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ДЕРЖАВНИЙ УНІВЕРСИТЕТ ЕКОНОМІКИ І ТЕХНОЛОГІЙ
Навчально-науковий інститут економіки та бізнес-освіти
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для виконання практичних завдань, самостійної та індивідуальної роботи з освітнього компонента **«Ділові комунікації та культура мовлення»** для здобувачів вищої освіти на другому (магістерському) рівні спеціальностей С1 «Економіка та міжнародні економічні відносини» та С3 «Міжнародні комунікації» очної (денної) та заочної форм здобуття вищої освіти

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Укладач: Кіра ВИШНЕВСЬКА

доцент кафедри міжнародних відносин к.п.н.,
доцент.

Відповідальна
за випуск:

Ірина
МАКСИМОВА

завідувач кафедри міжнародних відносин, д.е.н.,
доцент.

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Section 1 Business communication versus general communication

The difference between general and business communication is not crucial. Both types can be represented with the same diagram containing the same elements. Nevertheless, business communication is different from general one in the following aspects:

1. Main purpose and focus, in particular, business is focused on work tasks, solving problems, selling products, or meeting company goals while general is focused on building social bonds, expressing emotions, or sharing casual news;
2. Tone and style difference means that business communication is objective, direct, polite, and professional with personal feelings left out while general one is casual, subjective, flexible, and driven by personal emotion or opinion;
3. Structure and rules distinction lies in necessity to follow official chains of command, specific formats (like memos or reports), and company policy for business communication and having no set rules, structure, or authority path and moving freely for general one. Historically, there have been two types of business communication such as direct and indirect, which led to the functioning of oral and written communication. Business communications are realized in the dialogue intended for interaction between two or several interlocutors (separate physical persons, legal entities, the enterprises, establishments, the organizations) in oral and written communication.

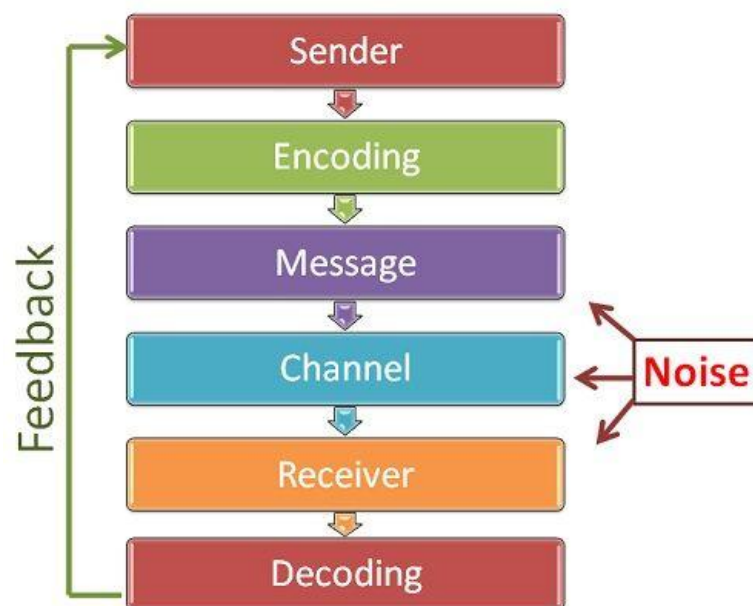
Written business communication involves the possession of all types of business letters, contracts, agreements and other relevant documents operating in the management field.

Oral business communication is realized in business negotiations, meetings, consultations, etc. In oral and written forms, monologue business language is realized in the form of meetings, gatherings - specific types of communication.

Common forms of business communication are business conversations, gatherings, negotiations, press conferences, various business meetings, presentations, briefings, exhibitions, fairs of new products and more. Business professional culture includes the ability to communicate by phone, conduct a business discussion, speak in public. In the traditional genres of business communication (public speeches, interviews, comments, consultations) are implemented communication strategies of companies or business partners that require not only self-presentation skills, but also the promotion of philosophy, company image, organizational values, corporate culture and consumer knowledge, financial markets, contact audiences, etc. Summarizing the above mentioned the following definitions can be provided:

General communication is the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communication through verbal and nonverbal means to convey and receive information. In other words, it is broad, everyday exchange of thoughts, feelings, or social info among friends, family, or the public without strict rules or a fixed work goal

Business communication is a goal-oriented, formal process used in professional settings to share practical information and drive specific actions. It can be both intergroup and interpersonal, with the specifics, structure and functions determined by the scope of business relations in which communication is used. In business practice, the ability to communicate has always been vitally important. Knowledge of the basics of business communication provides effective interaction with business partners, implementing comfortable psychological communication and a variety of strategies and tactics focused on achieving compromise and cooperation. Besides, it gives opportunity for more informed decisions in the negotiation process and reduces the risks of wrong economic activity. Any communication process is the interaction of a set of elements. There are six basic elements of the communication process.



Let's observe the elements from point of view of business communication:

1. SENDER is the starting point. a person who generates an idea or collects information and transmits it. Any communication begins with the fact that one of the participants in the communication has a desire to share a thought or feeling. The sender has a specific business goal: to change a regulation, close a sale, or motivate a team. Their business objective is to define the purpose clearly for themselves by answering two questions before communicating: *Why am I*

narrating this? and *What exact action do I need from the receiver?* The sender can unconsciously assume the receiver has the exact same background information, leading to vague formatting.

2. ENCODING means translating abstract thoughts into a structured, understandable format. It involves choosing specific words, establishing the tone of voice, and creating charts. Message encoding is the provision of the content of a message of a certain form. The message must be transmitted in words, signs, impulses that will be clear to the recipient, otherwise he will not be able to decrypt / decode the received information. Business objective is to simplify the narration and if, possible, turn complex data sheets into clean graphs, and long blocks of text into scannable bullet points.

3. MESSAGE can be defined as the physical or digital output of the encoding step, information, or a coded idea, that is sent by the sender to the recipient. It is the tangible item that can be read, viewed, or heard (e.g., a PDF report, a Slack message, or a speech). Human communication is formed by a huge number of different messages, which are often transmitted simultaneously. They can include the following types of data: facts, ideas, thoughts, emotions, motivation. While structuring it is of paramount importance to adhere to the rule: "One message, one core takeaway" to keep the receiver focused on the priority.

4. CHANNEL (Medium) signifies a technical bridge between both parties, a means of transmitting information (oral transmission, meetings, telephone conversations, written transmission, memos, reports, e-mail, computer networks). The choice of channel must match the urgency and sensitivity of the topic..

5. RECEIVER is the targeted individual or audience, a person to whom the information is intended and who interprets it. Their current workload, stress level, and relationship with the sender heavily influence how they receive the data. Due to receiving hundreds of notifications a day, the receiver might skim the text too fast and miss critical details. Thus, attention management is essential. In written communication you should use visual hooks like bold text and place action items or deadlines at the very top of the communication.

