

Business Communication (3cr)

MLI61A130

Session 1



Lecturer: Mark Badham

Today's agenda

1. Introductions (you & me)
2. Course overview
3. Communication strategy
4. Persuasive techniques
5. Session 1 Reflection & Qs
6. Instructions for A1 Written Request
7. Work due Session 2
8. Begin teamwork on A1

Attendance

1. Introductions: ABOUT YOU (& your business communication)

60 seconds each:

1. Name & where from
2. What kind of **business writing & business presentations** have you done (presentations, sales calls, emails, reports, social media posts, blogs etc)?
3. Your **strengths** as a communicator? (oral presentations / writing)
4. **Skills** you would like to develop?

1. Introductions: Mark Badham



Finland



G'day mate!



Teaching EXPERIENCES:

Finland:

- Aalto University School of Business
- Jyväskylä University School of Business & Economics
- University of Helsinki
- Haaga-Helia University of Applied Science

Australia, Lithuania, Germany & Estonia

ENTREPRENEURIAL EXPERIENCES:

- Mark 4:8 Strategic Communications
- Party in Fiji
- Magazines

COMMUNICATION EXPERIENCES:

- Gloria Jeans Coffees
- Politicians & Australian Government
- NSW Health (state government)
- Gold Coast City Council (local government)



Business communication:

- **Oral:** speeches (eg media spokesperson) & speech writing
- **Written:** annual reports, magazines, newsletters, brochures, books, white papers, websites, intranets



Contact me:

- Via MyCourses
- mark.badham@aalto.fi

BREAK

2. Course overview

THE ROLES

- MyCourses
- Lectures in class
- Exercises in class
- Reading inputs
- Assignments

Schedule in Syllabus (different session finishing times)

<p>Session 1 (13.00-16.00, Monday, 3 January)</p> <ul style="list-style-type: none">• Introductions• Course overview• Communication strategy• Persuasive Techniques• Instructions for assignment A1: Written request Orion case analysis (in teams)	<p>Topics:</p> <ul style="list-style-type: none">• Course overview• Communication Strategy• Persuasive Techniques	<p>Prepare for next session:</p> <ol style="list-style-type: none">1. <u>A1 Written Request 1st version (team assignment)</u> Have your A1 Written Request 1st Version ready for peer feedback tomorrow. Another team will give you feedback in class. The final version will be due on Wednesday. <p>Read before class: Inputs 1 & 2 (Communicating strategically & Persuasive techniques), available in MyCourses</p>
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What should you expect in each session?

- **'Teaching'**: I will mostly present theoretical ideas and practical knowledge about the topic for each session
- **'Facilitating'**: During session 'exercises' you will take active role in learning & I will facilitate your learning
- **Be interactive**: read relevant **Inputs** for each session
- Time for **reflection & Qs**
- **Breaks**



Learning outcomes

On completion you will be able to:

1. analyse **audiences** & define **objectives** to create **targeted messages**
2. **write** coherent, convincing, reader-friendly emails
3. **plan and deliver** clear, focused and engaging business presentations
4. **critically assess** your own and others' business communications

ECTS Student Workload

	Number of Hours
Contact hours	24
Out-of-class hours (self-study)	56
Work with course materials, eg required reading	16
Exam preparation	7
Individual research & writing	18
Team projects (meetings, research, preparation, etc.)	15
Total of all student workload hours	80

Grading (5 assignments + contribution)

Course Requirements	Due	Weighting (%) or maximum points
Requirement 1 A1 Written request (10). <i>Group</i> .	13.00 5 January	10%
Requirement 2 A2a Presentation Strategy Outline (15). <i>Individual</i> .	13.00 7 January	15%
Requirement 3 A3 Course Test. Quiz (10) + Written Task (20). <i>Individual</i>	In class 10 January	30%
Requirement 4 A4 Team Presentation (15). <i>Group</i>	13.00 12 January	15%
Requirement 5 A5 Individual Critical Appraisal (20). <i>Individual</i>	23.00 14 January	20%
Requirement 6 Participation (10). <i>Individual</i> .	23.00 14 January	10%

