МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
«ОДЕСЬКА ПОЛІТЕХНІКА»

Інститут економіки та менеджменту
Кафедра публічного управління та адміністрування

к.п.н., доцент Шепель М.Є.

«ТРЕНІНГ-КУРС «АНГЛОМОВНА КОМУНІКАТИВНА ПРАКТИКА»
КОНСПЕКТ ЛЕКЦІЙ

для здобувачів другого (магістерського) рівня вищої освіти
спеціальності 281 «Публічне управління та адміністрування

Розглянуто та затверджено на
засіданні кафедри публічного
управління та адміністрування
Протокол № _7_ від _ 11.01 2023 р

Одеса - 2023

Конспект лекцій з дисципліни «Тренінг-курс «Англомовна комунікативна практика» для здобувачів другого (магістерського) рівня вищої освіти спеціальності 281 «Публічне управління та адміністрування» / Укл.: М.Є. Шепель. – Одеса: НУ «Одеська політехніка», 2023. – 106 с.

У конспекті лекцій розкрито теоретичний аспект питань, що розглядаються

Зміст

ВСТУП

Розвиток України як незалежної та демократичної держави висуває перед вищими навчальними закладами нові та важливі завдання й вимоги. Основним чинником змін освітнього процесу виступає інтеграція України до Європейського освітньої спільноти, зміцнення зв'язків із розвинутими державами та впровадження нових педагогічних технологій. Сьогоденний ринок праці має попит на фахівців галузі публічного управління та адміністрування, які на достатньому рівні володіють англійською мовою як засобом комунікації.

Згідно з Загальноєвропейськими Рекомендаціями з мовної освіти та Концепції навчання іноземних мов, основною метою їх навчання виступає формування у майбутніх фахівців немовних спеціальностей комунікативної компетенції, а це, у свою чергу означає оволодіння мовою як засобом міжкультурного спілкування, розвиток умінь використовувати іноземну мову як інструмент у діалозі культур і цивілізації сучасного світу.

Важливу частину роботи будь-якої установи складає вміння володіти іноземною мовою на високому рівні.

Мета курсу - поглибити навички здобувачів іншомовному міжкультурному спілкуванню в типових комунікативних сферах та ситуаціях, релевантних для професійної діяльності, в межах передбаченої програмою тематики. Досягнення цієї мети забезпечується формуванням і розвитком у здобувачів міжкультурної комунікативної компетенції яка включає в себе наступні компоненти:

- **мовна компетенція:** удосконалення фонетичного, граматичного, лексичного матеріалу в межах передбаченої програмою тематики, необхідного для реалізації комунікативного наміру у відповідних сферах і ситуаціях спілкування; удосконалення уміння та навичок читання адаптованих та оригінальних текстів, здатності точно й адекватно розуміти текст;
- **мовленнєва компетенція:** удосколеналення умінь і навичок монологічного, діалогічного та писемного мовлення; удосконалення у здобувачів релевантної комунікативній ситуації мовленнєвої поведінки; удосконалення уміння сприймати та розуміти монологічні та діалогічні висловлювання носіїв мови в межах побутової, професійної, соціально-культурної тематики на достатньому темпі мовлення;
- **лінгвосоціокультурна компетенція**: удосконалення лінгвокраїнознавчих, соціокультурних і соціально-психологічних навичок, знань та вмінь, які забезпечують здатність та готовність особистості до міжкультурного діалогу, формування толерантності;
- комунікативно-професійна **компетенція**: формування навичок комунікативної поведінки у сфері професійного та ділового спілкування .

Завдання курсу – полягає у вдосконаленні навичок практичного володіння іноземною мовою в різних видах мовленнєвої діяльності в обсязі тематики, зумовленої потребами сфер майбутньої діяльності (особистої, публічної, професійної, освітньої) та вдосконалення вже набутих вмінь з лексики та граматики через опрацювання новітньої автентичної англомовної інформації, продукування діалогічного та монологічного мовлення у межах професійної тематики. В результаті навчання іноземної мови здобувач повинен:

<u>Мовленнєві вміння</u>

1. Аудіювання

- розуміти основні ідеї та розпізнавати відповідну інформацію в ході обговорень, дебатів, доповідей, бесід, що за темою пов'язані з навчанням та спеціальністю;

- розуміти обговорення проблем професійно-орієнтованого характеру, що має на меті досягнення порозуміння;
- розуміти повідомлення та інструкції в академічному та професійному середовищі;
- розуміти намір мовця і комунікативні наслідки його висловлювання (напр., намір зробити зауваження);
- визначати позицію і точку зору мовця.

2. Говоріння

<u>а) Діалогічне мовлення</u>

- реагувати на основні ідеї та розпізнавати суттєво важливу інформацію під час обговорень, дискусій, перемовин бесід, що пов'язані з майбутньою професією. Володіння лексичним мінімумом ділових контактів, ділових зустрічей, нарад;
- чітко аргументувати відносно актуальних тем в академічному та професійному житті (напр., на конференціях, дискусіях в академічному навчальному середовищі). Володіння мовленнєвим етикетом спілкування: мовні моделі звертання, ввічливості, вибачення, погодження тощо;
- поводитись адекватно у типових академічних і в професійних ситуаціях (на конференціях, на конференціях, дискусіях в академічному навчальному середовищі);
- мовленнєвий етикет світського спілкування;
- виконувати широку низку мовленнєвих функцій і реагувати на них, гнучко користуючись загальновживаними фразами.

<u>б) Монологічне мовлення</u>

- чітко виступати з підготовленими індивідуальними презентаціями, щодо широкого кола тем академічного та професійного спрямування;
- продукувати чіткий, детальний монолог з широкого кола тем, пов'язаних з навчанням та спеціальністю
- користуватися базовими засобами зв'язку для поєднання висловлювань у чіткий, логічно об'єднаний дискурс.

3. Читання

- розуміти автентичні тексти, пов'язані з навчанням та спеціальністю, з підручників, популярних і спеціалізованих журналів та Інтернет джерел;
- розуміти головні ідеї та знаходити необхідну інформацію в неадаптованій технічній літературі за фахом;
- розуміти інструкції по роботі устаткування / обладнання
- розуміти графіки, діаграми та рисунки;
- вміння передбачати основну інформацію тексту за його заголовковою частиною та ілюстративним матеріалом, що супроводжує текст (прогнозуюче читання);
- здійснювати ознайомче читання неадаптованих технічних текстів для отримання інформація;
- накопичення та використання інформації з різних джерел для подальшого використання (на презентаціях, конференціях, дискусіях в академічному навчальному середовищі а також у подальшій науковій роботі);
- вивчаюче читання з метою поповнення термінологічного тезаурусу;
- розуміти автентичну академічну та професійну кореспонденцію (напр., листи, факси, електронні повідомлення тощо);
- розуміти інформацію рекламних матеріалів .

4. Письмо

- писати анотації до неадаптованих текстів за фахом;
- написання рефератів на основі автентичної літератури за фахом
- укладання термінологічних словників за фахом на базі автентичної літератури за фахом;

- складання текстів презентацій, використовуючи автентичні матеріали за фахом;
- писати зрозумілі, деталізовані тексти різного спрямування, пов'язані з особистою та професійною сферами (напр., заяву) ;
- готувати і продукувати ділову та професійну кореспонденцію; писати з високим ступенем граматичної коректності резюме;
- заповнювати бланки для академічних та професійних цілей з високим ступенем граматичної коректності ;

5. Навчання перекладу як важливого засобу оволодіння мовним матеріалом і різними видами мовленнєвої діяльності включає в себе оволодіння:

- елементами усного перекладу інформації поданою іноземною мовою в
- процесі ділових контактів, ділових зустрічей, нарад;
- основами перекладу професійно-орієнтованих іншомовних джерел;
- комп'ютерним перекладом великих обсягів іншомовної інформації.

КОМПЕТЕНТНОСТІ ТА РЕЗУЛЬТАТИ НАВЧАННЯ

У процесі навчання здобувачі отримують необхідні знання під час практичних занять. Велике значення під час вивчення та закріплення знань має самостійна робота здобувачів. Усі види занять розроблені відповідно до положень вимог кредитно-модульної системи організації навчального процесу.

Компетентності та результати, які отримують здобувачі після вивчення навчальної дисципліни

Назва компетентності	Складові компетентності
Інтегральна комптентність	Здатність розв'язувати складні спеціалізовані завдання та практичні проблеми у сфері публічного управління та адміністрування або у процесі навчання, що передбачає застосування теорій та наукових методів відповідної галузі і характеризується комплексністю та невизначеністю умов.
ЗК 6. Здатність до професійного спілкування іноземною мовою. .	ПРН8. Уміти здійснювати ефективну комунікацію, аргументувати свою позицію, використовувати сучасні інформаційні та комунікаційні технології у сфері публічного управління та адміністрування на засадах соціальної відповідальності, правових та етичних норм. ПРН9. Спілкуватися іноземною мовою на професійну тематику, обговорювати проблеми публічного управління та результати досліджень. ПРН10. Представляти органи публічного управління й інші організації публічної сфери та презентувати для фахівців і широкого загалу результати їх діяльності.

МЕТОДИЧНА ХАРАКТЕРИСТИКА ЛЕКЦІЙ

Лекція - однин з основних видів навчальних занять і, водночас, методів навчання ВНЗ. Вона покликана формувати у студентів основи знань з певної наукової галузі, а також визначати напрямок, основний зміст і характер усіх інших видів навчальних занять та самостійної роботи з відповідної навчальної дисципліни.

Як правило, лекція є елементом курсу лекцій, який охоплює основний теоретичний матеріал окремої або кількох тем навчальної дисципліни. У ній послідовно і концептуально викладається певна проблема, яка є відповідним елементом навчального курсу конкретного предмета.

Обсяг лекційного курсу визначається робочим навчальним планом, а його тематика – навчальною програмою дисципліни.

Навчальна лекція — це логічно вивершений, науково обґрунтований і систематично послідовний виклад певного наукового або науково-методичного питання, ілюстрований, при необхідності, засобами наочності та демонстрацією дослідів.