6. DECODING includes the perception (received) of the message by the recipient, its interpretation (as understood) and evaluation (what and how received). When decrypting, the recipient proceeds from his own life experience, which may differ significantly from the experience of the sender of the message. The effectiveness of communication can be assessed by the reaction of the recipient (feedback). The receiver filters the message through the lens of their own experience, current mood, skill level, and cultural background. Risk of misinterpretation should be avoided. If a manager writes "Fix this ASAP," they might encode it meaning "*within the hour*," while the receiver decodes it as "*by tomorrow morning*." Business objective is absolute alignment. Both parties should share identical definitions of terms, target metrics, and expectations to eliminate assumptions.



Theoretical questions to Section 1

1. What is information?
2. What is communication?
3. How is communication different from business communication?
4. Business communication is a complex and multifaceted process that has objective and subjective aspects and is characterized by different verbal and nonverbal parameters. Give a brief description.
5. Describe nonverbal communication.
6. Name the stages of business communications.
7. Explain the common forms of business communication.
8. What are the three main elements that function in business communication?
9. Describe the four basic elements of the communication process.
10. In order to communicate properly and achieve the goal of communication, the communicator must have communicative professionally oriented competence. What is this concept?

Section 2 Skills and values in business communication

Communication is the fundamental tool humans use to share ideas, build relationships, solve problems, and drive progress. It connects people, aids decision-making, and fosters mutual trust across every part of daily life. Key benefits and importance are as follows:

1. building relationship-acts as the glue that connects employees, business partners, and coworkers;
2. enhancing problem-solving-allows people to talk through issues and find clear solutions.
3. boosting career growth-helps professionals advance and work well in teams;
4. promoting better understanding-clears up confusion and reduces mistakes;
5. aiding decision-making-gives groups the facts they need to make smart choices;
6. resolving conflicts-stops arguments before they grow by letting both sides talk peacefully;
7. increasing confidence-empowers individuals to share thoughts clearly;
8. encouraging teamwork-helps groups work smoothly toward shared goals;
9. supporting leadership-lets managers guide and motivate others effectively;

10. spreading knowledge-shares learning, culture, and history across the world.

QUIZ HOW SKILLFUL ARE YOU IN BUSINESS COMMUNICATION?

1. A team member submits a project report that lacks critical data. Which of the following responses demonstrates the most constructive feedback loop?

- A) You completely missed the data section. Please rewrite it and don't skip details next time.
- B) The report looks great, thank you! Let's just add the missing data later whenever you find the time.
- C) I appreciate the quick turnaround on this report. To make it ready for stakeholders, we need to integrate the Q3 financial metrics. Can you add those by tomorrow afternoon?
- D) Why did you send this without checking if the data was included first?

2. Your department is shifting to a new project management platform. Employees are resistant and complaining about the change. What is the most effective internal communication strategy?

- A) Send an all-company memo stating that use of the platform is mandatory starting Monday.
- B) Hold an open forum to explain *why* the tool was chosen, address pain points, and outline the phased training support.
- C) Ignore the complaints and let tech-savvy employees help those struggling on a casual basis.
- D) Delay the transition indefinitely until everyone feels comfortable with the software.

3. During an executive presentation, a manager includes deep-dive technical background metrics for a room full of venture capital investors who are looking for high-level ROI. Which of the "7 Cs of Communication" has been breached?

- A) Correctness
- B) Concreteness
- C) Conciseness
- D) Completeness

4. A client sends a highly emotional, angry email blaming your team for a minor delivery delay. What is the best initial approach to manage this psychological communication barrier?

- A) Reply immediately to defend your team and point out that the client's timeline was unrealistic.

B) Wait a brief period to remain composed, then respond by validating their frustration, clarifying the resolution steps, and keeping your tone completely neutral.

C) Forward the email to your entire team to show them how their mistakes affect clients.

D) Reply with a simple one-line automated response: "Message received. We are looking into it."

5. During a heated project meeting, a team member consistently interrupts others and dismisses their ideas. Which conflict resolution approach is most effective for fostering long-term collaboration while addressing this behavior?

A) Address the interruptions calmly in the meeting by actively seeking the team member's input, then schedule a private discussion to establish communication norms.

B) Allow the team member to dominate the discussion to prevent immediate escalation and maintain temporary peace.

C) Ignore the interruptions and focus only on the project deliverables to bypass personal friction.

D) Interrupt them back to assert your authority and remind them of your position in the company hierarchy.

6. When presenting a new strategic proposal to a group of stakeholders, which combination of non-verbal cues best conveys confidence and transparency?

A. Slouching slightly to appear relaxed, speaking rapidly to show enthusiasm, and crossing arms to focus attention.

B. Avoiding eye contact to remain humble, using fidgety hand movements to appear energetic, and pacing quickly across the room.

C. Maintaining steady eye contact, keeping gestures open and expansive, and ensuring an upright, engaged posture.

D. Keeping hands in pockets to appear casual, reading directly from the slides, and lowering your voice to a whisper.

7. Your organization is facing a sudden data breach. According to crisis communication best practices, what should be the immediate first step taken by the communication team?

A. Issue a transparent holding statement acknowledging the situation, outlining the immediate steps being taken to address it, and committing to future updates.

B. Withhold all information from the public and employees until the IT team has completely resolved the issue.

C. Immediately release a statement shifting the blame to a third-party vendor to protect the company's immediate reputation.

D. Launch a major promotional campaign on social media to distract the public from the issue while silently fixing the problem.

8. You need to send a project update to a senior executive who prefers concise communication, but you also need several team members to have the detailed context. How should you format the recipient list and the message?

- A. Put the executive's email in the 'To' line with a highly detailed, lengthy narrative, and leave the 'CC' line empty.
- B. Put the executive's email in the 'CC' line and the team members in the 'To' line to keep the executive's inbox clean.
- C. Send two completely separate emails: one to the executive with no details, and a forwarded version to the team.
- D. Put the executive's email in the 'To' line and the team members in the 'CC' line, ensuring the email body starts with a clear executive summary followed by detailed points.

9. A colleague sends an email criticizing your recent report using a tone you find unprofessional and overly blunt. Which of the following is the most effective approach to handling this situation?

- A. Reply immediately with an emotionally charged email pointing out their unprofessionalism and defending your work point by point.
- B. Wait until you are calm, then schedule a brief face-to-face or video meeting to discuss their feedback constructively.
- C. Forward their email to your department's leadership to show everyone how poorly they are treating you.
- D. Send a one-word reply like "Noted" and completely ignore any future communication from them.



Practical tasks for Section 2

1. Provide examples emphasizing 10 key benefits and importance of skillful business communication.
2. Take a quiz and calculate your score.

Section 3

External Communications

External communications deliver specific businesses messages to individuals outside an organization. They may announce changes in staff or strategy, earnings, and more. The goal of an external communication is to create a specific message that the receiver will understand and share with others. Examples of external communications include the following.

Press Releases

Public relations professionals create external communications about a client's product, services, or practices for specific receivers. These receivers, it is hoped, will share the message with others. In time, as the message is passed along, it should *appear* to be independent of the sender, creating the illusion of an independently generated consumer trend, public opinion, and so on.