Grading (5 assignments + contribution)

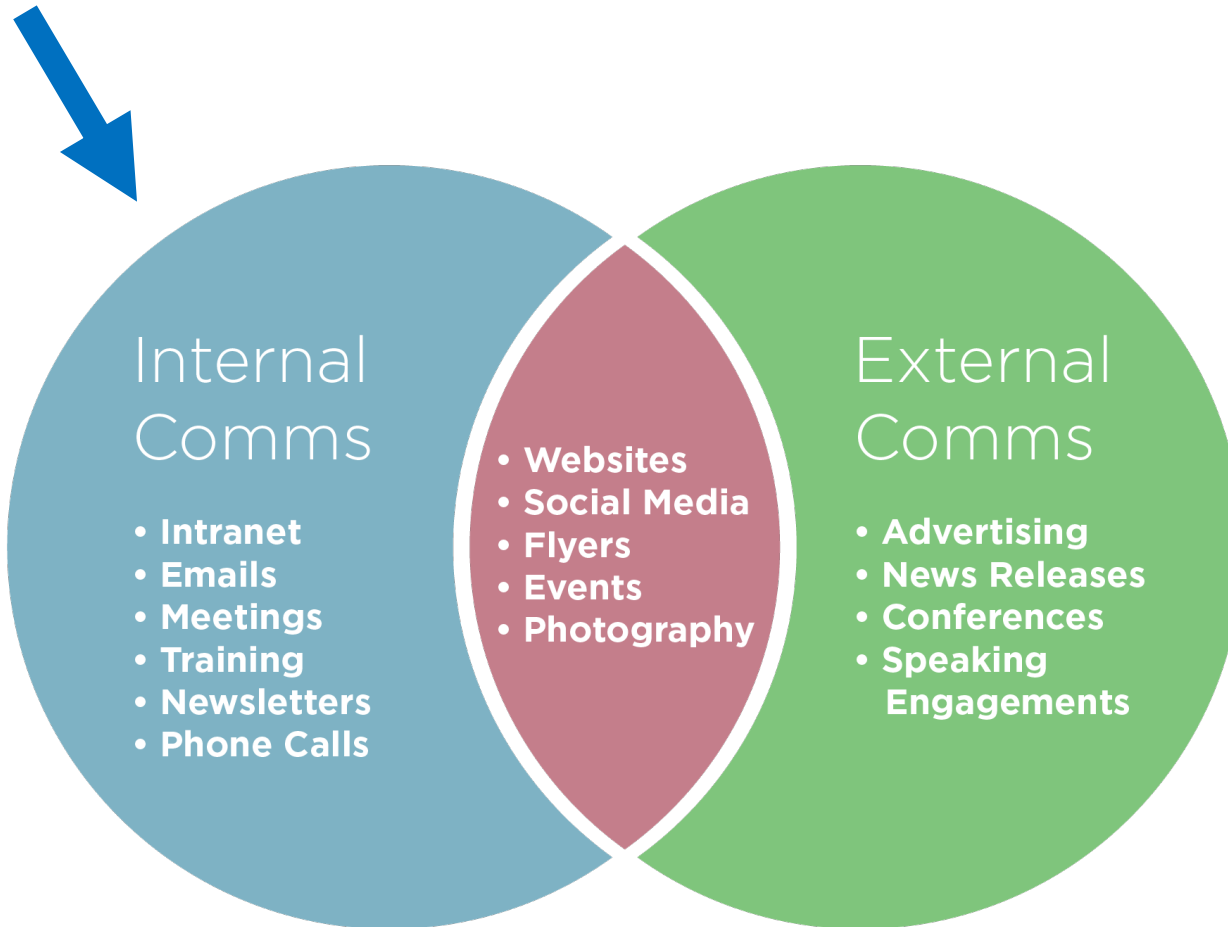
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Requirement 6 Participation (10). <i>Individual.</i>	23.00 14 January	10%

75% individual
25% group

Attendance

- Attendance records kept for each session.
- Students expected to be in session **on time**.
- **Late arrivals** seen as being discourteous to teacher and other students.
- If you are going to be late, you **MUST email me** to say why you will be late (standard professional practice).
- **A maximum of 3 absences of any kind is allowed.** More absences will result in being dropped from the
- **SEE ATTENDANCE POLICY IN SYLLABUS**

This Business Communication course



3. Communication Strategy

(based on *Input 1*)

Want to communicate with busy professionals?