Мета лекції - розкриття основних положень теми, досягнень науки з питань, що розглядаються, з'ясування невирішених і дискусійних проблем, узагальнення досвіду роботи, подання рекомендацій стосовно використання основних висновків з тем на практичних заняттях, основних форм навчальних занять, передбачених для засвоєння теоретичного матеріалу.

Призначення лекції - ознайомити збодувачів з основними категоріями, закономірностями навчальної дисципліни, її методологічними аспектами. В лекціях відбивається діалектичний процес розвитку науки, відображаються нові досягнення науки і техніки, вказуються перспективи розвитку дисципліни, що вивчається, її невирішені проблеми. Лекція повинна поглибленню знань, окресленню шляхів і засобів використання матеріалів у практичній роботі. Тематика курсу лекцій визначається робочою навчальною програмою. При цьому, викладач зобов'язаний дотримуватися робочої навчальної програми щодо тем лекційних занять, але не обмежуватися у трактуванні навчального матеріалу, у формах і засобах доведення його до здобувачів.

Основними вимогами, які ставляться до лекції, є:

– високий теоретичний рівень інформації, посилання на законодавчі та нормативні акти, на нові досягнення науки;

– спрямованість на досягнення мети навчання та виховання;

– розкриття наукових засад і принципів курсу;

– органічний зв'язок теорії з практикою, зосередження уваги студентів на питаннях, які вирішуються або будуть вирішуватися у світлі сучасних вимог;

– рекомендації до поглибленого самостійного вивчення тих чи інших тем, необхідних для практичної роботи;

– зв'язок з текстом підручника або навчальним посібником з курсу. Основні структурні елементи лекції:

– вступ, де міститься мотивація навчання, активізація опорних знань, чітке формулювання теми лекції та постановка завдання;

– викладення в логічній послідовності, розподіл і взаємозв'язок окремих частин лекції;

– висновки та підведення підсумків, що дають можливість осмислити лекцію в цілому, виділити основну ідею (для цього, наприклад, використовують опорні конспекти або сигнали у вигляді схем, малюнків, таблиць тощо);

– конкретне завдання на самостійну роботу;

– відповіді на запитання здобувачів.

СЕМЕСТРОВИЙ МОДУЛЬ 1 «CORPORATE CULTURE AND BUSINESS»

Лекція 1 Workplace culture

1.1 The notion of culture

1.2 Corporate culture

1.3 An organisation's image

1.1 The notion of culture

Culture is the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music and arts.

Material and non-material aspects of culture influence each other, thus changing culture over time and influencing the individual behaviour and thoughts of people.

Culture is the collection of common beliefs, values, practices, material products, and symbols of communication in a particular society.

Iceberg Concept of Culture

Edward T. Hall created an iceberg analogy of culture. He argued that some parts of culture are visible while numerous aspects of it are invisible, just like some part of an iceberg is out of the water while a huge part of it is beneath the surface.

Non-material aspects of culture

Communication, language, and symbols
Beliefs and values
Knowledge and common sense
Rules and morals of society
Expression of identity
Practices and ceremonies

Material aspects of culture

Buildings
Clothing and fashion
Entertainment products
Technological products

Anthropological Concept of Culture

The anthropological definition of culture is that it is the dynamic and socially constructed reality of a social group, presenting itself through a shared set of values and rules of behaviour. Anthropologists research cultures through qualitative methods and try to discover how certain cultures overlap and co-exist in society.

Earlier anthropologists were criticised for being ethnocentric in their research and for being 'armchair anthropologists' and making claims of societies and cultures that they did not see and observe in person. Lately, they have tried to immerse themselves in the culture they research and make conclusions through participant observation, leaving their biases and stereotypes behind. This new trend is called 'cultural relativism'. It is a significant part of the anthropological concept of culture.

Concept of Cultural Relativism

Previously, influenced by Social Darwinist anthropology, culture referred to the values, norms, and practices of the white, Western man. Western culture was regarded as superior to the values and practices of any other non-Western culture.

The ethnocentric view of the Social Darwinist anthropologists was later replaced by the concept of cultural relativism.

Cultural relativism is the idea that cultural norms and values are specific (or relative) to a culture, and should not be judged according to other cultural standards. Each culture has its own metric of civilisation, which should not be used to evaluate others.

Sociological Theories on the Role of Culture in Society

Let's look at some of the key sociological perspectives on culture.

Functionalism on the role of culture in society

Functionalists claim that the role of culture is to provide protection against foreign elements in society and to create collective consciousness within society.

Émile Durkheim (1912) on the role of culture in society

Durkheim saw culture as a system of representation that maintains the collective consciousness of society. He saw cultural practices, products, and beliefs as necessary in creating and strengthening social ties and a sense of collective purpose.

Pierre Bourdieu (1979) on the role of culture in society

Pierre Bourdieu based his theory of culture on the concept of habitus. Habitus meant a world-view ingrained in the individuals of a certain social group, that determined their culture. He claims that children are socialised by their parents, families, friends and their school to act in a certain way in life. They learn the habitus of their class as they grow up, which will influence the type of culture they will adopt.

During his research, Bourdieu found that the people of the French upper class enjoyed reading poetry and philosophy, while the French working-class read novels and magazines. Since these all cost around the same, he argues that individual choice was determined by taste (habitus) rather than financial situation.

According to Bourdieu, social mobility was very difficult. However, there could be certain influences in an individual's life that made them change their habitus and move to different social classes.

Talcott Parsons on the role of culture in society

Parsons argued that an individual learns the patterns, norms, and values of a certain culture primarily through their family. He believed that the two-parent nuclear family provides the perfect environment for children to learn about social and cultural roles. However, he was often criticised by feminists for stating that women's role was exclusively to be home-makers and carers for children.

Marxism on the role of culture in society

Karl Marx's argument was that the ruling class uses culture to deceive and oppress the working class. He claimed that the bourgeoisie imposes their culture (the ideas, values, art, and consumerist products that benefit them) on the working class through cultural institutions. They aim to make the proletariat believe that the capitalist culture and system is a natural and desirable one, a system that ultimately benefits all of society.

The Frankfurt School on the role of culture in society

The Frankfurt School of Critical Theory, led by Theodor Adorno and Max Horkheimer, researched society's consumption of mass culture. They concluded that capitalist values are reinforced through mass media and other forms of mass culture. The working class are manipulated into believing in the success of the capitalist system. They argued that the masses are reduced to passive consumers of ready-made products and ideologies, rid of creativity, identity, and free will. Standardisation for the sake of profit, as the Frankfurt School claimed, turns people into numbers in a system.

Neo-Marxism on the role of culture in society

Neo-Marxist theorists believe that culture has the power to connect people and give them identities. Antonio Gramsci established the concept of cultural hegemony. He claimed that the culture of social classes differs from each other due to the diverse social experiences of each class. These different social classes and their cultures are in constant competition and conflict with each other. One always gains the leading position, either through the real or forced consent of the others.

Interactionism on the role of culture in society

Symbolic interactionists like Erving Goffman (1958) believe that we live in a socially constructed world, based on a culture that is developed through human interactions, language, and memory. Culture for interactionists is a symbolic universe of meaning that people try to navigate through categorisation and labelling. Interactionists see culture as fluid, since people's interactions and interpretations of meanings change constantly over time.

Feminism on the role of culture in society

Feminists in the second half of the 20th century analysed the ways in which patriarchal culture represents and thus oppresses women. They paid particular attention to commercials addressed to housewives and to the ways women appeared on film and television. Women were usually presented through the lens of male fantasy, either as perfect home-makers or as seductive mistresses. Feminists pointed out that women needed to participate more in the creation of culture in order to gain control over their images and identities.

Postmodernism on the role of culture in society

Postmodernists and pluralist thinkers reject meta-narratives and the idea of one homogenous culture, says John Storey. They believe in cultural diversity and the concept of individual choice. Postmodernist sociologists think individuals actively participate in culture, but their choice of culture is influenced by their background and social circumstances. Different social groups develop different cultural norms, traditions, and values which can overlap with other cultures, but still makes them unique and gives them a sense of belonging.

Dominic Strinati (1995) on the role of culture in society

Dominic Strinati identified five main features of today's popular culture that are the results of postmodern influence:

Media has enhanced influence on our identity formation and on our sense of reality.

Style and presentation is more important than content. The packaging of a product is more important than its quality.

The mixture of high culture and popular culture. Classical painters' works are on everyday products.

Confusion of time and space. Concerts or sports events can now be seen all over the world, at the same time.

The decline of ideologies and cultures that are determined by religions, politics, or even science.

1.2 Corporate culture

What is corporate culture?

Corporate culture is an organization's values, ethics, vision, behaviors and work environment. It is what makes each company unique, and it impacts everything from public image to employee engagement and retention. If employees share a company's ethics, vision and other cultural elements, it can positively affect a company's bottom line. Companies with good corporate culture often have high workplace morale, and highly engaged, productive staff.

Organizations might define their cultures in their company culture statements, which are becoming nearly as important as mission statements. You can look for corporate culture statements when researching a company.

Types of company culture

While corporate culture certainly varies among organizations, here are several common culture types you might encounter when searching for a job. When you research a company culture, you may be able to determine if your organizational style and core values align.

A "team-first" culture

Companies with this corporate culture hire people based on how well they fit with that organization's values and beliefs, then consider skills and experience. This often makes for a happy workforce with proud and passionate employees. Team-first companies might also organize routine team outings and social gatherings outside of work. If you work for a team-first company, your employer may frequently ask for feedback and encourage open communication, even between departments.

An "elite" culture

Innovative, cutting-edge, fast-growing companies typically have elite cultures. They look to hire confident, talented people who will be daring leaders and go beyond traditional limits. Because these organizations are often trailblazers that are doing meaningful work in their fields, you may be highly motivated and proud of your efforts in this kind of culture.