The message of a public relations effort may be *b2b* (business to business), *b2c* (business to consumer), or media related. The message can take different forms. Press releases try to convey a newsworthy message, real or

manufactured. It may be constructed like a news item, inviting editors or reporters to reprint the message in part or as a whole, with or without acknowledgement of the sender's identity. Public relations campaigns create messages over time through contests, special events, trade shows, and media interviews in addition to press releases.

Ads

Advertising places external business messages before target receivers through media buys. A media buy is a fee that is paid to a television network, Web site, magazine, and so on by an advertiser to insert an advertisement. The fee is based on the perceived value of the audience who watches, reads, listens to, or frequents the space where the ad will appear.

In recent years, receivers have begun to filter advertiser's messages. This phenomenon is perceived to be a result of the large amount of ads the average person sees each day and a growing level of consumer wariness of paid messaging. Advertisers, in turn, are trying to create alternative forms of advertising that receivers won't filter. The *advertorial* is one example of an external communication that combines the look of an article with the focused message of an ad. Product placements in videos, movies, and games are other ways that advertisers strive to reach receivers with commercial messages.

Web Pages

A Web page's external communication can combine elements of public relations, advertising, and editorial content, reaching receivers on multiple levels and in multiple ways. Banner ads, blogs, and advertiser-driven "click-through" areas are just a few of the elements that allow a business to deliver a message to a receiver online. The perceived flexibility of online communications can impart a less formal (and therefore, more believable) quality to an external communication. A message relayed in a daily blog post, for example, will reach a receiver differently than if it is delivered in an annual report. The popularity and power of blogs is growing, with 21% of *Fortune* 500 companies having official blogs (up from 4% in 2005). In fact, blogs have become so important to companies such as Coca-Cola Company, Eastman Kodak Company, and Marriott International Inc. that they have created official positions within their organizations titled "chief blogging officer". The "real-time" quality of Web communications may appeal to receivers who might filter out traditional ads and public relations messages because of their "prefab" quality. Despite a "spontaneous" feel, many online pages can be revisited many times in a single day. For this reason, clear and accurate external communications are as vital for online use as they are in traditional media.

Customer Communications

Customer communications can include letters, catalogs, direct mail, e-mails, text messages, and telemarketing messages. Some receivers automatically filter these types of bulk messages. Others will be receptive. The key to a successful external communication to customers is to convey a business message in a personally compelling way—dramatic news, a money-saving coupon, and so forth.

The growth of e-mail has been spectacular, but it has also created challenges in managing information and increasing the speed of doing businesses. Over 100 million adults in the United States use e-mail at least once a day. Internet users around the world send an estimated 60 billion e-mails each day, and a large portion of these are spam or scam attempts. That makes e-mail the second most popular medium of communication worldwide, second only to voice. Less than 1% of all written human communications even reaches paper these days. To combat the overuse of e-mail, companies such as Intel have even instituted “no e-mail Fridays.” During these times, all communication is done via other communication channels. Learning to be more effective in your e-mail communications is an important skill.

Toolbox: Business E-mail Do’s and Don’ts

1. DON’T send or forward chain e-mails.
2. DON’T put anything in an e-mail that you don’t want the world to see.
3. DON’T write a message in capital letters—this is the equivalent of SHOUTING.
4. DON’T routinely CC everyone. Reducing inbox clutter is a great way to increase communication.
5. DON’T hit send until you’ve spell-checked your e-mail.
6. DO use a subject line that summarizes your message, adjusting it as the message changes over time.
7. DO make your request in the first line of your e-mail. (And if that’s all you need to say, stop there!)
8. DO end your e-mail with a brief sign-off such as, “Thank you,” followed by your name and contact information.
9. DO think of a work e-mail as a binding communication.
10. DO let others know if you’ve received an e-mail in error.

An important although often ignored rule when communicating emotional information is that e-mail’s lack of richness can be your loss. As we saw in the chart above, e-mail is a medium-rich channel. It can convey facts quickly. But when it comes to emotion, e-mail’s flaws make it a far less desirable choice than oral communication—the 55% of nonverbal cues that make a conversation comprehensible to a listener are missing. Researchers also note that e-mail readers don’t pick up on sarcasm and other tonal aspects of writing as much as the writer believes they will.

The sender may believe that certain emotional signifiers have been included in a message. But, with written words alone, those signifiers are not there. This gap between the form and content of e-mail inspired the rise of emoticons—symbols that offer clues to the emotional side of the words in each message. Generally speaking, however, emoticons are not considered professional in business communication.

You might feel uncomfortable conveying an emotionally laden message verbally, especially when the message contains unwanted news. Sending an e-mail to your staff that there will be no bonuses this year may seem easier than breaking the bad

news face-to-face, but that doesn't mean that e-mail is an effective or appropriate way to break this kind of news. When the message is emotional, the sender should use verbal communication. Indeed, a good rule of thumb is that more emotionally laden messages require more thought in the choice of channel and how they are communicated.

Communication can occur without you even realizing it. Consider the following: Is your e-mail name professional? The typical convention for business e-mail contains some form of your name. While an e-mail name like "LazyGirl" or "DeathMonkey" may be fine for chatting online with your friends, they may send the wrong signal to individuals you e-mail such as professors and prospective employers.

Is your outgoing voice mail greeting professional? If not, change it. Faculty and prospective recruiters will draw certain conclusions if, upon calling you, they get a message that screams, "Party, party, party!"

Do you have a "private" social networking Web site on MySpace.com, Facebook.com, or Xanga.com? If so, consider what it says about you to employers or clients. If it is information you wouldn't share at work, it probably shouldn't be there.

Googled yourself lately? If not, you probably should. Potential employers have begun searching the Web as part of background checking, and you should be aware of what's out there about you.



Practical tasks for Section 3

1. Internal Communications

The Memo Task: A company is changing its remote work policy. Write a **formal memo** notifying staff that they must work from the office three days a week starting next month.

The Email Crisis: An internal server crash deleted a day of customer data. Draft an **urgent email** to your department explaining the issue, outlining recovery steps, and maintaining a calm tone.

2. External & Inquiry Letters

The Inquiry Letter: Your catering company needs a new organic poultry supplier. Write a **letter of inquiry** to a local farm asking for their wholesale price list, delivery schedules, and minimum order quantities.

The Sales Pitch: You run a eco-friendly packaging startup. Draft a **sales letter** to a local restaurant chain explaining how switching to your products will lower their carbon footprint and attract customers.

3. Public Relations & Marketing

The Press Release: A tech company just developed a solar-powered smartphone. Write a **press release** announcing the launch, including a fictional quote from the CEO and a clear launch date.

The Blog Post: A fitness brand wants to build community trust. Write a 300-word **educational blog post** titled "5 Easy Ways to Stay Active at a Desk Job" using an engaging, conversational tone.