Compete for their time & attention!

So, you need a **strategy**

Your **strategy**:

- plan of action designed to achieve overall aim within specific time period
- the art of planning and directing overall military operations and movements in war

RACE



**COMMUNICATION
SITUATION**

**Define
objectives,
choose style**

**Analyse
audience**

**Assess
credibility**

**Communicating
strategically**

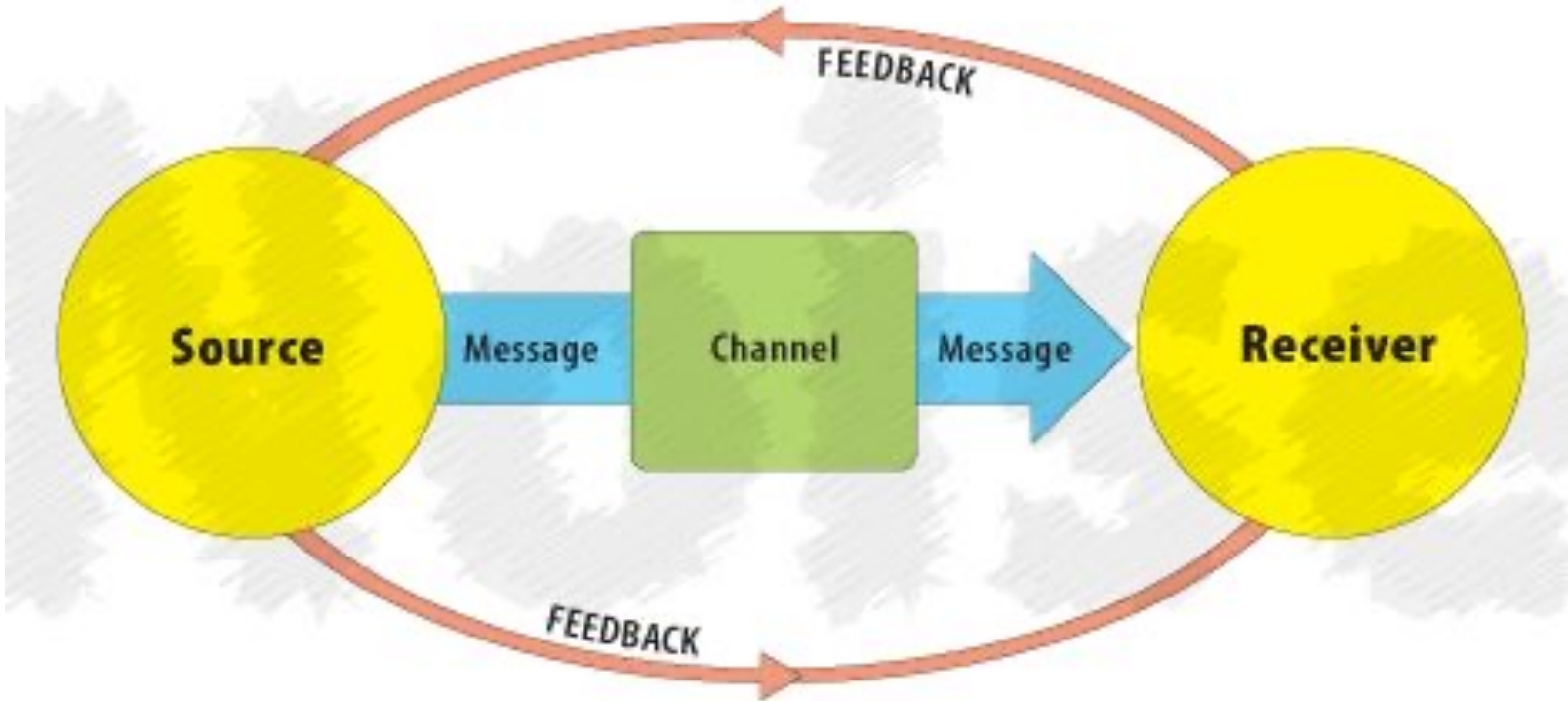
**MESSAGE
DESIGN**

**Choose
channel**

**Craft
Message
(Select &
organize
content)**




Early communication model



Shannon-Weaver Model (1949)

“AUDIENCE STRATEGY”

“Communication takes place in the mind of the listener, not in the speaker” – Peter Drucker, Management Consultant & Author

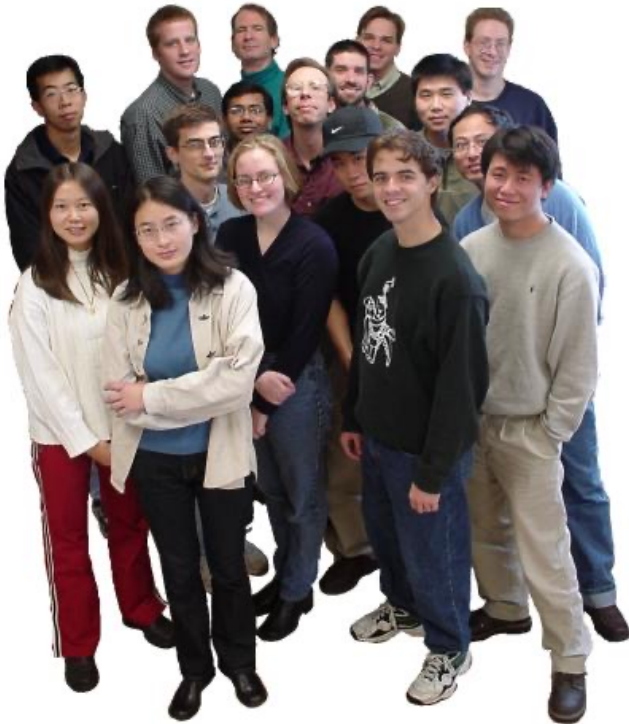


**Analyse
audience**

5 Qs to understand your audience:

1. Who are they? (primary, secondary & influencers)
2. What do they **know, want & expect** regarding your topic?
3. How do they **feel**? (positive, negative, deadline & budget pressures)
4. What **objections** might they have?
5. What will **persuade** them? (WIIFT)

What will persuade them?



Audience benefits:

Job benefits?

Ego benefits?

Career benefits?

SITUATION



DESIGN

“COMMUNICATOR STRATEGY”



**Define
objectives,
choose style**

Communication objective: ‘As a result of this message, I want my audience to...’

If the objective is not clear to you, it won’t be clear to the audience



**Define
objectives,
choose style**

How will your objective influence the overall **communication style**?

- **Relational message:** to build / maintain good relationship with audience (use “we”, “you”)
- **Informational message:** clearly explains & describes (use facts)
- **Promotional (persuasive) message:** to sell an idea, concept, service or product
- **Transformational message:** to inspire or challenge (use personal story)

Communication objective : ‘As a result of this message, I want my audience to...’



... know how to write effectively. (*informational*)

... be a speaker at our event. (*persuasive*)

... feel that they belong to our company. (*relational*)

... be inspired to change their lives. (*transformational*)

SITUATION



DESIGN

**Assess
credibility**



Initial credibility



Acquired credibility –
*through
communication*

Assess your credibility as a communicator

Your credibility **affects your communication** with the audience...

and it **affects the content** you choose...



How well do they know you?

Same **hierarchical** level?

Similar background / profession & age?

