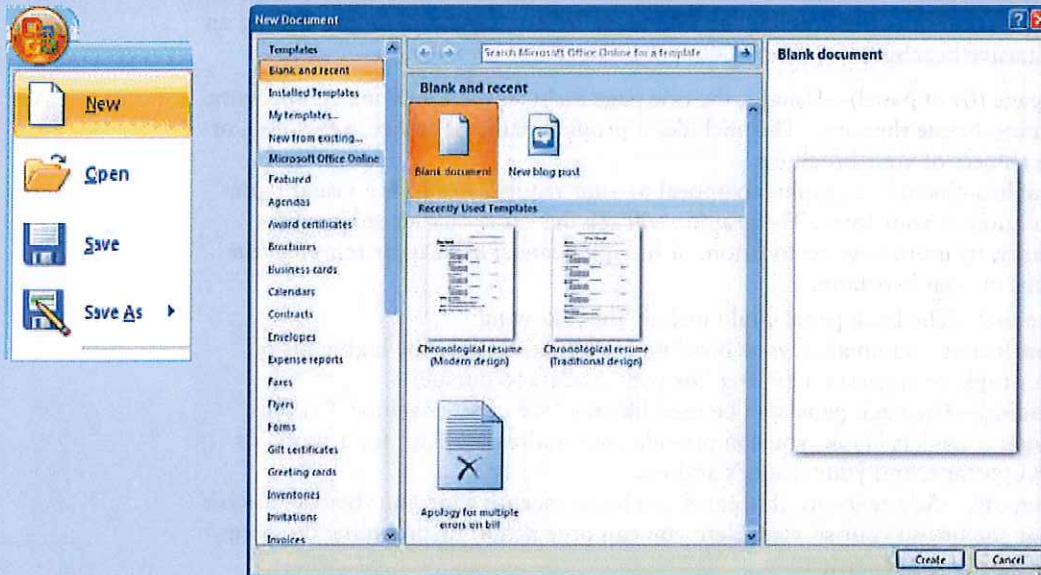
- Create awareness of your company, product, or service
- Increase understanding of a product, service, or your company's mission
- Advertise new aspects about your company, product, or service
- Change negative attitudes
- Show ways in which your company, product, or service surpasses your competition
- Increase frequency of use, visit, or purchase
- Increase market share

Technology Tip

USING WORD 2007 FOR FLIER AND BROCHURE DESIGN TEMPLATES

You can access many design templates for fliers and brochures using your word processing software. For example, in Microsoft Word 2007, try this approach:

1. On the Menu bar, click on the **Office Button** and scroll to **New**. You will see **New Document/Templates** pop up.



2. Click on the document of your choice (**Fliers** or **Brochures**). Word 2007 gives you 14 different brochure options for events, travel, recruiting, professional services, real estate, and financial. These include templates for 8½" × 11" landscape with three folds, 8½" × 14" landscape with three and four folds, and 8½" × 11" portrait letter folds. When you click on fliers, you get templates for 25 different "Events" fliers, 13 "Marketing" options, 3 "Real Estate" choices, and 5 "Other Fliers."

Note: The templates will not tell you what to write in each panel. Instead, Word 2007 provides you a design layout, a shell for you to fill with your content.

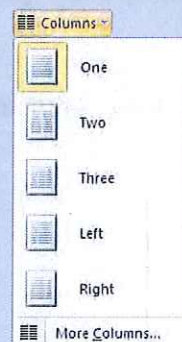
Creating Your Own Brochure Layout

Instead of using a predetermined template, you can create your own as follows:

1. Change from portrait to landscape by clicking on the **Page Layout** tab and then **Orientation**.



2. Create three panels for your brochure by clicking on the **Columns** icon.



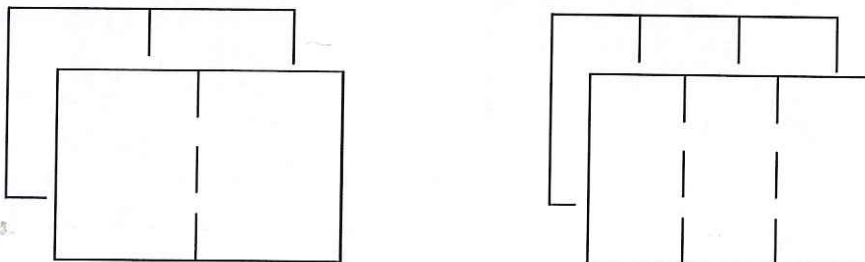
Criteria for Writing Brochures

Brochures come in many shapes and sizes. They can range from a simple front and back, four-panel, $8\frac{1}{2}'' \times 5\frac{1}{2}''$ brochure (one landscape $8\frac{1}{2}'' \times 11''$ page folded in half vertically) to 6-, 8-, or even 12-panel brochures printed on any size paper you choose. Figure 13.9 shows some examples. Brochures, like fliers, also can be transmitted electronically as Web pages. Your topic and the amount of information you are delivering will determine your brochure's size and means of transmission. To determine what you will write in each panel of your brochure and how the brochure should look, follow these criteria for writing an effective persuasive brochure.

- **Title page (front panel)**—Usually, the title page includes the following components:
 - **Topic**—Name the topic. This includes a product name, a service, a location, or the subject of your brochure.
 - **Graphic**—Include a graphic to appeal to your reader's need for a visual representation of your topic. The graphic will sell the value of your subject (its beauty, its usefulness, its location, or its significance) or visually represent the focus of your brochure.
- **Back panel**—The back panel could include the following:
 - **Conclusion**—Summarize your brochure's content. Restate the highlights of your topic or suggest a next step for your readers to pursue.
 - **Mailing**—The back panel can be used like the face of an envelope. On this panel, when left blank, you can provide your address, a place for a stamp or paid postage, and your reader's address.
 - **Coupons**—As a tear-out, this panel can be an incentive for your readers to visit your site or use your service. Here you can urge action by providing discounts or complimentary tickets.
 - **Location**—Another consideration is to provide your reader with your address, hours of operation, phone numbers, e-mail, and a map to help them locate you.
 - **Contact information**—Include your name, your company's name, street address, city, state, zip code, telephone number, fax number, Web URL, and e-mail address.
- **Body panels (fold-in and inside)**—The following are some suggestions for creating the brochure's text:
 - **Provide headings and subheadings**—These act as navigational tools to guide your readers, direct their attention, and help them find the information they need. The headings and subheadings should follow a consistent pattern of font type and size. First-level headings should be larger and more emphatic than your second-level subheadings. The headings must be parallel to each other grammatically.

For example, if your first heading is entitled "Introduction," a noun, all subsequent headings must be nouns, like "Location," "Times," "Payment Options," and "Technical Specifications." If your first heading is a complete sentence, like "This is where it all began," then your subsequent headings must

FIGURE 13.9 Four- and Six-Panel Brochures



also be complete sentences: “It’s still beautiful,” “Here’s how to find us,” and “Prices are affordable.”

- **Use graphics (photographs, maps, line drawings, tables, or figures)**—These vary the page layout, add visual appeal, and enhance your text.
- **Develop your ideas**—Consider including locations, options, prices, credentials, company history, personnel biographies, employment opportunities, testimonials from satisfied customers, specifications, features, uses of the product or service, payment schedules, or payment plans.
- **Persuade your audience**—Review the tips provided in this chapter for persuasive arguments. Use ethics, logic, and emotion to sway your reader.
- **Document design**—Visual appeal helps to interest and persuade an audience. Compelling graphics, for example, can help to convince an audience. Use pie charts, bar charts, tables, or photographs to highlight key concerns. In addition to graphics, make your brochure visually appealing by doing the following:
 - **Limit sentence length** to 10 to 12 words and paragraph length to 4 to 6 lines. When you divide paper into panels, text can become cramped very easily. Long sentences and long paragraphs then become difficult to read. By limiting the length of your text, you will help your readers access the information.
 - **Use white space** instead of wall-to-wall words. Indent and itemize information so readers won’t have to wade through too much detail.
 - **Use color** for interest, variety, and emphasis. For example, you can use a consistent color for your headings and subheadings.
 - **Bulletize key points.**
 - **Boldface or underline key ideas.**
 - **Do not trap yourself within one panel.** For variety and visual appeal, let text and graphics overlap two or more of the panels.
 - **Place graphics at angles** (occasionally) or alternate their placement at either the center or the right or left margin of a panel. Panels can become very rigid if all text and graphics are square. Find creative ways to achieve variety.