The Advertisement: Create a short, persuasive **digital ad copy** (under 50 words) for a new language learning app. Include a catchy headline and a direct call to action

Section 4 Oral Communication

Oral communications in business take place over the phone or in person. The medium of the message is oral. Let's look at how the same message can travel successfully from sender to receiver.

Manager (speaking on the phone): "Good morning Bill!" *(By using the employee's name, the manager is establishing a clear, personal link to the receiver.)*

Manager: "Your division's numbers are looking great." *(The manager's recognition of Bill's role in a winning team further personalizes and emotionalizes the conversation.)*

Manager: "Our next step is to order more printer toner cartridges. Would you place an order for 1,000 printer toner cartridges with Jones Computer Supplies? Our budget for this purchase is \$30,000, and the printer toner cartridges need to be here by Wednesday afternoon." *(The manager breaks down the task into several steps. Each step consists of a specific task, time frame, quantity, or goal.)*

Bill: "Sure thing! I'll call Jones Computer Supplies and order 1,000 more printer toner cartridges, not exceeding a total of \$30,000, to be here by Wednesday afternoon." *(Bill, a model employee, repeats what he has heard. This is the feedback portion of the communication. Feedback helps him recognize any confusion he may have had hearing the manager's message. Feedback also helps the manager hear if she has communicated the message correctly.)*

Unsuccessful oral business communication happens when spoken words fail to transfer clear meaning, leading to costly mistakes, wasted time, or confusion. Common instances involve ambiguous instructions, heavy jargon, or ignoring listener feedback. Here are some common examples in the workplace:

Vague Delegations: A manager tells a team member, "Handle that client issue today," without stating which client, what the priority is, or the expected outcome.

Jargon-Heavy Explanations: A tech lead explains a new database update to the marketing team using complex developer acronyms, leaving the team with zero actionable insights.

Rushed Phone Updates: A sales rep calls a client while driving and speaks too fast while mumbling pricing details, forcing the client to ask for a complete recap via email.

Defensive Pitching: A project leader interrupts stakeholders during a verbal presentation to argue against minor critiques instead of listening to core concerns.

Monotone Status Meetings: A supervisor reads safety protocols aloud in a fast, flat voice during a morning briefing, causing staff to zone out and miss vital rules.

While the process may be the same, high stakes communications require more planning, reflection, and skill than normal day-to-day interactions at work. Examples of high stakes communication events include asking for a raise or presenting a business plan to a venture capitalist. In addition to these events, there are also many times in our professional lives when we have crucial conversations, which are defined as discussions in which not only are the stakes high, but also the opinions vary and emotions run strong. One of the most consistent recommendations from communications experts is to work toward using “*and*” instead of “*but*” when communicating under these circumstances. In addition, be aware of your communication style and practice being flexible; it is under stressful situations that communication styles can become the most rigid.

Toolbox: 10 Recommendations for Improving the Quality of Your Conversations

1. *Be the first to say hello.* Use your name in your introduction, in case others have forgotten it.
2. *Think before you speak.* Our impulse is often to imitate movies by offering fast, witty replies in conversation. In the real world, a careful silence can make us sound more intelligent and prevent mistakes.
3. *Be receptive to new ideas.* If you disagree with another person’s opinion, saying, “Tell me more,” can be a more useful way of moving forward than saying, “That’s stupid!”
4. *Repeat someone’s name to yourself and then aloud, when being introduced.* The form of the name you use may vary. First names work with peers. Mr. or Ms. is common when meeting superiors in business.
5. *Ask questions.* This establishes your interest in another person.
6. *Listen as much, if not more, than you speak.* This allows you to learn new information.
7. *Use eye contact.* Eye contact shows that you are engaged. Also, be sure to smile and make sure your body language matches your message.
8. *Mirror the other person.* Occasionally repeat what they’ve said in your own words. “You mean...?”
9. *Have an exit strategy ready.* Ideal conversations are brief, leaving others wanting more.
10. *Be prepared.* Before beginning a conversation, have three simple facts about yourself and four questions about someone else in mind.

Nonverbal

Communication

What you say is a vital part of any communication. Surprisingly, what you *don’t* say can be even more important. Research shows that nonverbal cues can also

affect whether or not you get a job offer. Judges examining videotapes of actual applicants were able to assess the social skills of job candidates with the sound turned off. They watched the rate of gesturing, time spent talking, and formality of dress to determine which candidates would be the most socially successful on the job. Research also shows that 55% of in-person communication comes from nonverbal cues such as facial expressions, body stance, and tone of voice. According to one study, only 7% of a receiver's comprehension of a message is based on the sender's actual words, 38% is based on paralanguage (the tone, pace, and volume of speech), and 55% is based on *nonverbal cues* (body language). To be effective communicators, our body language, appearance, and tone must align with the words we're trying to convey. Research shows that when individuals are lying, they are more likely to blink more frequently, shift their weight, and shrug. A different tone can change the perceived meaning of a message. See the table below for how clearly this can be true. If we only read these words, we would be left to wonder, but during a conversation, the tone conveys a great deal of information. Changing your tone can dramatically change your meaning.

Placement of the emphasis	What it means
I did not tell John you were late.	Someone else told John you were late.
I did not tell John you were late.	This did not happen.
I did not tell John you were late.	I may have implied it.
I did not tell John you were late.	But maybe I told Sharon and José.
I did not tell John you were late.	I was talking about someone else.
I did not tell John you were late.	I told him you still are late.
I did not tell John you were late .	I told him you were attending another meeting.

Now you can see how changing the tone of voice in a conversation can incite or diffuse a misunderstanding. For another example, imagine that you're a customer interested in opening a new bank account. At one bank, the bank officer is dressed neatly. She looks you in the eye when she speaks. Her tone is friendly. Her words are easy to understand, yet professional sounding. "Thank you for considering Bank of the East Coast. We appreciate this opportunity and would love to explore ways that we can work together to help your business grow," she says with a friendly smile. At the second bank, the bank officer's tie is stained. He looks over your head and down at his desk as he speaks. He shifts in his seat and fidgets with his hands. His words say, "Thank you for considering Bank of the West Coast. We appreciate this opportunity and would love to explore ways that we can work together to help you business grow," but he mumbles his words, and his voice

conveys no enthusiasm or warmth. Which bank would you choose? The speaker's body language must match his or her words. If a sender's words and body language don't match—if a sender smiles while telling a sad tale, for example—the mismatch between verbal and nonverbal cues can cause a receiver to actively dislike the sender. Following are a few examples of nonverbal cues that can support or detract from a sender's message.

Body Language. A simple rule of thumb is that simplicity, directness, and warmth conveys sincerity. Sincerity is vital for effective communication. In some cultures, a firm handshake is a great way to establish trust. A weak handshake might convey a lack of trustworthiness. Gnawing one's lip conveys uncertainty. A direct smile conveys confidence.

Eye Contact. In business, the style and duration of eye contact varies greatly across cultures. In the United States, looking someone in the eye (for about a second) is considered a sign of trustworthiness.