A "horizontal" culture

Startups and smaller companies might promote a horizontal culture in which job titles, roles and descriptions are fluid among you and your coworkers. They encourage a collaborative, team-focused environment that is conversational and facilitates innovation. If your workplace employs a horizontal culture, you typically participate in many aspects of the company and are passionate about its shared goals and values. This type of company might have a CEO who is hands-on and involved in daily operations.

A "conventional" culture

Risk-averse companies with traditional dress codes and established hierarchies, such as banks and law firms, often have more conventional corporate cultures. With the rise in new technologies, social media and the number of millennials in the workforce, traditional companies have begun to embrace new communication and collaboration methods. If you work in this culture, you may thrive in organized environments and seek to work for well-founded, successful companies.

A "progressive" culture

Companies in transition, whether due to mergers, market changes, buyouts or new management, have progressive cultures. This environment offers an opportunity to redefine or clarify roles, goals and mission statements. If you communicate well, welcome change and like trying new ideas, you may succeed in progressive cultures.

A company culture might not fall strictly under these categories and could have any combination of these elements.

Signs of a great company culture

The companies with the best corporate cultures know what environment they need to create to have happy and engaged employees as well as a positive reputation. When you’re deciding where to work, look for these examples of good organizational culture:

Hiring the right people

Organizations that hire people who are cultural fits with and good representations of the company’s values typically have a positive work environment. Their workforce is united by a common purpose and passion beyond a weekly paycheck.

Having a cultural ambassador

Companies might identify people who best represent the corporate culture and are passionate about the organization to serve as ambassadors. Their feedback and efforts to embrace what the organization stands for can help a company grow and improve. Company leaders should be ambassadors for the corporate culture, as well, and demonstrate the organization’s values and beliefs.

Setting goals

People are likely to remain with a company if they are happy in their jobs and feel like they’re progressing professionally. As part of their corporate culture, companies can help their staff set personal goals and meet periodically to help them achieve those goals. They can give each team member something to work toward based on that individual’s ambitions and ideas.

Positive feedback

People who receive good feedback on a regular basis tend to be happier and more productive than those who do not get verbal encouragement.

Rewarding success

Companies with the best corporate cultures recognize and reward performance and achievements. They recognize every person’s—not just top performers’—work throughout the year so no one gets excluded or discouraged. These organizations celebrate milestones and achievements publicly, such as during meetings or through company-wide communications, and encourage staff to do the same for their peers.

Offering practical perks

While perks are not unique to companies with strong cultures, look for ones that actually benefit the workforce. Organizations with youthful, fitness-centric staff, for instance, might provide free gym or yoga studio memberships.

Trusting staff

Companies with strong organizational cultures trust their employees to do their work well and offer people independence. When employees and employers share the same company vision, this becomes increasingly possible.

Being flexible

Companies that allow employees to choose their hours to some degree tend to have productive and happy staff. People appreciate freedom and flexibility in their schedules to arrange their hours to allow time for managing other responsibilities and appointments.

Encouraging open communication

Communication is often key to success. Companies should embrace an open culture in which they encourage people to share their ideas and discuss problems. If people feel motivated and inspired, they will be happy and easy to retain.

Having an open ear

A company with a positive culture is one that listens to its employees’ needs, ideas and opinions. This helps create a happier and more cohesive workplace and makes people feel valued.

Hosting social events

Companies with good organizational cultures arrange social events, parties and outings that invite people to interact with each other and bond over shared values. This helps boost morale and an organization's fun factor and helps people build stronger relationships with their teams.

Creating a fun workplace

Companies should aim to make coming to work something people look forward to. Organizations can cultivate a friendly and playful environment by celebrating successes and adding things like games and ping-pong tables in the break room.

Perks, benefits and a fun work environment are key to staying happy and engaged at work.

However, you can also tell a quality corporate culture by how a company treats its staff. Look for organizations that offer their employees independence, a voice and a sense of ownership.

As you conduct your job search, research the corporate culture of the companies where you would like to work. Some people do their best work in an outgoing, open, community-oriented setting, and others simply want to work for a company with similar core values—no matter the office space or perks. Look for companies in your job search that support a company culture in which you can thrive.

1.3 An organisation's image

Organizational image refers to people's global impressions of an organization and is defined as people's loose structures of knowledge and beliefs about an organization. Organizational image represents the net cognitive reactions and associations of customers, investors, employees, and applicants to an organization's name.

Accordingly, it serves as a template to categorize, store, and recall organization-related information. It should be noted that there is no such thing as "the" organization's image, because an organization typically has multiple images. These multiple images result from various groups (also known as stakeholders or corporate audiences) holding different images of the same organization. At least, one might distinguish among the following organizational images. First, investors and executives hold an image of an organization as an economic performer ("company financial image"). These investors typically rely on factual economic figures as a basis of their beliefs about the organization. Second, there is the image of an organization as a social performer in the general society (also known as "corporate social performance"), which can be further broken down into an organization's involvement in the community and its pro-environmental practices. Third, customers or clients hold an image of an organization as a provider of goods and services ("product image or service image"). Fourth, each organization has an image as an employer among current employees and (potential) applicants (also known as company employment image or employer image). This is the image that is assessed in rankings such as Fortune's "The 100 Best Companies to Work For" or "a great place to work." These multiple organizational images might not always coincide. For instance, a firm's image as an employer as held by either employees or job seekers might be different from its image as a provider of goods and services in the minds of customers or clients. Organizational images typically develop over longer periods of time. They result from, among other things, media coverage, individual or group sensemaking, and communication on the part of the organization (as reflected in an organization's advertising, sponsorships, and publicity). However, it should be clear that organizational images are not static. Specifically, organizations often audit their images. In these image audits, the aim is to carefully determine which factors make up the image among various stakeholders. Next, organizations aim to strategically modify the image held by these stakeholders. For instance, this might be done by increasing an organizations exposure or by highlighting specific attributes in advertising campaigns.

Components of Image

The above definition of organizational image reflects a holistic view of organizational image. It is also possible to focus on specific attributes that people associate with employer image (employer image dimensions). In this elementalistic view, two broad components can be distinguished in an organization's image. First, people typically associate some objective attributes with an organization. These attributes might vary from factual or historical aspects of organizations to organizational procedures and policies. For example, in terms of a company's image as an employer, research has confirmed that applicants might have some knowledge about the attributes of the organization and the jobs they might consider applying for. Examples include size, location, level of centralization, pay, benefits, type of work to be performed, advancement opportunities, and career programs. Many of these attributes (e.g., pay, advancement) are also referred to as instrumental attributes because they have functional or utilitarian value in that they enable maximum benefits and rewards.A second part of people's general impressions of an organization refers to more symbolic aspects, also known as trait-related inferences. Trait inferences about organizations aredifferent from the aforementioned objective company-related information for two reasons.

First, trait inferences describe the organization in terms of subjective, abstract, and intangible attributes. Second, they convey symbolic company information in the form of imagery that people assign to organizations. For example, people refer to some employing organizations as trendy, whereas other employing organizations are seen as prestigious. People associate themselves with organizations with these symbolic aspects because they want to express their own values or impress others.

Self-assessment questions

1. Give the notion of culture from different positions
2. Describe the main points of corporate culture
3. Why should an organisation adhere to its image

Лекція 2 Employee retention. Building relationship

2.1 Retention
2.2 Letter of retention
2.3 Retention benefits in Ukraine

2.1 Retention

Retention is the ability of a company to keep its employees and stop them from going to work somewhere else.

Employee retention is a phenomenon where employees choose to stay on with their current company and don't actively seek other job prospects. The opposite of retention is turnover, where employees leave the company for a variety of reasons.

Retention is defined as the process by which a company ensures that its employees don't quit their jobs. Every company and industry has a varying retention rate, which indicates the percentage of employees who remained with the organization during a fixed period.

What Are the Different Employee Retention Strategies You Can Adopt?

Every company strives to hold onto its people assets for the longest time. This improves productivity, maintains uninterrupted business flows, and reduces the cost of rehiring. That is why retention is a top priority for most organizations. But in a competitive hiring climate, employee retention can often be a challenge.

By applying the right tactics, you can hold onto your best-performing talent and create a workforce thats loyal, engaged, and outcome-focused. Its important to remember that retention strategies will differ from employee to employee.

So, what are the different strategies you can deploy to ensure maximum retention? Keep in mind that your high-performing talent isnt likely to have the same drivers as the mid-performing group. Similarly, poor performers need different retention strategies altogether.

Retention strategies for top performers

Did you know that, according to McKinseyOpens a new window , high performers are likely to be 400% more productive than their average-performing counterparts? While this number may vary from company to company, its definitely worth paying special attention to retention strategies for this group.

Fig 1. How to retain your top-performing employees

1. Give them challenging work

By continually giving your top performers a new target to work toward, you can keep them engaged. This strategy also helps them further their careers, allowing them to acquire new skills and achievements. The positive impact on their overall employability will make top performers more loyal to your company.

2. Train them in cross-disciplinary skills

Once an employee becomes an expert in one area, you can open them up to cross-skilling opportunities. This will ensure that the employee doesn't jump ship in search of their "dream job" and has a chance to transition to a similar role within the company laterally.

3. Define and implement a succession plan

Succession planning creates a **talent pipeline**, preparing todays top performers for future leadership roles. Involving this employee group in your succession plan can be a good idea for retention, as they know exactly where they are headed in the company.

Retention strategies for average performers

Average performers form the majority of the workforce in most companies. As a result, they are also responsible for a large portion of your productivity. For example, if you run a car showroom, the average salespeople will bring in at least 50% of total sales, while the top-performing group could be bringing in another 40%. Thats why retention strategies for this segment are equally important. Note that these strategies can be added to those for high performers.

Fig 2. How to retain your average performers

1. Offer personalized benefits and perks

Personalized benefits can be an excellent way of retaining your employees, as it gives them a sense of security about their future and a better quality of life. Conduct surveys to find out the most popular benefits and double down on your investments in these areas.

2. Ensure they are working under the right manager

Inadequate management will make employees feel demotivated, or even disgruntled with their job. This is particularly relevant for average performers, as they often lack the quality of self-motivation that characterizes high-performing employees. Conduct anonymized pulse surveys to get employee feedback on their managers.