See Figure 13.10 for a sample brochure.

FIGURE 13.10 Sample Brochure

Title page, back panel, and fold-in body panel.

REGISTRATION

Choose one session or attend all three. Each session is \$40 per person, or \$35 each for three or more from the same jurisdiction. Allight driver is include.

Agency/Jurisdiction _____
 Address _____
 Phone _____
 Primary Contact Name _____
 E-mail _____

Please provide the following information for each attendee

1. Name _____
 Title _____
 Check the sessions you will attend
 May 9 ___ May 17 ___ Sept 26 ___

2. Name _____
 Title _____
 Check the sessions you will attend
 May 9 ___ May 17 ___ Sept 26 ___

3. Name _____
 Title _____
 Check the sessions you will attend
 May 9 ___ May 17 ___ Sept 26 ___

4. Name _____
 Title _____
 Check the sessions you will attend
 May 9 ___ May 17 ___ Sept 26 ___

Register online at
www.marc.org/gti

Or use the attached registration form

Questions? Call
816.701.8234

Planning and Zoning Commissioners 2009 Workshop Series

Designed for volunteer planning commissioners — new and veteran — who want to build successful communities

Creating Quality Places
 Metropolitan Planning Council

WORKSHOP SESSION 1

Reinvestment in Aging Retail Corridors

Wednesday, May 6, 2003 — 9:00 a.m.-4:30 p.m.
Foxell Community Center — 5001 E. 44th, Lincoln, IL

PRESENTERS

Bob Lind, Planning Director

DISCUSSERS

Erin Johnson, Town, Johnson Co.

Chase Simmon, Real Estate Attorney, Peter & Shellen PC

Brad Stewart, Town of Joliet

Retail businesses, a major part of the region's economy, provide almost 20 percent of employment and generate sales taxes for local governments.

This panel discussion will help you understand...

1. The changing retail marketplace
2. Strategies to encourage reinvestment in under performing properties
3. Important design elements for redevelopment sites

Attend all 3 sessions or choose the ones that are right for you.

\$40 per person per session, or \$120 each for three sessions from the same city. One is included.

WORKSHOP SESSION 2

Reviewing Site Plans and Proposals

Wednesday, May 14, 2003 — 9:00 a.m.-3:30 p.m.
820 S. 64th and Poplar — 800 Broadview, S.C. 80

PRESENTERS

Leslie Kerr, Mark St. John and
Sam Hill, Crescent Park, KS

Session presenters will review the tools and processes for creating quality development. They'll discuss strategies for planning commissioners to use when reviewing site plans and development proposals.

1. Learn more about the role of grading and topography play in site development.
2. Explore issues related to building and parking lot type, vehicle circulation and pedestrian accessibility.
3. Learn to review building elevations and discuss elements of quality building design.

WORKSHOP SESSION 3

Master Plans for Smaller Communities

Thursday, May 15, 2003 — 9:00 a.m.-4:30 p.m.
Foxell Community Center — 5001 E. 44th, Lincoln, IL

PRESENTERS

Fred Alma, Development Chair, Greater LIS
Scott Kibbe, Lyr, Community Planning, Brown, and Smith
Corp.

Many smaller communities are facing residential, commercial and industrial growth challenges.

While eager to accommodate new residents and businesses, cities want to...