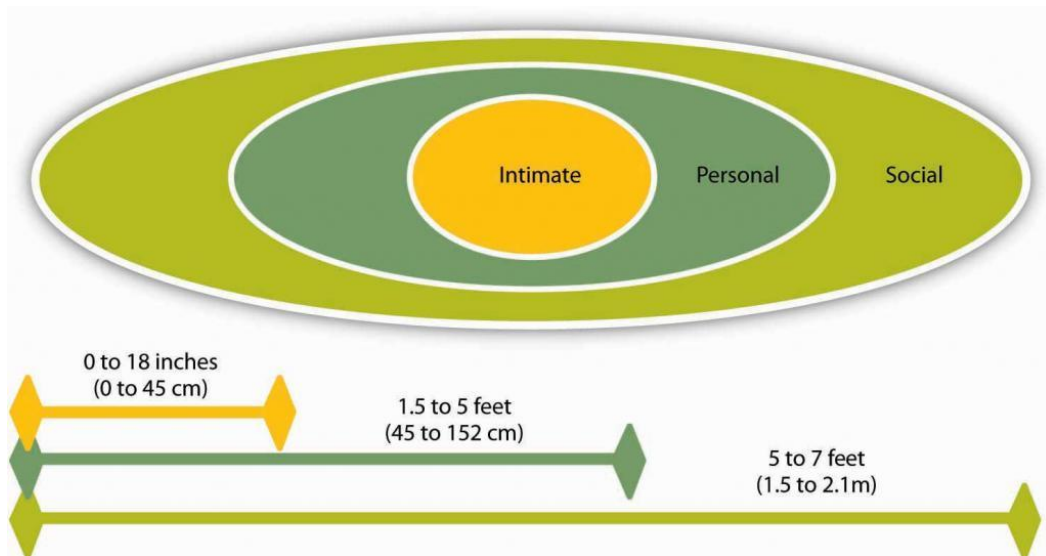
Facial Expressions . The human face can produce thousands of different expressions. These expressions have been decoded by experts as corresponding to hundreds of different emotional states. Our faces convey basic information to the outside world. Happiness is associated with an upturned mouth and slightly closed eyes; fear with an open mouth and wide-eyed stare. Shifty eyes and pursed lips convey a lack of trustworthiness. The impact of facial expressions in conversation is instantaneous. Our brains may register them as “a feeling” about someone's character. For this reason, it is important to consider how we appear in business as well as what we say. The muscles of our faces convey our emotions. We can send a silent message without saying a word. A change in facial expression can change our emotional state. Before an interview, for example, if we focus on feeling confident, our face will convey that confidence to an interviewer. Adopting a smile (even if we're feeling stressed) can reduce the body's stress levels.

Posture. The position of our body relative to a chair or other person is another powerful silent messenger that conveys interest, aloofness, professionalism, or lack thereof. Head up, back straight (but not rigid) implies an upright character. In interview situations, experts advise mirroring an interviewer's tendency to lean in and settle back in a seat. The subtle repetition of the other person's posture conveys that we are listening and responding.

Touch. The meaning of a simple touch differs between individuals, genders, and cultures. In Mexico, when doing business, people may find themselves being grasped on the arm. To pull away is seen as rude. In Indonesia, to touch anyone on the head or to touch anything with one's foot is considered highly offensive. In some cultures it is considered impolite for a woman to shake a man's hand. Americans place great value in a firm handshake. But handshaking as a competitive sport (“the bone-crusher”) can come off as needlessly aggressive both at home and abroad.

Space. Anthropologist Edward T. Hall coined the term *proxemics* to denote the different kinds of distance that occur between people. These distances vary among

cultures. The chart below outlines the basic proxemics of everyday life and their associated meaning.



Distance between speakers is partially determined by their intimacy level. Standing too far away from a colleague (public speaking distance) or too close to a colleague (intimate distance for embracing) can thwart an effective verbal communication in business.



Practical tasks for Section 4

Role play the following negotiations :

- 1.The Roles**

Person A (The Customer): Frustrated because an online order arrived broken right before a major event. They want a refund and express annoyance.

Person B (The Support Agent): Calm, attentive, and focused on fixing the issue
- 2.The Roles**

Person A (The Overloaded Employee): Already has a full workload and tight deadlines.

Person B (The Manager/Coworker): Asks Person A to take on an urgent, unexpected new project.
- 3.The Roles**

Person A (The Feedback Giver): Needs a teammate to stop missing deadlines, which delays the whole project.

Person B (The Teammate): Missed the last two deadlines but is unaware of the negative impact.
- 4.The Roles**

Person A (The Employee): Wants to request a raise based on recent achievements and increased responsibilities.

Person B (The Manager): Values the employee but operates under budget constraints and needs strong justification for the increase.

Section 5 Visual communication, including images, diagrams, graphics.

Visual communication is the practice of using images, graphics, charts, symbols, video, and design elements to convey information and ideas — instead of, or alongside, written or spoken words. It covers everything from a simple infographic to a data dashboard to a branded slide deck. The goal of visual communication is to make meaning clearer, faster, and more memorable than text alone. Because the human brain processes images significantly faster than text, well-designed visuals reduce cognitive load, improve comprehension, and increase retention — especially for complex information.

Common examples of visual communication include:

- Infographics and data visualizations
- Charts and diagrams
- Icons and symbols
- Videos and animations
- Presentation slides
- Brand logos and signage
- Interactive dashboards

In an era of shrinking attention spans, visuals grab attention fast, clarify meaning at a glance, and drive action when moments are brief or stakes are high. If a picture is worth a thousand words, visual communication is one of the most powerful ways to convey meaning. Visual communication uses images, icons, and graphics to share messages clearly and quickly—in less time than it takes to read text. It brings together two related disciplines: *communication design*, which focuses on crafting messages that educate, motivate, and engage, and *graphic design*, which applies visual principles to present those messages in a clear, attractive, and impactful way. 90% information transmitted to the brain is visual. Our brains are wired to respond to visuals. In fact, we process images 60,000 times faster than text, and it takes just 13 milliseconds to understand a picture—no wonder 90% of the information transmitted to the brain is visual. This natural advantage makes visuals more memorable and impactful, especially when paired with written messaging. The key is choosing the right visual for the right message. Read on to learn more about visual communication and how to get started creating powerful messaging.

Toolbox:

- Visual communication uses images and graphics to convey messages more efficiently than words alone.
- It's distinct from graphic design and communication design in its purpose and focus.
- The human brain processes visuals dramatically faster than text—in as little as 13 milliseconds.
- Visuals like charts, symbols, and infographics help simplify complex information.
- Effective visual communication enhances engagement, understanding, and memory.

Why

Visual

Communication

Works

In a world overflowing with information, getting your message across clearly and quickly is more important than ever. Visuals help cut through the noise, making ideas easier to understand, remember, and connect with on a deeper level. Visual communication is effective because of how fast the human brain can understand and process visual content. People can see a picture, chart, or diagram and instantly comprehend the message, and this speed also improves both comprehension and recall—so your viewers can absorb and retain information more efficiently. In addition, when data or ideas are presented visually—such as through a chart, diagram, or illustration—it's easier to see patterns, relationships, and meaning at a glance. This is especially helpful in situations where time is limited or you have limited space to fit your message, like a billboard or in a quick social media reel.