3. Adopt a social recognition system to recognize them

The contributions of average-performing employees shouldnt be ignored. By adopting a social reward and recognition platform, you can make them feel appreciated in the workplace and thereby less likely to quit.

Retention strategies for poor performers

Low-performing employees might have hidden potential that is not being utilized correctly. They could be working in the wrong department, while their aptitude lies elsewhere. Or they simply might require additional training. A wave of turnover among poor performers can negatively impact your culture, not to mention lead to high rehiring costs. To avoid this, you should consider the following steps.

Fig 3. How to retain your poor performers

1. Identify the cause of poor performance

In several cases, below-average performance can be linked to disengagement in the workplace. You must find these patterns and address them before it is too late. Measure productivity at regular intervals and deploy an **employee engagement survey** whenever you find productivity dipping below a specific threshold.

2. Address skill gaps immediately

By offering your poor performers the chance to update their skill set, you can make sure they stay on in the company for a longer time. The fact that the company is invested in their performance is likely to increase their loyalty to the organization. However, also ensure that these employees are trainable. Even a basic level of training should be able to add to their overall performance in the organization.

3. Write accurate job descriptions to hire the right people

Some employees will join your company with wholly different expectations from what the job really entails. For example, a software developer might want to create products but in reality, they will end up writing code for someone elses design and feature ideas. Make these details explicit in your job description, as well during onboarding to prevent a dip in performance, leading to a turnover.

2.2 Letter of retention

Mergers and acquisitions cause a lot of turnover. In fact, a whopping 30 percent of workers can become redundant during the process, and while all of that is going on, companies also have to make sure that they retain key talent during the move, which is where a retention bonus can come into play. And the first step is to craft a retention bonus letter that is ready when you need it.

There are numerous reasons why a company would want to use a retention bonus. The main one, though, is to keep key talent onboard for as long as possible during a merger or acquisition because top talent often leaves for calmer waters during these tumultuous times (or they are poached by competing firms).

By offering them a bonus for continued employment, you ensure that they keep performing at your company, allowing you to get back on track after the M&A and reach your business goals.

And, like it was said above, one of the first steps is to create a retention bonus letter to keep on file so that you don't have to make one ad-hoc during a merger or acquisition event.

Let’s get started with the basics.

What Is a Retention Bonus Letter?

A retention bonus letter is a document used to extend a retention bonus to your staff members while going through a merger or acquisition. In short, it provides an incentive in the form of a one-time (or two-time) payment for your top performers to keep them working at your organization for a given amount of time after the M&A event takes place.

Writing a Retention Bonus Letter: The Introduction

When you start to write your retention bonus letter, you need to first understand how you want your bonus to work. Normally, companies figure out how much of a bonus to offer based on a percentage of the employee’s normal salary.

Others use different metrics - scaling bonuses based on performance, for example - to make an enticing offer.

Either way, you will need to fully understand the financial side of the bonus before offering the incentive to your staff members. We recommend that you craft a letter during the early stages of the merger or acquisition with areas for you to fill in later so that you have a document on file (M&As are incredibly stressful - it's helpful to plan ahead).

With that said, the first step to writing a retention bonus letter is to actually start the letter just like you would any other correspondence to your staff.

Something like this:

“[Date]

[Employee Name]

[Address]

Dear [Employee Name]:”
Next, you want to move straight into what this letter is all about. We recommend getting right to the point with something like this:
“*This letter is to congratulate and thank you for [insert reason: tenure at the organization, completing a project, etc].”*
As you can see, this gets straight to the point. You need to make sure that you set up your retention bonus agreement (and letter) in a way that the person knows exactly what you are talking about up top.

Writing a Retention Bonus Letter: Establish the Details

After the introduction, you should hop right into the details about how the retention bonus will play out.

This section can be short and sweet. We suggest you start by congratulating the employee, making sure that they know they are valued. After all, you want them to stick around!
Here’s how this section can look (make sure to fill in your own details inside the brackets):
“We are pleased with all of your hard work and your continued commitment to [company name].

To show our appreciation for your work, [company name] is rewarding you with a bonus of $[insert amount]. This amount, less withholding taxes, will be paid out [insert the payout schedule].”

Now, it’s important to note that retention bonuses are typically paid out after the employee works for your newly formed organization for given period of time, usually over the course of two years, though it depends on your organizational needs.
For example, if your retention bonus agreement states that the bonus will carry on for two years, the employee will get paid a bonus at the end of year one and at the end of year two. This needs to be expressed inside the “[insert payout schedule]” part of the letter.

Inside the retention bonus letter, you don’t need to explain all of the details. You just need to announce the offer. We recommend that you set in place a way for your staff member to then reach out if they are interested, allowing you to then send them the full agreement for them to look over and sign.

Writing a Retention Bonus Letter: Signing Off

After you explain, briefly, the details of the retention bonus agreement, it’s time for the easiest part of the entire letter: signing off.

We recommend that you, again, state that you value the individual and that you look forward to their continued employment.

After that, you can sign off like you would any other letter.
Here’s how this section can look:
“Your continued service and commitment to [company name] is deeply appreciated, and we look forward to the future with you at our organization.

Sincerely,

[insert supervisor name]”

You’ve done it! At this point, your retention bonus letter is ready to go. We highly suggest you keep a sample letter like this on file for when you need it. Having the bones of the letter ready to be customized and sent out can make the process a lot easier because mergers and acquisitions are one of the most stressful events an HR department can go through.

2.3 Retention benefits in Ukraine

EMPLOYMENT IN UKRAINE

The two most popular options for cooperation with developers and administrative staff in Ukraine are:

- A contractor (SP) who is an individual who performs work under a work supply contract. Most IT specialists in Ukraine are employed in this way.
- A hired employee who is an individual who does his/her job under a labor contract.

The main differences between the types of employment include:

- Legislative protection. A contractor (SP), unlike a hired employee, is not protected by labor legislation in Ukraine.
- Taxation. The hired employee places a greater tax burden on the employer than the contractor (SP).

The income tax, military fee, and unified social tax are paid by the employer for the hired employee. The contractor (SP) pays taxes out of his/her salary himself/herself. However, IT companies in Ukraine often compensate for the 5% tax and include it in the employee’s salary. You can learn more about payment of taxes in the article Accounting and Payment of Taxes.

STANDARD EMPLOYEE BENEFITS

IT in Ukraine is a fast-growing and competitive market, so you need to find ways to differentiate between other companies in order to attract and retain employees.

Incentives and preferential benefits will help. These are benefits, which play an important role in building loyalty and relations between employees and the company. Standard benefits you could use for your company are:

- Floating start of the working day. In Ukraine, a 9 to 11 a.m. range is allocated for arrival of an employee at work, and a 6 to 8 p.m. range for the end of the business day, respectively.

In Ukraine, this is a standard benefit for employees, thanks to the popularity of the work–life balance concept. You should focus on employee performance rather than on hours spent by him/her in the workplace.

- Employee insurance. In Ukraine, insurance is not included in the compulsory social package, so this could be an element in staff retention and the increase of loyalty to the company.

The minimum cost of insurance per employee is about $110 per year. If you are not able to insure your employees, you can offer them alternatives—a physician or compensation for treatment and medication.

- Training. Conduct educational activities in your office with the involvement of speakers or pay for English courses, conferences, and training sessions for your staff to improve their skills.

A common practice in Ukraine is for employers to pay 50% of the cost of an event. The employer often also pays for employee certification upon successful completion.

- Sports activities. You can equip a fitness space in your office or pay for training of your employees in any other gym.

- Organize team building and corporate parties to maintain team spirit. Parties can be timed for holidays or important team achievements.
- Compensation for the cost of travel by public transport or organization of transport to the office. This is an especially useful and affordable benefit for companies located in remote areas of a city.
- Discounts for employees. Depending on the specifics of your business, you may provide discounts on company products.

Keep tabs on the loyalty of your employees regularly, find out what they like about the company and what they would like to change. Communicate with candidates at interviews to determine which benefits they believe to be valuable and which not. Adapt to the needs of your team and implement new incentives.

You may attract an HR manager for the analysis and implementation of benefits in your company, whose task is to create a friendly atmosphere in the team and increase loyalty to the company.

You can learn more about searching for and hiring an HR manager in the article Searching for and Hiring Administrative Staff.

Self-assessment questions

1. Why is retention important for a company/community operation?
2 What are the parts of the Letter of retention?
3 What are retention benefits in Ukraine?

Лекція 3. Presenting yourself. A company blog news

3.1 Self-presentation
3.2 Do's and don't during presenting your company
3.3 A company blog news

3.1 Self-presentation

Self-presentation refers to how people attempt to present themselves to control or shape how others (called the audience) view them. It involves expressing oneself and behaving in ways that create a desired impression. Self-presentation is part of a broader set of behaviors called *impression management.* Impression management refers to the controlled presentation of information about all sorts of things, including information about other people or events. Self-presentation refers specifically to information about the self

Why make a presentation about yourself?

Some reasons you may make a presentation about yourself are to:

- Complete a portion of a job interview
- Begin a staff meeting
- Introduce yourself as a new employee to a group of veteran staff members
- Introduce yourself to an audience at an event, conference or trade show

How to do a presentation about yourself

Here's a list of steps on how to do a presentation about yourself:

1. Consider the setting of your presentation

The first step to making a presentation is to consider the setting. Think about where you want to deliver your presentation. This can help you determine what kind of tone to assume and how long to make your presentation. If you're creating a presentation for a job interview, you may want to use a formal tone and confine the presentation to the time that your hiring manager suggests.

If you're making a presentation to use at an informal business event, you may assume a more casual tone and remain on stage for a longer period. Whatever presentation you're giving, try to make it reflect the company or organization's values, mission and communication style. While you can create your presentation to reflect your personality, be mindful of the company's brand and mission and try to emulate them in your delivery.