Level of **message formality** depends on relationship with audience

Read Input 1 for more info

“COMMUNICATOR STRATEGY”



1. (Your) Rank
2. (Their) Goodwill (towards you)
3. (Your) Expertise
4. (Their) Image (of you)
5. (Your & their) Common ground

Kotter (1982) , Munter (2012)

Assess and enhance credibility

Factor	Emphasise
1. Rank	title, position
2. Goodwill	established relationship with audience
3. Expertise	knowledge, qualifications, track record
4. Image	attributes the audience finds attractive
5. Com ground	shared values, ideas, and beliefs

Based on *Power and Influence*, Kotter (1982) and *Guide to Managerial Communication*, Munter (2012)

My credibility with you

Factor	<u>My</u> Emphasis
1. Rank	Dr with PhD
2. Goodwill	I love teaching (want you to succeed)
3. Expertise	20+ years teaching & experience
4. Image	I worked with CEOs, politicians, PM
5. Com ground	My son studying 2 nd year Economics, so I understand student challenges

SITUATION



DESIGN

**Choose
channel**



Meeting
Paper copy
Text message
Phone
Podcast
Webcast
Twitter
Chat
Blog
E-mail
Facebook
Wiki
Webmeeting

Print channels: memos, brochures, newsletters, reports, policy manuals, annual reports...

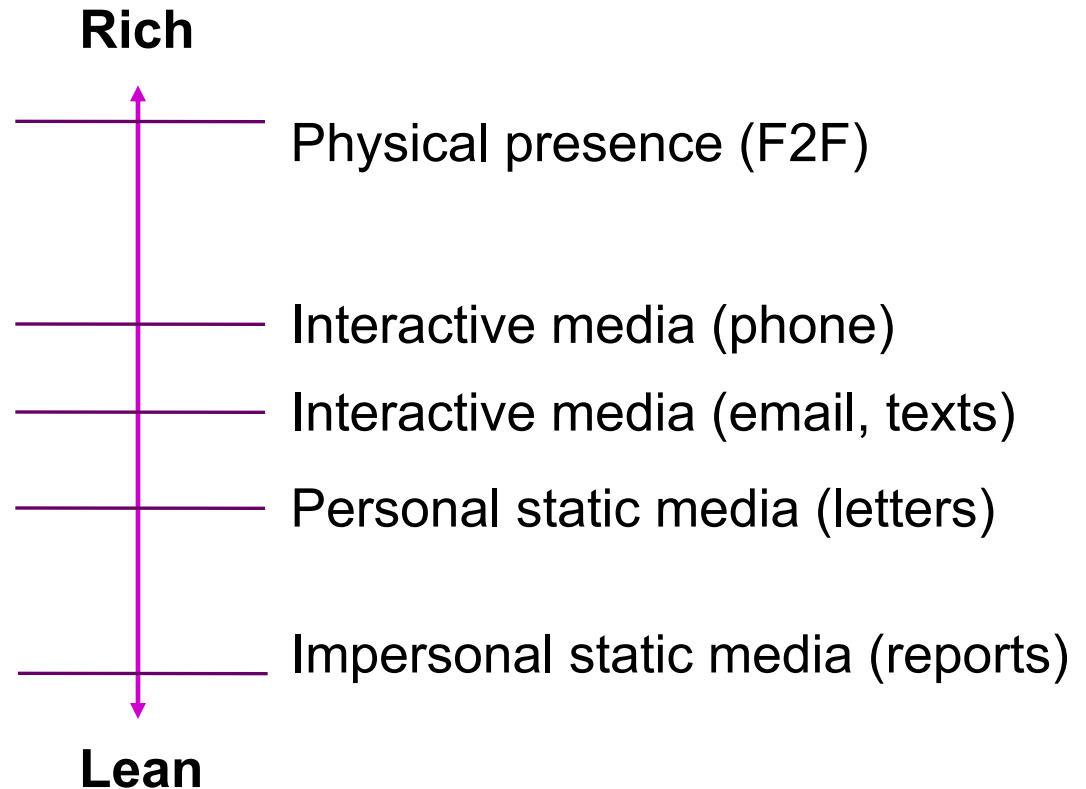
Electronic channels: email, Intranet, blogs, podcasts, social media, video conferencing



**Choose
channel**

Face-to-face channel tools: speeches, team meetings, board meetings, social events...