1. Keep their small town quality of life
2. Lessen the impact on streams and other natural features
3. Pay for the infrastructure necessary to support new development

Learn how a master plan can help guide growth and development. We'll discuss when a master plan is useful, what elements should be included, and how the plan might be developed.

EFFECTIVE BROCHURE CHECKLIST

1. Does the first panel name the product, company, or service?
2. Does the first panel provide a graphic to attract the reader's attention and pictorially represent the topic?

- _____ 1. Does the back panel summarize your brochure's content?
- _____ 2. Does the back panel provide your address, a place for a stamp or paid postage, and your reader's address?
- _____ 3. Does the back panel provide a coupon, discounts, or complimentary tickets?
- _____ 4. Does the back panel give a map of your location?
- _____ 5. Does the back panel include your name, your company's name, street address, city, state, zip code, telephone number, fax number, Web URL, or e-mail address?

- _____ 1. Are headings presented similarly, maintaining parallelism?
- _____ 2. Are graphics effectively used for interest and to clarify ideas?
- _____ 3. Does the brochure vary font sizes and type to emphasize key points and add visual appeal?
- _____ 4. Are bullets and numbers used to itemize ideas for better access?

- _____ 5. Has ample white space been used to help the reader access information and to make reading easier?
- _____ 6. Has color been used effectively for visual appeal?

- _____ 1. Are all unfamiliar terms defined?
- _____ 2. Is the content correct, verified by peer review?
- _____ 3. Is the brochure grammatically correct?
- _____ 4. Is the text clear, answering reporter's questions ("who," "what," "when," "where," "why," and "how")?
- _____ 5. Is the text concise, using short words, short sentences, and short paragraphs?
- _____ 6. Does the brochure meet the writer's goals: to create awareness of the company, product, or service; to increase understanding; to advertise new aspects; to change negative attitudes; to show ways in which the topic surpasses the competition?
- _____ 7. Are maps used to help the reader find the writer's location?
- _____ 8. Are discounts or promotional incentives offered to ensure reader participation?

- _____ 1. Is the level of writing appropriate for the audience (specialist, semi-specialist, lay, multiple readers)?
- _____ 2. Has the appropriate tone been achieved through positive words and personalized pronouns?

PERSUASIVE COMMUNICATION CHECKLIST

1. **Ethical argumentation.** Have you made an ethical argument based on character? You must be trustworthy and credible as a writer or speaker.
2. **Emotional argumentation.** Have you used emotion to change an audience's attitudes? You can appeal to an audience's emotions either positively or negatively.
3. **Logical argumentation.** Have you developed your persuasion by depending on rationality, reason, and proof? You can persuade people logically by providing facts, testimony, and examples.
4. **Arouse reader interest.** Have you used questions, quotes, anecdotes, comparison/contrast, poetic language, or an appeal to senses to interest your audience?
5. **Refute opposing points of view.** Have you presented a balanced argument? To do so, recognize and admit conflicting views, let the audience know that you understand their concerns, and allow for alternatives.
6. **Give proof.** Have you provided evidence to prove your point?
7. **Urge to action.** Have you motivated your audience to act? To do so, provide incentives, give discounts, mention warranties, provide contact information, or suggest a follow-up action.
8. **Highlighting/page layout.** Is your text accessible? To achieve reader-friendly ease of access, use headings, boldface, italics, bullets, numbers, underlining, or graphics (tables and figures). These add interest and help your readers navigate your text.
9. **Conciseness.** Have you limited the length of your sentences, words, and paragraphs?
10. **Audience recognition.** Have you written appropriately to your audience? This includes avoiding biased language, considering the multicultural/cross-cultural nature of your readers, and your audience's role (supervisors, subordinates, coworkers, customers, or vendors).
11. **Correctness.** Is your text grammatically correct? Errors will hurt your professionalism.

Georgia Met Her Challenge

To meet her communication challenge, Georgia used the P^3 process.