2. Choose a presentation format

Once you consider your presentation setting, you can choose an appropriate format. You may decide between multiple presentation programs to determine which one is the easiest for you to use and has the most relevant features. As you start building the outline of your presentation, consider how adaptable it is for different situations. You may want to make it easy to edit so that you can shorten or lengthen the presentation depending on the situation.

You may also decide if you want to pair your use of a presentation program with other presentation tools. For example, some presenters may want to refer to handwritten note cards to deliver information about themselves. Others may want to use props, like products they helped develop, for the audience to observe.

Related: 17 Best Presentation Tools To Use for Your Next Project

3. Create a short segment to engage the audience first

Before you begin talking about yourself in your presentation, you can first engage the audience with a short segment. There are several effective approaches you can try to recognize your audience and draw their attention. Some presenters may introduce a compelling quote or statistic and talk about how it relates to the audience members' workplace or organization. Others may tell a humorous story that relates to the creation of the presentation or invite a few audience members to briefly introduce themselves.

4. Offer basic information

After you engage with the audience, you can begin to deliver basic information about yourself. You can begin with your name, job title and the number of years you've been with your affiliated organization. Then, you can talk about your hard and soft skills, your educational background, your certifications and credentials and your most important professional accomplishments. If appropriate, you may also list some interesting facts that relate back to the main goal of your presentation.

5. Include a case study

The best way to tell people about yourself is to show them examples of what you can do. You can present a specific case study that explains a need a business had and how you helped solve it. As you introduce a case study, you can present information like what the situation was, what solutions you offered and what results you achieved. You may also include recommendations and testimonials from colleagues you've worked with in the past who can attest to your abilities.

6. Develop a section for frequently asked questions

This step is especially relevant if you're a frequent presenter. At the end of your slideshow, you can list four to five questions that you receive a lot. Anticipating what your audience wants to know can help your presentation go more smoothly. Be sure to allocate some time for your audience members to ask personalized questions. This can help you conclude your presentation and offer clarity to your audience about who you are and how you relate to the organization and its goals.

Do you need help with your resume?

YesNo

Tips for delivering a presentation about yourself

Here are some tips for delivering a presentation about yourself:

- **Remain mindful of your nonverbal cues.** Instead of reading directly off your presentation slides or looking down at your notes, try to look up frequently. Make an effort to face all sections of your audience at some point during your presentation.
- **Practice with a work colleague beforehand.** While you can practice your presentation in front of a friend, it may be helpful to get help from a work colleague. No matter who you practice in front of, you can become more comfortable with speaking to others and delivering the information more clearly and efficiently.
- **Review data accuracy, grammar, spelling and formatting before you deliver your presentation.** Review all the slides in your presentation before you present them to your audience by looking for mistakes like misspellings and incorrect dates. You can also ensure the formatting is visually appealing and uses elements like pictures, bullet points and timelines appropriately.

3.2 Do’s and don’t during presenting your company

A company executive or entrepreneur it is important to have sound speaking abilities. You must be able keep an audience engaged, and to do that you must learn to master the art of public speaking. Knowing everything there is to know about presentation etiquette is crucial to your business’s bottom line. Do you want to give a killer business speech? Here are some dos and don’ts you might want to take into consideration.

Do – begin with the main problem

Start your presentation with an explanation. Address to the audience and explain how your product/service can help them or their businesses. Providing that you can focus on their concerns and offer a valuable solution, you have the best chances of winning customers/investors/suppliers rather than forcing them to identify with an issue they feel they don’t have.

Do – mind the language

When giving a presentation it is fundamental that you mind your language. Don’t go on and on about your company and product; focus more on educating the audience. Offer them enough information to grab their attention and try not to talk solely about your product. Remember that you’re presenting not selling.

Do – reduce word count

If you have decided to present using PowerPoint, you might want to focus on the speech not on the slide. Don’t put a lot of text because nobody will want to read it. The maximum number per slide should be 10 words. Rather than bore the audience with useless text, put up an image and explain it in your own words. Make it seem interesting and your audience will want to know more. Center your presentation on a goal or at least make sure it is aimed at sending the right message.

Do – connect to your audience

One of the easiest ways of connecting to an audience is through personal stories, custom demos and examples. Help the people in front of you relate to the things that you're saying; and keep in mind that their problem must concern you directly. Don't shy away and let your audience know that you are there to help them with whatever issues they might have.

Do – rehearse

There's no way you can win presentations if you don't rehearse. The key to mastering your speech is to feel comfortable while speaking. But you won't be able to do that if you're nervous and anxious. Many people have stage fright or dread speaking in public; however, practice can fix everything. The better you know your subject the higher chances you have to hook the audience and awake their interest.

Don't – be funny if you don't have a sense of humor

Not everyone has an acute sense of humor. And yet many people believe they're so funny when in fact they're not. Humor may have a positive effect in a public presentation however it should be avoided in meetings with a formal purpose. Rather than attempt to make jokes and fail you should just focus on the core elements of your presentation. There are ways to deliver an impact without struggling to prove that you're a funny person.

Don't – adopt a robot-like attitude

It's great that you know your speech by heart. But this doesn't mean you should recite it in front of your audience. People want to hear other people speak. They want to relate to them, and for that to happen they must like what they see and hear. A mechanized attitude with no emotion doesn't make you a good speaker and might even kill your whole presentation. Act natural, use your body language to draw attention, and maintain eye contact. Don't forget that you're addressing to actual persons and not a company. This means it's your job to show them your humane side.

When speakers are not afraid to show their personality the whole presentation seems a lot more interesting and engaging. The audience will start relating to them as persons first and then they'll begin focusing on what they're saying. Excellent business skills are attained with hard work and determination; the more you prepare and the harder you practice the better chances you have to win an audience and kill it on stage.

3.3 A company blog news

Corporate Blog Definition

A corporate blog refers to the practice of creating content that covers industry insights, news, tips, co-worker profiles, etc. It is the space for your company employees to help your prospects demonstrate their expertise and provide customers with practical solutions.

So, keep in mind that the purpose of the corporate blog is not only to push readers to buy directly from the company but to help them solve their painpoints.

Customers tend to follow corporate blogs to get a sneak peek at industry news, trends, and ideas directly from the companies. Thus, nowadays, having an online presence is crucial for companies to connect with their customers.

What Are the Business Benefits of Corporate Blogs?

Building successful corporate blogs requires dedication. You have to commit to researching, planning, writing, and distribution. At some point, you may think that it is a simple task, but no!

Content writing requires time and energy. All the efforts and employee engagement to deliver the best solutions to your customers will get you actual benefits.

Raise Brand Awareness Corporate blogs represent an opportunity for businesses to make their name known in the digital world. You can create the opportunity to be discovered by potential customers from search engine results. The more people know about your business, the more chance you will have to pave their way to purchases.

Drive Traffic to Your Website. Having a presence in search engine results will push traffic to your website. Practice effective SEO and publish content consistently to double and triple the number of visitors to your site.

Presenting the Human Side of the Brand through Corporate Blog Posts. Corporate blogging helps you humanize your company through employee engagement and the tone of voice you prefer to use.

After you start corporate blogging, customers will see you as a person and not like the faceless bot that generates sales. Also, your employees will post on relevant topics, and it will help customers relate to you even more because they will see human faces and names behind the blog posts.

Build Long-Term Relationships With Your Customers. Today brands should have the characteristics of dear friends, someone people trust and relish listening to. The great brands strike a personal chord with you. They educate you and make you feel better, different, and more confident.

Do you want to have a reputation as a customer-oriented company? Then you should invest in corporate blogs and share valuable solutions with your audience.

Generate Leads with Corporate Blogging. Imagine that customers enjoy interacting with your content! You made their lives simpler through your expert solutions, and they will be prepared to convert sales without any doubts. Your business will grow more.

What Are the Different Types of Corporate Blogs?

Company Blog. It is the most common form of corporate blogging for businesses.
A company blog is a space for employees to share their experiences and connect with their customers. By targeting the information people are searching for on Google, the business delivers A-class content to its audience and nurtures them through the marketing funnel.

Product Blog. Product blog is popular among giant organizations. They discuss or have a series of corporate blogs on product usage or webinars about the basics.
For instance, Oracle has a blog where they constantly share product-related news and give away tips that help customers solve their problems. Microsoft even has a separate blog for excel. That way, Microsoft keeps their customers updated constantly and takes their customers on to excel learning journey. Also, Adobe delivers the latest expertise to its loyal audience and shares tips and tricks in graphic design.

CEO Blog. Some chief executive officers somehow find the time to manage and write their blogs. For example, the CEO of Saatchi & Saatchi, Kevin Roberts, actively updates his blog and discusses various topics such as marketing, design, education, etc.

Industry & News Blog. Businesses try to update their customers about industry trends. It includes their product releases, news, tips for adapting to current situations, etc. Even though the target audience is limited and a business can not attract thousands of customers, they may get b2b clients and stay top of their minds.

Campaign Blog These blogs are different from the abovementioned examples and launch with a new business product or service. Here companies use pre-established actions to strengthen product promotion and become more appealing to their target audience.
Campaign blogs are often temporary and do not have a long-term life and effect on your business. But, it is a great way to assist product releases.

Corporate Blog Best Practices

1. Define Your "WHY"

Yes, business blogging sounds good, and most companies are doing it. But, you should not invest in blogs just to copy other business tactics.

2. State Your Goals

Start laying the foundation for your blogging strategy and develop blog goals. When it comes to strategic goals, you are often left with the following options.

1. Build the brand - establish thought leadership by providing niche-related news and updates.
2. Attract new visitors and generate more leads - people tend to buy from the businesses they trust. So, the blog warms your relationships with prospects by offering them well-researched and targeted blog posts. You have to send customers to marketing Funnell to gain their trust.
3. Generate more revenue - while financial success won't happen overnight, you have the chance to generate value from successful blog production. The key is consistency.