Media Richness (for engagement) Hierarchy



Adapted from Lengel & Daft (1988)



Choose channel

When to **write**?

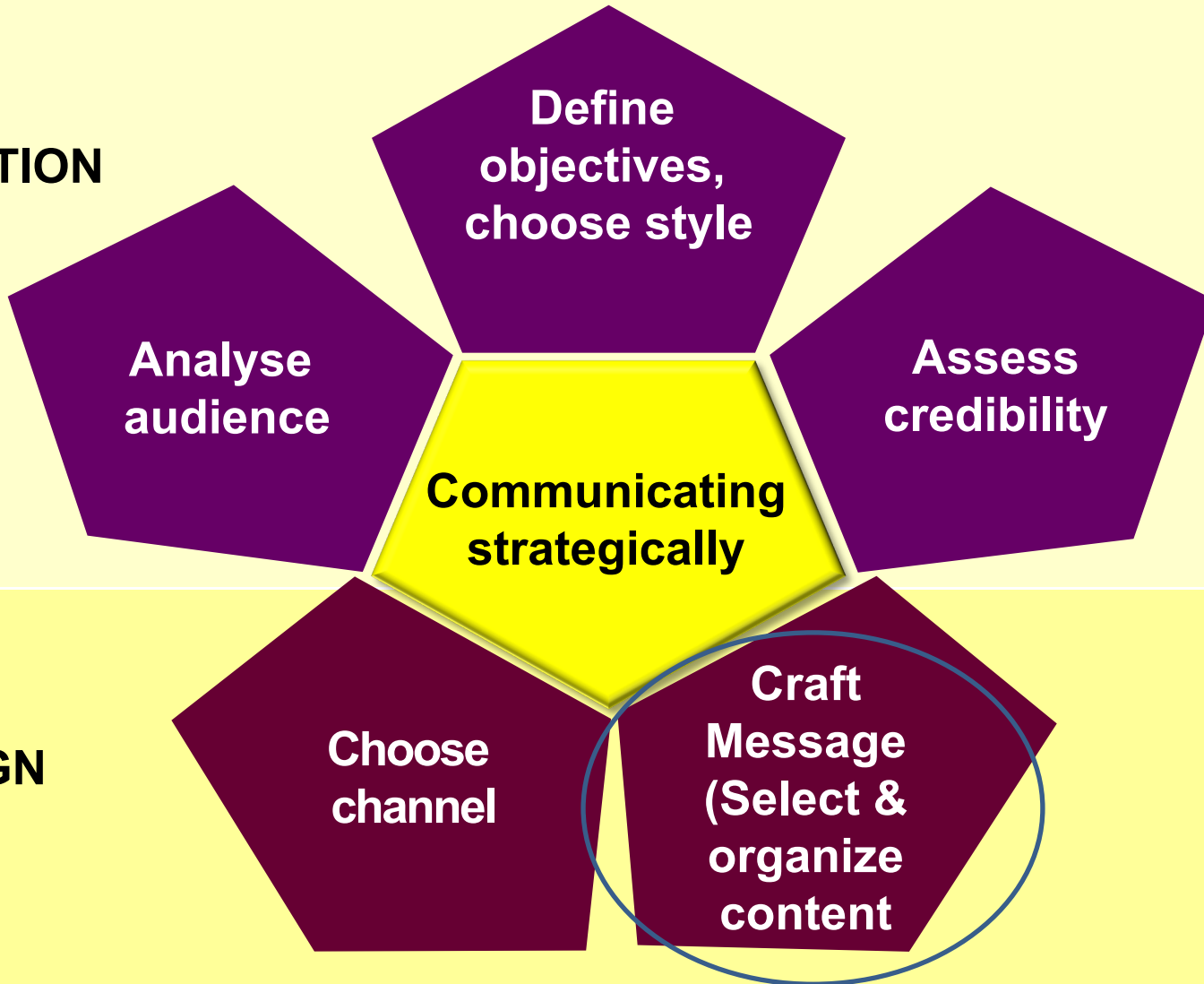
- Record
- Precision
- Mass audience

When to **present**?