Planning

To plan her communication, Georgia considered the following:

- Goal—help communities meet their infrastructure needs
- Audience—small-town city councils
- Channels—informative and persuasive flier, mailed as hard-copy text and posted on MARC Web site
- Data—specific workshop topics of discussion

The challenge at MARC is communicating to a diverse audience in different-sized cities. Georgia says, "Some cities have professional, experienced staffs, and some staffs are less experienced. Some cities have billion-dollar budgets, while other cities have far more limited financial resources. MARC needs to communicate its role to meet the needs of the different audiences from the different-sized cities. MARC works with communities to address the particular needs of these cities whether it's about the environment or ways to protect the 'small-town way of life.' My challenge is to create fliers that highlight what MARC can do for the different audiences. I start by brainstorming a list of things to do." To plan her communication, Georgia brainstormed and created the list in Figure 13.11.

Packaging

To package the flier, Georgia wrote the rough draft in Figure 13.12. The draft included all of the information she needed to share with her intended audience. One goal was to provide answers to reporter's questions: "Who," "What," "When," "Where," "Why," and "How." "My primary goal, however, was to persuade the audience to enroll in the workshop," says Georgia.

Perfecting

Georgia says, "I worked to perfect my draft by adding persuasive techniques, including *ethos*, *logos*, and *pathos*. For instance, the moderator and panelists, experts in their fields, represent *ethos* for they are considered trustworthy, credible, unbiased, and reliable. By stating that 'Retail businesses are a major part of a region's economy, providing almost 20 percent of the employment base and generating sales taxes for local governments,' I demonstrate *logos*, logical statistical support of the topic. I used the emotional appeal of *pathos* by referring to my audience's 'small-town quality of life' and the importance of 'streams and other natural features.' Most importantly, I relied on visually appealing layout and design to perfect the flier. We're getting positive feedback from the flier." See Georgia's perfected flier in Figure 13.13.

FIGURE 13.11 Georgia's Brainstorming List

1. Brainstorm topics with internal staff and advisory committee (made up of planners and community development representatives)
2. Narrow the topics down to three or four workshops
3. Draft course descriptions
4. Recruit instructors
5. Determine dates and times
6. Secure locations
7. Provide draft information to public affairs to create flier
8. Proof and finalize marketing materials
9. Send e-mail announcements with flier attachment to targeted audience
10. Hand out fliers at MARC-sponsored event
11. Post flier on Web site

FIGURE 13.12 Georgia's Rough Draft for the Flier

Master Plans for Smaller Communities
Thursday, May 17, 2009
6:00–8:30 p.m.
Grandview Community Center—The View
13500 Byars Road
Grandview, MO

Moderator: Bob Linder, Planning Commissioner

Panelists: Chase Simpson, Real Estate Attorney
William Shane, Shane Appraisals, Inc.
Scott Mitchell, Vice President, Mitchell Engineering

Smaller communities throughout the Kansas City metropolitan area are facing growth challenges—residential, commercial, and industrial. Our smaller cities are eager to accommodate new residents and businesses, but are concerned about losing the small town quality of life, impacting streams and other natural features, and paying for infrastructure to support new development. The preparation and adoption of a master plan or land use plan provides communities with an important citizen engagement opportunity and new tools to guide growth and development.

The two presenters will describe the conditions under which a master plan is useful or necessary; the elements that might be included in a master plan; the various ways that master plans might be developed, including ways to involve residents and other stakeholders; the adoption process; and how the planning commission uses the adopted plan in making decisions on development applications.

This draft focuses on the content. Georgia's major concern was getting all of the details down on paper. She knew that she would improve layout, design, and tone in the perfecting stage.