We recommend you use the S.M.A.R.T approach while developing goals.
It is an essential part of your pursuit. You should ask yourself why you are making it. Without it, you are doing simultaneous non-resulting activities.
You increase the likelihood of achieving your goals if they are verifiable:
S = Specific (specific, that is, your goal should not be "more success," but for example, "more revenue")
M = Measurable (measurable: Choose clear and quantifiable key performance indicators)
A = Accepted (objectives must have a recognizable meaning to be accepted by all parties)
R = Realistic (realistic, workable; the goal must be achievable)
T = Timebound; (Specify a time when you reach the goal)

3. Identify Your Target Market

To get started, you should first need to determine your target audience.
Try to define:

- Who are your current customers?
- Are there any groups you are not targeting?
- Who benefits most from your services?

Of course, you are already running a business and have specific customers targeted. But with the blog, you will expand your horizons and try to target other niche-related groups.
Explore the Questions & Problems Your Audience Cares
Now that you have defined your blog customers, you need to develop the list of questions your prospects ask search engines.
We also recommend you to use the tool Answer the Public.
Understand the Most Popular Content Types in Your Industry
Skim through your competitor's and industry thought-leaders' content audit.
Understand what post type resonates most with your customers, and one of the best ways to identify it is through competitor research.
Look at :

- Social shares

- Rankings
- Social media channel reactions

4. Write Down the List of Keywords and Content Ideas for Blogs

Keyword research is one of the most convenient ways to develop potential keyword ideas that will potentially resonate with customers. Also, remember to be realistic and target the keywords that you will have the chance of ranking. For example, "buying a car" is a super competitive keyword, and you will have a hard time breaking through the rankings.

But, if you decide to be more specific and oriented on long-tail keywords, you will have a higher chance of ranking. For example, "Buying a car in Hamburg" is an optimal option.

5. Develop a Content Calendar

Probably, at this stage, you are packed with blog writing tasks. So, to approach blog production in a structured way, you should develop the content calendar.

6. Distribute Content Production Tasks

If you have enough internal resources to create the content, distribute the tasks among your employees.

But if you don't have sufficient staff or time to write an SEO-oriented blog post, contact us.

7. Repurpose the Content Across Different Channels

Your content is the gold! Thus, you should try your best to maximize the opportunity to present this content across multiple channels.

Break one web content into several small content pieces for social media and emails.

Self-assessment questions

1. What are the main rules of self-presentation?
2. What are the do's and don't during presenting your company?
3. Why is a company blog news important for its development?

Лекція 4 Team communication. Facilitating a meeting

4.1 Team management

4.2 Teambuilding

4.3 Facilitating a meeting

4.1 Team management

Team management focuses on motivating a group of employees to work toward a common goal. Differing styles of team management achieve goals in different ways. It's the duty of team managers to support the needs of team members in a way that's helpful, positive, and motivating. Jobs in team management range from general managers to c-suite level positions. Managing a team is a useful skill that many business professionals use on a regular basis, and an in-demand skill in managerial careers across industries.

What is team management?

Team management refers to actions, strategies, or methods that brings a group of people together to work effectively as a team and achieve a common goal. There are many tasks that require multiple people, so teams are an essential building block to productivity. Companies rely on teams and effective team management to maintain its operations.

Pitfalls like ineffective communication or lack of effort by a team member can derail a team's progress. Team management helps incorporate checkpoints for teams to successfully start. It also helps maintain a good working relationship and momentum throughout the team's life until the goal is met.

Team management vs. team leadership

Team management and team leadership have some similarities, but there are also major differences. Both approaches work toward a common goal, team management controls the team to accomplish the goal while team leadership motivates and influences the team to accomplish goals.

Team leaders may not necessarily have the manager title but their responsibility is to focus on the company vision and how to inspire team members to create and execute that vision. Goals are still a part of team leadership, but in a more "big picture" way. Team management can be more granular, focused on completion of tasks and organizing the group in the most efficient and productive way.

Why is team management important?

Working with others can be tricky. Team management helps groups of employees work better together by setting common goals and offering support and strategies to reach goals. Managers may delegate tasks to group members, set mini check points, and more to keep the team on track and moving forward. Team management tactics also provide a mediator if team members come into conflict or need an outside opinion. Some other advantages to team management include:

- Fosters and promotes learning
- Increases productivity
- Helps to reduce staff turnover
- Promotes successful teamwork
- Increases employee satisfaction

Types of team management styles

Individuals who manage teams naturally have varying management styles. Factors that may impact which type of team management style used include:

- A person's temperament
- Character traits
- The needs of the individuals on the team
- The volume of work that needs to be completed

Team management styles can be changed to better align with project goals or based on the team of people you're managing. Each style has both advantages and disadvantages depending on how it's used, consider the following styles and determine which one fits your needs:

1. Persuasive

In persuasive management, you'll typically be the expert of the subject matter you're leading in. You'll persuade your team that your objectives and ideas are good and that their work is important. This style can also be helpful if you're managing upwards, where you'll provide profesional thoughts and opinions to more senior colleagues.

When to use it: Managers use this style to make quick decisions, increase productivity, and be transparent in their decision-making process.

What to be mindful of: There may be situations that lack participation and agreement which could create a stalemate.

2. Consultative

As the name suggests, managers consult with team members and use their skills to seek solutions, create plans, and make decisions. This management style focuses on team building where employees participate more in the decision making process. With consultative team management style employees feel valued and respected.

When to use it: Employees may find it easier to accept decisions that they disagree with if they were consulted first.

What to be mindful of: There may be a personality mismatch if the team doesn't work well together.

3. Collaborative

In collaborative management, it aims to bring executives, managers, and staff to work and take responsibility together. This style can spark personal and professional fulfillment making it more common for great work to be produced regularly . It's also typical for information to be shared organically and there be open communication between team members of all levels. This style is most prevelant in nonprofits. \

When to use it: Decision making is a collaborative effort, which boosts employees' appreciation and loyalty.

What to be mindful of: Using this style too often can create challenges, such as lack of leadership, direction, and inability to make decisions as a group.

4. Democratic or participative

Managers using a democratic style of management include employees in the decision making process by listening to ideas, noting suggestions, and spending time going through ideas together. Managers listen to employees and integrate their ideas with their own.

When to use it: This style is most effective for long-term decisions that impact the overall company.

What to be mindful of: With this style there may be inefficiency, lack of structure, and decision making may take longer when more ideas are formed.

5. Authoritative

Managers who know what they want and have a clear and focused vision may rely on authoritative management tactics. In this style, managers solely make the decisions that everyone must follow.

When to use it: This style is efficient when there may be a crisis and when decisions need ot be made quickly. Managers may use authoritative management to set clear expectations.

What to be mindful of: Some employees may experience feelings of micromanagement and lack of control.

6. Transformational

Transformation leadership is driven by motivation, encouragement, and innovation. Managers will typically encourage employees to reach and set goals that may be out of their comfort zone. Employees are also included in decision making, creating an open and democratic workplace environment. Transformation managers can often be found in the technology industry.

When to use it: Transformational management strategies encourage creativity, a more positive working environment, and a strong threshold for adaptability and change.

What to be mindful of: Transformational management can lead to employee burnout and lack of clear focus because of the constant changes.

7. Laissez-faire

Laissez-faire is a hands-off management style where managers are similar to mentors than leaders. Managers communicate expectations, goals, and more, and then leave the team to accomplish those objectives without daily guidance. Managers are still present, and available for questions and guidance, but the daily decision making is with employees.

When to use it: Employees may enjoy this style of management if they dislike micromanagement. It can also create a creative and autonomous work environment.

What to be mindful of: With a hands-off approach, employees may feel neglected and a lack of guidance.

What does a management team do?

A management team creates guidelines, goals, checkpoints, and objectives for employees to improve productivity while also providing support and motivation. The goal is to: manage people and manage processes. As a team manager you'll recognize employee needs, incorporate clear guidelines, and set timelines. Management teams help balance needs while moving toward a common goal. Some specific tasks of a management team may include:

- Establishing team objectives or goals
- Overseeing, training, or advising team members
- Mediating interpersonal conflicts
- Motivating and inspiring team members
- Helping employees grow
- Hiring/ firing
- Effectively communicating
- Remote team management
- Effectively implementing technologies

Key skills for team management

Team management requires a certain skill set that involves a mix of technical and personal skills. Effectively managing a group of people requires adaptability, flexibility, and excellent communication skills as you work with varying types of people and groups. Group dynamics can also affect your ability to manage a team. Expect to shift and change your management style based on the teams you manage, and your company's objectives and goals.

- Technical skills
- Project management software
- Data analysis
- Industry specific knowledge
- Marketing
- Product development
- Workplace skills
- Constructive criticism
- Leadership
- Decision making
- Problem solving
- Delegation
- Organization
- Emotional intelligence

4.2 Teambuilding

Team building is a crucial part of a successful business, and the definition of team building relates to creating connection, quality communication, trust and respect within teams and toward leaders. By practicing team building with your employees, you can create a more productive and positive workplace.

What is team building?

Team building broadly refers to the types of activities, interactions and exercises used to strengthen the social connections within teams and organize employees into cohesive and cooperative groups. **It can take a variety of forms, including:**

- **Natural facilitation**: Daily interactions that promote team building with consistent workplace expectations, policies and conditions
- **Internal facilitation:** Employee-led team-building sessions facilitated by team leaders, managers or human resources employees
- **External facilitation:** An external professional visits your business to facilitate team-building activities and provide expert insight into business and employee goals

Importance of team building

Effective collaboration is a major factor in business success and job satisfaction. Team building can provide the following benefits:

Strengthens company culture

Company culture refers to your business' values, beliefs and behaviors as well as your employees' workplace environment. The average full-time employee spends a large proportion of their time in the office and is more effective when they feel supported and heard in their interactions with their team.

Facilitates innovation

Each of your employees has different perspectives and opinions, which can sometimes lead to conflicts when strategizing goals or completing tasks. Poorly managed conflicts can lead to hostility or missed opportunities, but team-building activities can play a crucial role in helping teams to improve conflict management skills. When teams can collaborate positively around perspective conflicts, they may find opportunities for creativity and innovation.