- Instant feedback / interaction
- Build community
- Everyone gets message at same time? (Bradford)

When to **combine**?

SITUATION



DESIGN

“MESSAGE STRATEGY”

Beginnings & endings

Message organisation: Direct (get to the point) or **indirect**?

Message content:

- **Ethos** (character/trustworthiness)
- **Pathos** (emotions)
- **Logos** (logic).



**Craft
Message
(Select &
organize
content**

Aristotle in *Business Communication* (2007)

Choose message organisation

Direct

Main idea

Explain

Indirect

Explain

Main idea

“MESSAGE STRATEGY”

Direct best when:

Purely informational
message

Audience **likes your
message**

You present a **sensitive
message** + you have **high
credibility** &/or the
audience **wants results**

Indirect best when:

You have a **sensitive message**

Audience has **negative attitude
to message**

You **lack credibility**

Audience is **analytical**

Aristotle in *Business Communication* (2007)

4. Persuasive techniques

(based on ***Input 2***)

4 considerations:

1. **Ethos of the communicator**
(character, credibility, trustworthiness, expertise)
2. **Pathos of the audience**
(emotions, needs, concerns, fears, attitude)
3. **Logos of the content** (logic: evidence, benefits).
4. Persuasion through **message structure**





1. Ethos: persuading through **communicator credibility**

Establish credibility for yourself as **communicator**
(make your “own character look right” – Aristotle)

Establish credibility through quality of **message** (make
your message “worthy of belief” – Aristotle)

2. Logos: persuading through claims based on relevant evidence

Elements of a convincing argument:

Claim: what do I want to prove?

Evidence: how can I support my argument?

Warrant: what is the link between claim & evidence? (Why is all this important / relevant?)





HE'S SO SICK,
HE COULD DIE
BEFORE YOU GET
TO WORK.

A baby like Nirrob dies every six minutes in Bangladesh because healthcare is out of reach. But, right now, you can give £5 to help build a life-saving clinic.

TEXT **BABY**
TO **70008** NOW.

NO CHILD **BORN TO DIE**



Save the Children

Text BABY to 70008 to donate £5 to build a life-saving clinic in Bangladesh or go to www.savethechildren.org.uk. You will be billed the amount and your standard text message rate. We receive 97% of your donation. All donations to this account go towards our projects. Where donations exceed the appeal target, they will be used to help vulnerable children wherever the need is greatest. By sending the text you agree that we may contact you to tell you about our work and how you can help. We will always give you the chance to opt-out of further communications. If you would rather not receive such information please email us at support@savechildren.org.uk or phone 020 7012 4400 or text STOP to 70008. Registered charity, England and Wales (215890). © Save the Children 2010.

3. Pathos: persuading by **appealing to audience emotions**

Show empathy

4. Persuasion through **message structure**

- Opening & Closing
- Establish **common ground** before disagreeing
- **Problem / Solution** (Here's the problem... help!)
- **Foot-in-the-door** technique (1st a small request, then bigger request)
- **2-sided structure** (list all objections – both sides of argument)
- **"Ask for more"** technique (extreme + acceptable options)
- Point out **danger of no action**
- Use persuasive **patterns...**



Persuasive pattern 1: Four Ps

Position

Show the audience you know their position

Problem

Show the audience you understand their problem

Possibilities

Outline the possible options

Proposal

Make your suggestion

Persuasive pattern 2: Motivated sequence

Step 1	Get attention – arouse interest, focus on message
Step 2	Show the need – identify the problem
Step 3	Satisfy the need – present a solution
Step 4	Vizualize the results – point out the benefits
Step 5	Request action – obtain commitment

Persuasive pattern 3: A I D A

Attention

Convince them of the importance of the message

Interest

Explain how it relates to them, give details

Desire

Support your claims, provide evidence

Proposal

Suggest the action you want them to take

BREAK

5. Session 1 Reflection (Feedback)

(in MyCourses)



6. Instructions for A1 Written request

Work in TEAMS (for A1 Written request + A4 Team presentation)

Teams:

Assignment A1 is done in a team of 4(-5) students.