FIGURE 13.13 Georgia's Perfected Flier

Georgia says, "I am pleased with the success of the flier. By going through the three stages of the P³ process, I was able to create a flier that has been well received by my audience. Not only have I received some complimentary verbal feedback, but also our enrollment in this program is 37 percent higher than I anticipated. My staff and I have decided that this flier will be the prototype for all of our fliers. It would be great if all of our training seminars and panel discussions saw a significant increase in enrollment."

master plans for smaller communities

TAKING YOUR TOWN INTO THE 21ST CENTURY

MODERATOR:
Bob Linder, Planning Commissioner

PANELISTS
Chase Simpson
Real Estate Attorney
William Shane
Shane Appraisal, Inc.
Scott Mitchell
VP, Mitchell Engineering

How can a master plan help you?

This panel discussion will show you how a land-use master plan can guide growth and development. Find answers to the following questions:

- When is a master plan useful or necessary?
- What elements should a plan include?
- How can the plan be developed?

Who needs a master plan?

Communities throughout the KC metropolitan area are facing growth challenges—residential, commercial, and industrial.

These cities want to accommodate new residents and businesses because growth is good! Retail businesses are a major part of a region's economy, providing almost 20% of the employment base and generating sales taxes for local governments.

However, growth creates challenges:

- The loss of their small-town quality of life
- The impact on streams and other natural features
- The increased costs of infrastructure needed for new development

Thursday, May 17, 2009 • 6–8:30 p.m.
Grandview Community Center
13500 Byars Road, Grandview, MO

MARC
Mid-America Regional Council

CHAPTER HIGHLIGHTS

1. Persuasive workplace communication consists of a combination of *ethos*, *logos*, and *pathos*.
2. Use the *ARGU* technique to create persuasive fliers, brochures, or sales letters.
3. Avoid logical fallacies when communicating persuasively.
4. Sales letters market services and products.
5. Fliers should be one to two pages long, focused on a topic, titled, have limited text, and be visually appealing.
6. Recognize your audience and their needs when you write a flier, brochure, or sales letter.
7. The front panel of a brochure contains a title and a graphic that depicts the topic.

8. The interior panels of a brochure contain information about the topic.
9. The back panel of a brochure can be used for mailing purposes.
10. Document design is important when you create a flier, brochure, or sales letter.

WWW Find additional persuasive communication exercises, samples, and interactive activities at <http://www.prenhall.com/gerson>.

MEETING WORKPLACE COMMUNICATION CHALLENGES

CASE STUDIES

1. Creative Seminars sends persuasive sales letters, on page 392, to prospective customers. Read the letter and accomplish the following assignments.

Assignments

- Determine where *ethos*, *logos*, and *pathos* are used persuasively. Give examples to prove your point.
 - Based on the criteria provided in this chapter, decide how the sales letter is successful and where it could be improved. Rewrite the letter according to your suggestions for improvement.
2. CompuRam's business profits are falling. This company, which manufactures and maintains computer hardware and software, has studied the problem and found the following reasons for their profit losses.

Increased production in the late 1990s led to the hiring of 50 highly paid information technologists. The average annual salary for these employees is \$55,000, plus benefits. In addition, the company had to hire another 50 employees to work the 1-800 help line, answering customer questions about software and hardware concerns. These employees earn approximately \$32,000 annually. Each of the employees hired needed office space and office equipment. This led to facility expansion and additional costs of approximately \$1,500,000. Though business is good, the increased salaries, benefits packages, and office equipment costs have hurt CompuRam's bottom line.

CompuRam's CEO, Tom Lisk, has concluded that two actions will save the company: a number of employees must be let go, and jobs must be outsourced. These measures, Tom believes, will save the company approximately \$3,000,000 annually. Outsourcing and firing employees is not good news for some community members, but keeping the company financially sound benefits the majority of the community.

Assignment

Tom needs to communicate his decision both to employees and to the community.

- Write a letter to the city newspaper persuasively explaining Tom's decision.
- Write an e-mail to the company's employees persuasively explaining Tom's decision.

In both cases, use the **ARGU** approach discussed in this chapter. Arouse reader interest, Refute opposing arguments, Give proof to support your argument, and Urge the readers to accept this planned action.