Choosing a visual format:

- If time is tight, use static; if depth is needed, use interactive.
- If the audience scrolls fast, use motion; if they're seated and focused, use static.
- If the content is complex or data-rich, use interactive; if it's simple, use static.
- If budget/resources are limited, choose static; if you can invest more, consider motion or interactive.
- Match the format to the channel's strengths and audience expectations (e.g., reels for social, slides for meetings, dashboards for analysis).



Theoretical questions to Section 5

1. What is visual communication and what are some examples?
2. Why is visual communication important?
3. What are the 4 main types of visual communication?
4. What is the importance of visual communication?

SECTION 6 Workplace communication?

Workplace communication refers to the different ways people communicate in a workplace environment. Typically, it has more to do with internal exchanges, such as those:

- Between team members
- Between cross-functional teams
- Between an employee and their manager
- Between employees and company leaders

3 Internal Communication Case Studies and Examples Worth Following

CASE1. Mustang Cat Internal Communication Case Study: Building an Internal Communications Program From Scratch

Mustang Cat had no internal communications foundation when it started working with ContactMonkey. There were no engagement metrics, no consistent sending process, and 40 to 50% of the workforce had never been reliably reached by company communications. What followed was a ground-up build of an internal communications program that established sender credibility, introduced audience segmentation, and created trackable feedback loops for the first time. *(ContactMonkey is an internal email software that lets you design, send, and track employee newsletters directly inside Outlook or Gmail)*

- **Industry:** Construction and infrastructure
- **Company size:** 1,000 to 9,999 employees
- **Key focus:** Building foundations, establishing sender credibility, using AI and analytics to run a lean team

The Goal and Audience

When Jerilyn Hall joined Mustang Cat as Employee Communications Manager, she was not walking into a program that needed refinement. She was starting from zero. Company-wide messages were being distributed through image rotators with no way to track whether anyone had seen them. There was no consistent sender identity, no recognizable email format, and no feedback loop of any kind. The visibility problem was especially acute for deskless employees, a group representing 40-50% of the total workforce, who had no reliable communication pipeline at all. For a company where trust and transparency are foundational to culture, the absence of a structured internal communications strategy wasn't just an operational gap. As Jerilyn put it, *"Before ContactMonkey, we had nothing. We had no benchmark. We had no idea what messaging was getting to our employees, how they were best receiving it. We had very limited two-way feedback loops."*

The Approach

Jerilyn's first priority was establishing the basics that most communicators take for granted: a consistent sender identity, a recognizable email format, and a reliable sending cadence. Before any creative or strategic work could happen, employees needed to know where communications were coming from and what to expect from them. From there, she used ContactMonkey's email analytics dashboard and heat map to understand how employees were actually engaging with content. Email analytics in this context means tracking who opened a message, how far down employees scrolled, which links they clicked, how long they spent reading, and where attention dropped off entirely. That kind of granular data is what makes it possible to improve content over time based on actual behavior rather than assumptions. She also used audience segmentation to make sure messages reached the right employee groups. Segmentation means dividing your employee list into distinct groups based on criteria like department, location, role, or manager level, and then tailoring the content or send list for each group. In Mustang Cat's case, this was particularly important for reaching deskless workers who had previously fallen outside the communication pipeline entirely. Two-way feedback loops were introduced so employees had a way to respond and contribute rather than just receive. "People want structure," Jerilyn noted. "They want something they can rely on. They want consistent communication, and that's what builds trust."

AI as a Practical Tool for Lean IC Teams

One of the more instructive elements of Mustang Cat's story is how Jerilyn approached the reality of running a one-person communications function. When ContactMonkey introduced ConfidenceCheck, an AI agent that reviews emails for errors, tone, and quality before sending, her reaction was immediate. *"I often do it by myself. To know that ContactMonkey was looking for ways to have my back, I was just stunned."* This is worth paying attention to because it reflects a broader shift in how AI in internal communications is actually being used on the ground. The most practical applications are about reducing the risk of errors, improving consistency, and freeing up time that lean teams can redirect toward strategy. If you want to go deeper on this, ContactMonkey's guide on AI and the future of internal communications covers what is genuinely changing and what is not.

The Results

- Deskless employees representing 40 to 50% of the workforce received reliable and trackable communications for the first time
- Servant Leader of the Year award nominations increased exponentially after targeted campaigns were introduced

- Employee trust in communications improved measurably, with clearer pipelines reducing ambiguity between work groups
- Leadership attributed the structured communication program as a contributing factor to reduced employee turnover

How to Replicate This in Your Organization:

1. Run a communications audit before adding anything new. Document what employees currently receive, who it comes from, how often it goes out, and whether anyone is tracking whether it lands. If you cannot answer those questions with confidence, that audit is your entire starting point. Everything else follows from knowing your baseline.

2. Segment your audience before you optimize your content. Start by identifying your two or three most distinct employee groups and build separate sends or dynamic content blocks for each. For organizations with significant deskless or frontline populations, this step is not optional. Sending the same message to every employee regardless of role or location is one of the most reliable ways to train people to ignore your communications over time.

3. Use AI in internal communications where it genuinely improves consistency. AI-assisted features are most valuable when they reduce the kind of errors and inconsistencies that erode sender credibility over time, things like tone mismatches, formatting issues, or factual mistakes in a company-wide send. Before reaching for AI to generate content faster, identify the specific points in your workflow where quality tends to slip and start there.

CASE 2. First Onsite Internal Communication Case Study: Crisis Communications and Frontline Reach

With 80% of its workforce deployed to active disaster sites across North America, First Onsite needed an internal communications strategy that could reach deskless employees reliably, including during live emergency response. Email alone was not enough. What followed was a channel strategy built around employee SMS, geographic segmentation, and mobile-first email design that took newsletter open rates from 55% to 100%.

- **Industry:** Construction and infrastructure
- **Company size:** 10,000+ employees
- **Key focus:** Crisis communications planning, channel strategy for deskless and frontline workers

The Goal and Audience

First Onsite is a restoration and property reconstruction company that deploys skilled tradespeople to active disaster sites across the United States and Canada.

Around 80% of its workforce are frontline employees, the boots-on-the-ground responders who mobilize when hurricanes, floods, and environmental emergencies strike. When Toni Daylor stepped into the Director of Global Internal Communications role, she inherited a communication setup that relied almost entirely on email to reach a workforce that was rarely sitting at a desk. For time-sensitive crisis mobilizations, that gap was serious. A missed notification or a message buried in an inbox could mean delayed response times and real consequences for people affected by disasters.