We'll form teams now

A1 Written request: ORION (10%)

Situation

Write a request to ORION to persuade them to participate in your university course project

Writer (your group)

Aalto Biz student & management intern at Orion

Recipient

Orion's Corporate Responsibility Manager

Draft (1st version) due Session 2 (tomorrow)

Final version due Session 3 (Wednesday)

A1 Written request (group)

Learning outcomes:

- analyse an **audience** and define **objectives** to create a targeted business message
- **write** a coherent and convincing, reader-friendly business **message** (request)
- **critically assess** other business messages

A1 Written request (group)

Situation:

You are an Aalto Biz student and work as a part-time employee for Orion, a leading pharmaceutical company in Finland. In your job as a management intern, you have become increasingly aware of and frustrated with the fact that many people in developing countries cannot afford basic medicine that would improve their health and, for instance, reduce child mortality.

You are currently participating in the course 'How to change the world: social responsibility projects' (6 cr). The purpose of the course projects is to find creative solutions to real-life social challenges that are linked to case companies. You have decided to approach Orion to request them to participate in your team's project.

A1 Written request (group)

With your group members, develop your creative solution to improve the access to affordable medicines in developing countries. Write an email request to Orion's Corporate Responsibility Manager to persuade her / her unit to participate in your team's project.

Think carefully about:

- **Reader benefits.** Why would the company want to help you? What's in it for them? (WIIFT)
- **The arguments** that you use carefully in order to get the response you want.

A1 Written request (group)

Thoroughly **analyse the situation** with your team by using the ideas discussed in Input 1 (communicating strategically) and Input 2 (persuasive techniques).

Then **write** the email request.

A1 Written request (group)

Deadlines:

- *Have your **1st version*** written to show peers in next session (Session 2).

Treat it as a final version to get good feedback.

- ***Get feedback*** in class
- ***Submit final version*** to MyCourses by **13.00 Session 3 (Wednesday)**

Evaluation rubric available in MyCourses A1 submission box

Communication strategy for A1

1. What is your **objective** in the case / in the email?
2. How much and what kind of **credibility** do you as the communicator have?
3. How does your **rather low credibility** influence your message?
4. Who is your **audience**?
5. What does the audience **know / not know**?
6. How is the audience **likely to feel** about your request?
7. How can you **persuade** this specific audience? i.e. what can you offer them?
8. How should you **structure** your message, and why?

7. Work due Session 2

A1 Written request:

Write your email request (in your teams) - consider:

- **Audience focus** – what's in it for them?
- **Style** – e.g. be polite (+ remember pathos)
- **Readability** – e.g. high skim value
- **Content** – reader must understand:
 - why you are writing
 - what it is that you want
 - how they would benefit

Have your 1st Version ready for peer feedback tomorrow.

You will work on it in class + show it to another team

Final version due Wednesday

7. Work due Session 2

Read *Inputs 1, 2 and 3* (communication strategy, persuasive techniques, effective writing) - available in MyCourses

8. Begin teamwork on A1 (prepare for tomorrow)

Session 2 (Tuesday, 4 January)

13.00-17.00 - note extra 1 hour

Topic: Effective business writing

A1 Written request 1st Version:

- Peer feedback

Instructions for A2a & A2b: Individual, 5-minute persuasive presentation (a) outline & (b) presentation

Instructions for A5 Critical reflection

References / Acknowledgments

See in-text citations

Mike Baker, Christa Uusi-Rauva