ETHICS IN THE WORKPLACE CASE STUDY

Alyssa Adams is a sales representative for a biomedical software company. She frequently travels throughout the country to meet with potential clients. In the past year, her company

May 22, 2009

Tom Johnson
Director of Human Resources
ABC Trucking
1234 S. Main St.
Kansas City, MO 64111

Dear Tom:

I am pleased to have made contact with you. As promised, I am sending the packet of information about Creative Seminars. Since 1984, we have been making it easier for many Kansas Citians and others in the region to do their jobs, ultimately making them more productive and their work more consistent.

Our specialty is customized training programs and material that focus on what workers need to *do*, not just what they need to *know*. Our tried and true process is applicable to any industry, any content area, and any delivery medium. A few of our projects include

- Performance management training for trucking company supervisors.
- Orientation training for over-the-road drivers.
- Operation training for tire retreading equipment.
- Safety and facilities management training for federal prison personnel.

We are a local company with strong ties to the community. Our clients include American Century, Bandag, Inc., H&R Block, Helzberg Diamonds, Payless ShoeSource, Sprint, Teva Neuroscience, and Yellow Freight. We are a valuable resource right in your backyard. I would appreciate the opportunity to visit with you about the match between your needs and our capabilities. I will call next week to set up an appointment.

Sincerely,

Connie Smith
President

Enclosure

2782 State Line, Suite 2 ■ Kansas City, MO 64182 ■ 816-555-5555
Fax: 816-555-5511

www.creativeseminars.com

created a new policy for dealing with clients: sales representatives are limited to a maximum entertainment expenditure reimbursement of \$25 a year per client.

For the past ten years, Alyssa has been a successful sales representative for the company with a high level of productivity. She likes to do the following for her clients and potential clients: buy them tickets to baseball games, take them out to play golf, buy them lunches, and give them fruit baskets at Christmas.

She abided by the company policy limiting her to \$25 per client, but her productivity decreased by 22 percent this year.

Question: Is it ethical for Alyssa to supplement company funds with her own money to do favors for her clients? Justify your answer based on information provided in Chapter 1.

INDIVIDUAL AND TEAM PROJECTS

ARGU

For the **ARGU** method of organization, you **A**rouse reader interest, **R**efute opposing arguments, **G**ive proof to support your argument, and **U**rge reader action. Read the following situations and complete the assignments.

- You plan to sell a flash drive that is small enough to fit on a key chain. For a sales letter, write five different introductions to *arouse* reader interest. Use any of the options provided in the chapter for arousing reader interest.
- Write a body that *refutes* opposing arguments (too expensive, easily damaged, easily lost, etc.) and that *gives proof* to support your product claims.
- In the sales letter for the portable computer flash drive, conclude by *urging reader action*. Use at least two of the methods discussed in this chapter.

Analysis of Persuasive Writing

Find examples of persuasive writing (sales letters, fliers, or brochures). Bring these to class and, in small groups or individually, accomplish the following:

1. Decide which methods of persuasion have been used. Where in the documents do the writers appeal to logic, emotion, and ethics? Give examples and explain your reasoning, either in writing or orally.
2. Have the writers aroused reader interest? Give examples and explain your reasoning, either in writing or orally. If the writers have not aroused reader interest, should they have done so? Explain why. Rewrite the introductions using any of the techniques discussed in this chapter to arouse reader interest.
3. Have the writers refuted opposing points of view? Give examples and explain your reasoning, either in writing or orally. If the writers have not negated opposing points of view, should they have? Explain why. Rewrite the text using any of the techniques discussed in this chapter to negate opposing points of view.
4. Have the writers developed their arguments persuasively? Give examples and explain your reasoning, either in writing or orally. If the writers have not provided persuasive proof, rewrite the text using any of the techniques discussed in this chapter to improve the arguments.
5. Do any of the examples you have found use logical fallacies to persuade the readers? Give examples and explain your reasoning, either in writing or orally. If the writers have used logical fallacies, rewrite the text using any of the techniques discussed in this chapter to improve the arguments.