Create accountability

Many team-building exercises can support improved accountability. By holding meetings or facilitating activities that help employees understand workplace and individual expectations, goals and policies, employees can learn how to positively hold each other accountable. These expectations can relate to a variety of procedures, such as task deadlines, communication requirements and how to respond constructively to mistakes or failures.

Establish trust and respect

Teams with strong connections and mutually understood expectations can rely on each other to make effective decisions and complete their assigned work with the team's success in mind, building autonomy and confidence across individuals.

These teams have heightened emotional intelligence and can support a safe and comfortable workplace environment where individuals can take risks, suggest creative or innovative ideas and open up about strengths and weaknesses.

Strengthen communication

Effective teamwork goes hand-in-hand with quality verbal and written communication. Teams with good communication can discuss and strategize tasks and goals more efficiently, leading to improved clarity around assignments and expectations. Transparency and open communication also help employees to check on progress and provide constructive feedback.

Improve morale

Job dissatisfaction and low morale can result in higher rates of employee absenteeism and turnover, which can incur direct and indirect costs on your business' bottom line. Studies suggest that organizations that promote team building experience approximately 87% lower turnover than the average rate.

Boost productivity

Research shows that businesses with strong teamwork have a positive correlation with productivity and are capable of generating twice the net income. When employees experience better connections and positive work environments, they are more likely to have better engagement with their job responsibilities.

Other team-building benefits such as communication, morale, innovation and collaboration are all underlying factors for boosted productivity. Teams with strong connections and morale are more likely to share workloads and assist each other when behind or struggling, improving efficiency in both individuals and teams.

Team building opportunities

From fun events to formal meetings, there are many strategies and activities to facilitate team building in your business. Here are a few exercises and practices to incorporate into your team-building strategy:

Get to know your team

Your team has many personalities, needs, interests and perspectives. Getting to know them and helping them learn more about each other can support positive and inclusive teams.

Casual office social activities, as well as after-work social events, are a great way to help employees relax and build connections within teams. This is especially important for any new employees who may feel unfamiliar and disconnected from their new environment and team.

Some fun social event options include:

- Holiday parties
- Team barbecues
- Board game tournaments
- Scavenger hunts
- Office film festival
- Charity fundraising or volunteer events
- Cooking or crafting classes

Create a shared vision

Establishing a shared vision helps to get employees on the same page and working toward the same goal. To unite your employees behind a common purpose or goal, try activities that help them present and discuss their perception of the business. This may include written or verbal discussion prompts or casual artwork or exercises.

These exercises not only help employees have their perspectives and visions acknowledged but lets employees work together to better align their goals for their team and the organization.

Build virtual connections

As businesses operate progressively more remotely, you may find yourself practicing team building with a virtual team. Since these team members may infrequently or never meet in person and possibly work from different time zones, building strong connections can be challenging.

Most virtual team-building exercises are games that help employees get to know each other. **Some fun and easy-to-facilitate activities include:**

- Spreadsheet art competition
- Online bingo with squares relating to remote work culture
- Slack channels for pets, favorite TV shows, books and more
- Pancakes vs. waffles
- Virtual coffee breaks or pub crawls

Encourage open communication

Certain team-building exercises can help employees improve communication over channels including in-person, video conferences, email, phone and instant messages. They break communication down into its different aspects, including listening and empathy, and work on strengthening other skills such as problem-solving and creativity.

Try these exercises with your employees:

- **Card pieces:** Cut playing cards, mix them up and distribute them to employees. Give employees several minutes to sort their pieces and negotiate with each other for pieces they need to complete their cards.
- **Form groups:** Employees quickly respond to verbal instructions, such as grouping according to shared hobbies, birthday months or other commonalities.
- **Just listen:** Designate a speaker and listener in each pair of employees and provide them with several topics to discuss. After several minutes, ask the listeners to summarize what their partners have said, then discuss as a group how uninterrupted listening helped with understanding.

Get employee feedback

Keep in mind that as your team grows, their team-building needs will likewise evolve. The most effective team-building exercises are those that employees actually enjoy and participate in.

Ensure that you're getting the most from the time and resources spent on these activities by surveying your employees. Ask them if they enjoy specific activities and any other preferences regarding when you host these activities, the topics discussed and the types of team skills worked on. Getting direct feedback from employees also helps them to feel heard and included in the team-building process.

FAQs about team building

How do I choose the right team-building activity for my team?

To choose the right activities for your team building, consider the following factors:

- **Team demographics:** Gender, age and culture may dictate what activities are more enjoyable for your team than others.
- **Team size:** Some activities work better with larger teams like an entire company, while others are better suited for smaller groups.
- **Purpose:** Team building should be enjoyable but maintain structure so teams understand an activity's underlying theme and purpose.
- **Employee personalities:** Team building should challenge and encourage individuals without intimidating them. Consider personality differences such as shyness, extroversion and sense of humor, and choose activities that everyone can feel comfortable trying.

What activities may not be suitable for team building?

Team building exercises with little purpose or goal may waste time, and others can cause embarrassment or discomfort to employees. Avoid practices that may be exclusive to people with different abilities, such as those involving special skills or overly physical activities.

Signs that your workplace may need team building

Any workplace can benefit from team building, but it may be especially important for businesses with issues such as:

- Regular employee conflicts or hostility
- Confusion about tasks, assignments and deadlines
- Lack of initiation or innovation
- Low participation during meetings or other collaborations
- Increased absenteeism
- Decreased productivity
- Lack of clarity around team goals and visions

- Complaints of discrimination or favouritism

4.3 Facilitating a meeting

A meeting facilitator is person responsible for leading a meeting. In essence, the facilitator's purpose is to ensure that the meeting runs smoothly from organization, to start, to finish. A well facilitated meeting should ensure that all the goals of the meeting are met by its conclusion. Thus, a good facilitator will ensure that all attendees understand the purpose of the meeting, make sure all attendees needs are met, make sure the meeting flows smoothly, and ensure full participation.

Part 1 Laying the Groundwork for a Successful Meeting

1. Preparation is key so start with an agenda. While a facilitator should blend into meetings and make their job look easy, it is crucial that they prepare extensively for meetings. Start with writing an Agenda. A good agenda will include key points about the meeting as well as provide adequate detail so that attendees know where to be and what to expect.
Note the start and end times of sessions, as well as realistic time limits for each session, to ensure that the meeting will run on time.
Select topics that impact upon everyone attending the meeting. Try to get input from those attending the meeting about the topics that warrant discussion.
Try posing the topics as questions that need answering to stimulate dialogue in the meeting.
Note what the purpose of discussion is. Is it for information, to solve a problem, or to make a decision?
Specify how attendees should prepare for the meeting.

2. **Plan the invitation list.** This requires a delicate balance. If there are too few or too many people in attendance you run the risk of an unproductive meeting. You will want to invite only people who will help you reach the goal of the meeting. Ask yourself the following.

- Who are the key decision makers on the issue?
- Who is most knowledgable about the information being discussed?
- Who has a vested interest in the topics?
- Who will have to implement any decisions that are made?
- Some experts suggest 8 people be invited to meetings where a decision needs to be made. By contrast, they suggest 18 people when the purpose of the meeting is to brainstorm.

3 Send out the invitations via email. Sending an email is the easiest way to invite your attendees. Your email should provide a brief introduction to the meeting. It should also include the date, time, and possibly an RSVP deadline. The agenda should be attached to the email.

- Requiring an RSVP is optional, but it will allow you to prepare a proper amount of materials for all participants.

4. Start to think about what a good facilitator does. By reflecting on what a facilitator does during a meeting, you will be in a good position to know what is expected of you when it is your turn to perform the job. A good facilitator will have a number of traits that helps him or her manage time, people and different opinions. It is best to develop these traits early.

- Value people and their ideas. A good facilitator will convey his or her own compliments after an attendee has presented an idea. Say something like "thank you Samantha, those are very useful points that help us think about the issue in a different way." By doing this, you will ensure that each person and idea is heard and also that others will be confident about speaking up.

- Be on your toes. You will have to respond to a number of different situations during meetings. You need to think and respond quickly to these different situations. For example, if someone provides meaningful advice, be quick to praise them, then immediately look for another attendee who is seeking to build on that line of thought. If someone raises a bad point that is off topic, however, do your best to highlight the good in the comment and search for another attendee who will build on what you thought was good.
- Be well spoken. It is important that everyone in the room understand you. You will want to speak at a reasonable volume so that everyone can hear. Articulate clearly and do not mutter or mumble. Take care to use jargon only if everyone at the meeting is familiar with the terminology.

Part2

Setting the Stage for the Meeting

1 Plan the location and arrange the furniture. You'll need to consider if the meeting is going to be face-to-face, a virtual meeting through screens, or a combination of the two. Depending on the meeting format, you will need to make sure that all the furniture and hardware are in place, including chairs, tables, and projector screens. There are several possible ways to set up furniture for a meeting.

- A round table set-up will help for discussion orientated meetings.
- A setting with chairs in rows is good for establishing a speaker as the main focus. This set-up works well when the main purpose is conveying information rather than seeking discussion.
- A theater set-up features a table at the front of the room and allows for a panel of speakers to sit up front. Attendees will sit in rows in front of the panel speakers as in a lecture format.
- A classroom set-up has tables in front of the rows of chairs to allow attendees to take notes while the speaker remains the focus of the meeting.
- Utilize the U-shaped set-up for meetings where you want the participants to see each other and interact when needed.
- Set up chairs in a circle with you in the center for meetings intended as open and participatory

2 Provide supplies for those attending the meeting. A fully-prepared facilitator will provide attendees with pens, notepads, workbooks, handouts and other tools needed for the meeting. Also consider if you will need to provide any log-in information ahead of time for virtual meetings. There should be a board set up to enable people and presenters to take notes for everyone to view, perhaps a flip chart or white board. This keeps the meeting flowing more smoothly, allowing participants to have their questions answered at specified times during the meeting.

- Depending on the length of the meeting, think about providing your participants with beverages (coffee), snacks, water and/or candy.