The Approach

Toni recognized immediately that email alone could not carry the full weight of First Onsite's communication needs, particularly for urgent mobilizations where every minute mattered. She added ContactMonkey's employee SMS to the mix, giving her a channel that frontline workers would see and act on quickly, regardless of whether they were near a computer. SMS functions as a direct push channel: messages land on employees' personal devices, are treated with more urgency than email, and are far easier to read and act on in the field. Toni used distribution lists to segment her sending by geographic region, so mobilization messages only reached employees operating in the area of a given emergency. This kept communications targeted and prevented the notification fatigue that sets in when employees repeatedly receive messages irrelevant to their location or role. Internal email remained a core part of the strategy for non-urgent communications. Toni sent a monthly organization-wide newsletter, a bimonthly HR newsletter to leaders, and regular updates covering organizational changes, training, and policy information. All emails were built using ContactMonkey's email template builder to ensure mobile responsiveness, an important detail for a workforce that reads most communications on a phone. "Our most important use of SMS is our crisis communication," Toni explained. "We had the hurricanes just a couple of weeks ago, and I had to send out messages to mobilize people to get to where they needed to be." Analytics played a consistent role in refining the strategy over time. When First Onsite began tracking engagement through ContactMonkey, the monthly newsletter had open rates of 55% and read rates of 40%. After using analytics to identify what content was resonating and adjusting accordingly, open rates reached 100%, and the proportion of employees spending more than a minute reading the newsletter climbed to 55%.

The Results

- Open rates on the monthly newsletter improved from 55% to 100% after analytics-informed content adjustments
- Read rates improved from 40% to 55%, with more employees spending meaningful time with content

- Frontline employees across the US and Canada became reliably reachable during live crisis events through geographically segmented SMS
- SMS link tracking and email click maps gave Toni ongoing visibility into what was driving engagement and where to adjust

How to Replicate This in Your Organization

Crisis communications is one of the areas where most internal communications plans have the largest gap between intent and execution. But the channel and segmentation lessons from First Onsite apply well beyond emergency response.

1. Map every employee group to the channel they will actually act on. For every major employee group in your organization, identify which channel they are most likely to see and act on within the first 30 minutes of receiving a message. For desk-based employees, that is usually email. For frontline or deskless workers, it is almost always SMS or mobile push. If your internal communications plan routes everything through a single channel regardless of audience, it has a gap that will show up at the worst possible moment.

2. Use dynamic content to make one send do the work of several. Dynamic content allows you to build a single email or newsletter that displays different content blocks to different employee groups based on criteria like department, location, role, or manager level. A hospital using dynamic content might send one weekly newsletter that shows clinical staff their compliance updates and shift reminders, while people managers in the same send see leadership briefings and team engagement prompts. For organizations with both hybrid and frontline populations, this is one of the highest-leverage changes you can make to an existing internal communications strategy without overhauling your entire setup.

3. Design every communication to be read on a phone first. For organizations with significant frontline populations, designing communications for desktop first and mobile second is the wrong order of operations. Email templates should be tested on mobile before they go out, links should be easy to tap, and any critical information should appear high enough in the message that employees do not need to scroll to find it.

CASE 3. Healthcare Internal Communication Case Study: Turning an Employee Newsletter Into a Recruitment Engine

A behavioral health organization supporting more than 5,000 employees needed its internal communications program to do more than inform. It needed to drive measurable participation in employee referral campaigns and strengthen culture across a distributed workforce. What followed was a newsletter and campaign strategy that pushed referral contest email open rates above 90% and increased monthly employee referral hires from 20 to 30.

- **Industry:** Healthcare and life sciences
- **Company size:** 1,000 to 9,999 employees
- **Key focus:** Running an **internal communication campaign**, using **internal communications** to drive a specific business outcome

The Goal and Audience

Ashley Castillo is a Recruitment Marketing Specialist at an organization providing autism therapy and behavioral health services across the United States, supported by more than 5,000 professionals. Her challenge is one that many internal communicators in healthcare will recognize. She needed internal communications to do more than inform. She needed them to inspire participation, strengthen culture, and produce outcomes the broader organization could measure, specifically around employee referrals and retention. Before ContactMonkey, employee newsletters and culture updates were functional but flat. Engagement felt low, visibility into results was limited, and referral campaigns relied on internal email without any way to know whether those emails were actually driving participation.

The Approach

Ashley's approach combined creative content and performance data, two things that tend to be treated separately in most organizations. She used ContactMonkey's email template builder to design employee newsletters that felt genuinely human, incorporating team photos, employee shout-outs, and recurring culture features that gave employees a reason to look forward to each send rather than scan and delete it. At the same time, she tracked employee engagement metrics on every send, using open rates, read rates, and click data to test what was resonating and refine her approach over time. She optimized send times based on when employees were most likely to engage, adjusted layout based on where attention dropped off, and used that data to build a case internally for the value of what she was doing. The referral campaign component is where the results became genuinely instructive for other internal communications teams. Rather than treating employee referrals as an HR initiative that occasionally needed a promotional internal email, Ashley ran targeted referral contests with dedicated sends designed to generate excitement and urgency. Those emails were tracked and optimized the same way her employee newsletters were, which meant she could see in real time whether the campaign was building momentum or needed adjustment. "Employees actually look forward to our communications now," Ashley said. "They tell me the newsletters feel more human, relevant, and enjoyable, and the data backs that up."

The Results

- Monthly employee referral hires increased from 20 to 30, a direct result of stronger campaign visibility and employee excitement around referral contests

- Referral contest emails consistently achieved open rates above 90%
- Company-wide employee newsletter satisfaction reached a rating of 4.41 out of 5 from employees
- Fully read rates climbed from 31.3% to 37.3%, peaking at 41.7% in the first quarter
- Employees began proactively sending in team photos to be featured in the newsletter, a sign that internal communications had become part of the company identity rather than a broadcast employees tolerated

How to Replicate This in Your Organization

This case study is most directly applicable to internal communications teams in healthcare, professional services, or any people-heavy industry where employee referrals, retention, and culture are genuine business priorities. The steps below show how to run an internal communication campaign that produces outcomes leadership cares about.



Practical writing tasks for Section 6

1. Design your employee newsletter to be something employees genuinely want to read. This means treating your employee audience the way a good editorial team treats its readers. Include content that has genuine value beyond company updates, recurring features that create familiarity and anticipation, and visual design that reflects the culture you are trying to build. Team photos, peer recognition, and employee spotlights consistently outperform policy updates and leadership announcements on engagement metrics, and they cost very little to produce. For a practical starting point, this list of 20 internal company newsletter ideas with examples covers a wide range of formats and approaches worth considering.

2. Give campaign messages their own dedicated internal email send. When a campaign message competes with six other items in a newsletter, it rarely gets the attention it needs. Dedicated sends with a single clear call to action, a specific deadline, and a subject line written to generate curiosity consistently outperform newsletter inclusions for campaign-type content. Use your regular employee newsletter to build culture and maintain trust, and use targeted internal emails to drive specific actions.