DEGREE-SPECIFIC ASSIGNMENTS

1. **Marketing and Public Relations**—Write a persuasive brochure about a topic, such as
 - A school organization or club
 - A church activity or club
 - A city organization, agency, or company (the local computer store, animal shelter, nursing home, community center, Rotary club, or city government)
 - Your business
 - Your place of employment
 - A vacation spot
 - A site or location (park, museum, zoo, amusement park, historical site, athletic field or stadium, etc.)
 - A product or line of products (tools, automotive parts, computer accessories, software, etc.)
 - A service (home improvement, hobbies, consulting, animal services, lawn and garden care, installation, automotive care, etc.)

2. **Business Information Systems**—Write a persuasive flier about any topic, such as a
 - New computer software application
 - Computer hardware innovation
 - Web site addition
 - Method for solving a company's problem with online billing, accounting, shipping, delivery, etc.
 - New telecommunications technology
3. **Accounting**—Write a persuasive sales letter. To do so, imagine what product or service you could provide to a potential client. Select one from your area of expertise or academic major. Write your letter according to the criteria for sales letters and the techniques discussed in this chapter.
4. **Management**—Write a persuasive e-mail or memo about any of the following:
 - A request for vacation time
 - A promotion
 - A raise
 - A new office
 - Improved office equipment
 - Additional team members
 - More funding for a project
 - More time to complete a project
 - Financial assistance for a graduate degree
 - Travel authorization for job-related training
5. **Finance**—Write a persuasive complaint letter about any of the following:
 - Defective merchandise
 - Breakage during shipment
 - Late deliveries
 - Overcharges from a business
 - Failure to complete a job to satisfaction
 - Duplicate billings

PROBLEM-SOLVING THINK PIECES

Logical, Emotional, and Ethical Appeals

Read the following situations and determine whether the persuasive arguments appeal to logic, emotion, or ethics. These argumentation techniques can overlap. Explain your answers.

1. If you purchase this product, you can benefit from a healthier, happier, and longer life!
2. Seventy-two percent of SUV car owners say that high gas prices will influence their next car purchases.
3. CEO Jim Snyder, an expert in the field of sports management, says, "Building a downtown sports arena enhances a city's image."
4. Style-tone Hair Gel improves your hair quality by preventing split ends, generating new hair growth, and inhibiting "frizzies."
5. Failure to recycle will cause 52 percent more dangerous hydrofluoric carbons to be released into the atmosphere, leading to harmful decreases in the ozone layer.

Logical Fallacies

Read the following logical fallacies and revise them, ensuring that the sentences provide logical, ethical, and correct argumentation.

1. All marketing experts believe that newsletters are effective.
2. Either all employees must come to work on time, or they will be fired.
3. Some accountants are ambitious because they wish to succeed.

4. The contractor lost the bid, so he cannot expect to have increased revenues this fiscal year.
5. Because the manager is inexperienced, the report will be badly written.

WEB WORKSHOP

You can find electronic brochures and fliers on the Internet. Using a search engine of your choice, type in phrases like “online brochure,” “e-brochure,” “online flier,” “e-flier,” “electronic brochure,” or “electronic flier.” Once you find examples of these online persuasive documents, do the following:

- Compare and contrast the electronic documents with hard-copy brochures and fliers.
- Compare and contrast the electronic documents with the criteria provided in this chapter.
- Decide how the online communication is similar to and different from the criteria and from hard-copy versions.
- If you decide that the online versions can be improved, print them out and revise them.

QUIZ QUESTIONS

1. What are the traditional methods of argumentation?
2. Which type of argumentation depends on your character?
3. Which type of argumentation focuses on feelings?
4. Which type of argumentation depends on rationality, reason, and proof?
5. What are four ways to arouse reader interest?
6. Which steps do you follow to refute opposing points of view in the body of your argument?
7. How can you urge your audience to action?
8. What are three types of logical fallacies?
9. Why are brochures an effective marketing tool?
10. Why are fliers effective for marketing?