3. Build a feedback loop that doubles as a content pipeline. Asking employees to submit team photos, share wins, or nominate peers for recognition does two things simultaneously. It gives employees a reason to engage with communications as participants rather than passive recipients, and it generates a steady stream of authentic content that makes your employee newsletter feel more like a community touchpoint. For more ideas on driving genuine employee participation, this list of 30 fun and creative employee engagement ideas and activities is a useful starting point.



Practical speaking tasks for Section 6

Role-Play:	The	Launch	Day	Panic
Background: Alex is a project lead at a fast-paced technology firm. The team must launch a new mobile application in exactly two weeks. However, serious misunderstandings have started to threaten the project's success because of poor communication habits.				
Part	1:	The		Problems:
• Information Overload: Alex regularly sends long, complex emails containing multiple tasks. Team members often overlook critical technical requirements buried in the text. • Isolated Channels: Sam (the Design Lead) shares key design updates exclusively on a private chat application. The development team does not have access to this channel and remains unaware of changes. • Passive Virtual Meetings: During group video conferences, team members rarely ask questions or clarify tasks because they feel rushed or intimidated.				
The Consequence: Two days before the launch date, the team discovers that the design files completely mismatch the developed code, causing widespread panic.				
The	Resolution:			
• Alignment Meeting: The team conducted an emergency meeting to address the failure and redefine their communication framework. • Centralized Platform: They selected one official software tool for all daily collaboration, project announcements, and task tracking. • Concise Updates: They committed to using structured bullet points instead of wordy emails for status updates. • Accountability Habit: Every meeting now concludes with a clear summary explicitly stating who is responsible for which task, along with strict deadlines.				
Part 2: Role-Play Activity (15 Minutes) Scenario: It is 48 hours before the deadline. The code is broken because it does not match the designs. In groups of three, step into your assigned roles to resolve the crisis and establish three binding communication rules.				
ROLE 1: ALEX (Project Lead) Objective: Resolve the technical conflict immediately and ensure everyone is aligned. Flaw: Tends to micromanage, over-explain, and send overwhelming walls of text when stressed.				
ROLE 2: SAM (Design Lead) Objective: Defend the design revisions implemented last week. Flaw: Relies on private chat channels. Assumes other teams will search for information independently.				
ROLE 3: JORDAN (Lead Developer) Objective: Obtain clear, final technical specifications to fix the source code. Flaw: Avoids speaking up during video calls due to digital fatigue, letting frustration build up silently.				
Part	3:	Discussion	&	Analysis
Questions:				
For Alex: How did you change your communication style to stop the panic?				
For Sam & Jordan: What information did you assume the other person already knew?				
For everyone: What tool or habit would have prevented this disaster? What was the root cause? Did this crisis happen because of the communication tools used, or the habits of the team members?Where was the gap? At what exact point did the communication loop break between Sam (Design) and Jordan (Dev)? Why the silence? Why do you think team members stayed				

silent during video calls even though they were confused?

Finding Solutions: How can a manager share a large amount of technical details without overwhelming their team? Is it ever acceptable to use private chat channels for work updates? Why or why not? How can Alex create a team environment where people feel safe to ask "silly" questions early on?

Personal Reflection: Which character (Alex, Sam, or Jordan) matches your default communication style when you work on group projects?

Real-world link: Have you ever experienced a similar communication failure in a school project or previous job? How did you handle it?

Section 7 Communicative speech. Individual work.

Communicative speech is a style of speaking used to share real meaning, express thoughts freely, and interact with others in daily life.

Key Features 1)Goal-driven: Every message has a clear purpose, like asking a question, sharing a feeling, or giving advice.
2)Meaning over grammar: The focus is on being understood, not on using perfect rules.

3)Interactive: It relies on a two-way exchange between a speaker and a listener.

Main Speech Styles:

Intimate: Used between very close friends or family members.

Casual: Relaxed language used with peers or acquaintances.

Consultative: Professional yet conversational, like talking to a doctor or teacher.

Formal: Structured speech used in official speeches or news reports.

Frozen: Static language that never changes, like prayers or national pledges



Practical writing tasks for Section 7

Task 1: The Email Pivot

- **Scenario:** A client requests a feature change that violates the budget.
- **Task:** Write a 150-word email using diplomatic professional language.
- **Goal:** Say "no" without losing the client.
- **Focus:** Softening language, modal verbs, and offering alternatives.

Task 2: The Project Pitch

- **Scenario:** You have an idea to reduce company paper waste.
- **Task:** Record a 2-minute spoken voice note for your manager.
- **Goal:** Persuade them to launch a pilot program.

- **Focus:** Organizing arguments, signposting phrases, and confident intonation.

Task 3: The Crisis Reply

- **Scenario:** An angry customer leaves a public, negative online review.
- **Task:** Write a short, professional response to the review.
- **Goal:** Defuse the situation and move the talk offline.
- **Focus:** Professional empathy, objective tone, and brand reputation.

Task 4: Meeting Synthesis

- **Scenario:** Read a messy 2-page transcript of a brainstorming session.
- **Task:** Create a structured bulleted summary of action points.
- **Goal:** Condense chaotic information into clear operational tasks.
- **Focus:** Formatting, concise language, and identifying key responsibilities.

Task 5: The Data Story

- **Scenario:** Look at a chart showing a 10% drop in quarterly sales.
- **Task:** Write a brief paragraph describing the trend to colleagues.
- **Goal:** Explain the data accurately without sounding panicked.
- **Focus:** Business vocabulary for trends, percentages, and cause-and-effect.



Practical speaking tasks for Section 7

Task 1: The Elevator Pitch

- **Scenario:** You run into the company director in the elevator. You have exactly **60 seconds** to pitch an idea to improve a daily work process.
- **Task:** Deliver a concise, high-energy persuasive proposal.
- **Useful Phrases:** *“Have you ever noticed that...?”*, *“I’ve developed a solution that...”*, *“This would allow us to...”*, *“I’d love to book a brief meeting to...”*

Task 2: De-escalating a Conflict

- **Scenario:** An angry client calls you because a critical project delivery is late. They are visibly upset and demanding immediate answers.
- **Task:** Conduct a **2-minute spoken response** to defuse their anger and move the conversation toward a solution.

- **Useful Phrases:** *“I completely understand your frustration...”, “Let me look into this right away...”, “Here is what I can do for you immediately...”, “I will personally ensure that...”*

Task 3: Negotiating a Compromise

- **Scenario:** A colleague asks to push back a joint project deadline by a week. It inconveniences you, but you can agree if they take over a specific task.
- **Task:** Record a voice note proposing a fair trade-off without damaging the working relationship.
- **Useful Phrases:** *“I see your point, however...”, “I’d be happy to agree to that, provided that...”, “Could we potentially split the difference?”, “As long as we manage to...”*

Task 4: Delivering Bad News

- **Scenario:** Your department's budget was just cut by 15%. You must announce this to your team during the morning stand-up meeting.
- **Task:** Give a **1.5-minute speech** that delivers the news clearly while keeping team morale high.
- **Useful Phrases:** *“I want to update you on...”, “Due to unexpected market shifts...”, “This means we will need to focus on...”, “I am confident that by working together...”*