3 Send an email reminder about the meeting as it approaches. People are busy, and without reminders, it is possible that they will forget about an upcoming meeting. Try to send out reminders to those who will be attending two days before the meeting is scheduled to take place.

- If you asked invitees to RSVP, you can send a reminder that they need to RSVP before the deadline.
- In your reminder email be sure to ask if anyone has changed plans.

Part 3 Knowing Your Role Facilitating the Meeting

1 Arrive to the meeting early. As the facilitator you should be there to greet everyone who arrives at the meeting. Either shake their hand as they walk into the room or greet them as they log in to the tele-conference. This will create a warm environment at the meeting while also showing that you are serious and ready to discuss.

2 Start the meeting on time and make the objectives clear. While everyone in the meeting will have received the agenda, by re-introducing the objectives, all attendees will begin on the same page. It will also help to set the tone for the meeting and put people on the right track immediately.

- You can also make housekeeping announcements at the start of the meeting, including information about break times, fire exits and restroom locations.
- You may also think about establishing rules for interaction depending upon who is attending the meeting. Rules could include show one another mutual respect, staying on topic, attacking the problem rather than the person, bringing closure to discussion, and not interrupting others.

3 Guide the meeting by having all attendees speak. Everyone has a different method for guiding a meeting and keeping speakers on topic. One vital method is to make sure that conversation and discussion is not dominated by one or two people. Ensure that you are on the lookout for anyone who may want to make a point and give them the opportunity to speak by asking them their thoughts

- Say a colleague named Samantha looks interested but has yet to contribute. You may try saying: "Samantha, how does the issue at hand affect your department and you specifically?"

4 Stick to the topic. The facilitator's job is to keep all attendees or speakers on topic. Allowing off-target tangents will throw your schedule off and may mean that the meeting will not reach its intended outcome. If you sense discussion moving off topic, redirect the conversation by asking questions that directly relate to the topic.

- If dialogue has begun to drift, you could say: "But how does this affect the issue we are discussing today?" Or, "These are all very interesting points. We should discuss these at a later date but, for now, let's focus on the issue at hand."
- You may also want to flag the ideas that were brought up and address them in a later meeting or another way. Thus you can properly honor those tangential ideas and not to offend any of the attendees.

5 Have a plan for difficult situations and defuse them. If you sense to participants are on the verge of getting into a heated debate, bring in another person that you know will speak to the issue. Essentially, you will want to defuse a debate by bringing in more dialogue. In the event of a conflict, you can also listen to both sides and identify common ground to bring the opposing parties together.

- In the event of a difficult situation, you could say: "it is clear that you are both coming from different sides. However, you obviously agree on the importance of this issue so let's try to focus our energy on finding a mutually beneficial result

6 Answer and redirect questions. As the facilitator you can take questions from attendees so long as you are in a position to respond accurately. If not, you should refer the question to someone at the meeting who is in a better position to respond accurately.

- In the event you do not know the answer to a question, you may say: "That's an excellent question. However, I think Samantha is better informed on this topic. Samantha, what are your thoughts?"

7 Summarize and simplify findings. Take notes during the meeting and ensure that you are writing down all the key ideas and opinions. At the conclusion of a discussion on a certain topic, it is helpful if the facilitator provides a review of what was said and the conclusions that were reached.

- Do your best to summarize the key points made by each person in attendance. Also, highlight whatever resolutions were made to the issues addressed.

8 Ask how the meeting went when it concludes. Feedback is essential for you to improve as a meeting facilitator. You may think about asking the following: Was the agenda distributed at a good time? How well prepared were the attendees? Did the time allocated to each topic work? Was there enough time for discussion? How could the room set-up be improved?

- Feedback can also be collected by an email survey sent to participants shortly after the meeting.
- Be sure to review the result and make any necessary changes for the next meeting.

Self-assessment questions

1 Give the definition of team management?
2 Why is teambuilding is important for a company/community development?
3 What are the rules for facilitating a meeting?

Лекція 5. A training request

5.1 Employee training
5.2 Types of professional training
5.3 Looking for a trainer

5.1 Employee training

Employee training and development refers to the continued efforts of a company to boost the performance of its employees. Companies aim to train and develop employees by using an array of educational methods and programmes.

In the past few years, training and development have emerged as a crucial element of strategy. More company owners have realized that investing in employee training and development not only serves as a motivation, but it also enables the organization to create a highly skilled workforce. This article further explains the significance of employee training and development. It also outlines the various approaches that organizations use to train their employees.

Breaking Down Employee Training and Development

Even though the terms "training" and "development" are used interchangeably, there are a couple of differences between the two concepts. The differences are related to the scope of their applications. Essentially, a training program comes with very precise and measurable goals such as learning how to perform a particular procedure with accuracy or how to operate a piece of machinery.

On the contrary, a developmental program centers on acquiring broader skills that can be applied in a wide range of situations. They include skills such as decision-making, communication, and leadership.

Benefits of Employee Training and Development

Although there are a few drawbacks in investing in employee training, the benefits from such programs outweigh them significantly. The benefits include:

1. Addressing weaknesses

If a company owner evaluates his workforce closely, he is likely to find two or more of his employees lacking certain skills. A training program presents an opportunity to instill the needed skills in the employees. Similarly, a development programme helps to expand the knowledge base of all employees.

In doing so, company owners are able to bridge any gaps and weak links within their organizations. In such a way, every employee will be in a position to fill in for his colleague and handle any task with efficiency.

2. Improved performance of employees

An employee who receives training from time to time is in a better position to improve his work productivity. Thanks to training programs, every employee will be well versed with the safety practices and proper procedures to follow when carrying out basic tasks. A training programme also helps in building an employee's confidence since he will gain a better understanding of the industry and the responsibilities of his role.

3. Boosts company profile and reputation

As mentioned earlier, employee training is not just good for the employees but also for the firm. Conducting frequent training and development programs is one way of developing the organization's employer brand, thus making it a prime consideration for the top employees working for competitor firms, as well as graduates. A company that trains its employees will be more attractive to potential new employees, particularly those looking to advance their skills.

4. Innovation

When employees receive consistent training and upskilling, it fosters their creativity. The training programs help employees to be more independent and creative when they encounter challenges in their work.

Common Training Methods for Employee Training and Development

Although there are new training techniques emerging every day, several common training approaches have proven highly effective. They include:

1. Orientations

Orientation training is crucial to the success of new recruits. It doesn't matter whether the training is implemented through a handbook, a one-on-one session, or a lecture. What matters is providing new employees with information regarding the firm's background, strategies, mission, vision, and objectives. Such training gives new employees an opportunity to familiarize themselves with company policies, rules, and regulations.

2. Lectures

Lectures are particularly efficient when the aim is to provide the same information to a large group at once. In doing so, there is no need for individual training and thus, savings on costs. However, lectures also pose some disadvantages. For one, they center on one-way communication, which leaves little room for feedback. Also, the trainer may find it challenging to assess the level of understanding of the content within a big group.

3. Computer-based Training (CBT)

With this approach, computers and computer-based tutorials are the primary means of communication between the trainer and employees. The programmes are structured in such a way that they provide instructional materials while also facilitating the learning process.

The core benefit of computer-based training (CBT) is that each employee is given the freedom to learn at their own pace in their most convenient time. It also helps to reduce the total cost that an organization incurs in training its employees. Costs are minimized by reducing the training duration, eliminating the need for instructors, and reducing travel.

5.2 Types of professional training

Types of employee training programs based on the *employee journey*

You can figure out how to train an employee depending on where they stand on their employee journey in your company. Across their tenure, the journey can be segmented into three steps, each requiring a specific type of training:

1. Pre-onboarding training: Also known as orientation, this type of training tells a new employee all about the company's culture, values, and mission, even before they step into the office. Orientation also covers necessary topics such as organizational policies, admin procedures, and compliance norms. This is a mandatory training type for any company.

2. Training at the time of onboarding: The onboarding experience. Opens a new window is meant to familiarize the recruit with the basics of their job. That's why this is a critical part of training new employees. Explaining the various aspects of the job, basic skills that the employee will need from day one, and digital skills for using the necessary productivity apps, comes under onboarding.

3. Workplace training: Depending on the level of experience an employee brings, you may or may not need to provide rigorous training on hard skills and soft skills. Hard skills will empower them to work better, while soft skills make employees a valuable addition to the company culture. Some level of workplace training is usually necessary when training new employees.

4. Coaching for succession plans: As an employee moves up the organizational ladder, they will need targeted training on soft skills, leadership, and strategizing. This can be driven by executive coaching (which could benefit middle managers as well). Not every employee requires coaching – this will be determined by your succession planning blueprint.

5. Reskilling: At regular intervals, your workforce will require a refresh of their skillsets. These training sessions discuss ongoing trends, new ideas, and emerging tools in your domain. Reskilling has now become mandatory in 2020, as employees seek to future-proof their capabilities.

Types of employee training programs based on *targeted learning*

The above five types of employee training and development are centered on how far an employee has progressed in their tenure. The next classification considers the objectives of employee training:

1. Hard skills training: As we mentioned, this is a core component of workplace training, equipping employees with the requisite hard skills needed to perform tasks efficiently. This can range from digital capabilities such as data science or coding to other domains, like business analysis, writing, social media management, design, etc.

2. Soft skills training: Soft skills are now critical to employee performance, allowing them to collaborate, solve business problems, and interact with customers. Particularly in non-labor-intensive industries, dedicated soft skills training plays a major role. This is also part of leadership development.

3. Diversity training: Companies are increasingly looking at behavioral/attitudinal change via employee training. One of the primary objectives is to eliminate bias and make workplaces more inclusive. Leaders and HR personnel, specifically, might undergo diversity training so that they can make unbiased decisions.

4. Anti-harassment training: This type of employee training could be legally mandatory, depending on your company size and operational geography. It trains employees on appropriate workplace behavior, company policy, and how to use the available tools and resources for reporting harassment in the workplace.

5. Safety and compliance: Employees must be trained in safety and compliance protocols at regular intervals. OnboardingOpens a new window and right after a regulatory change are the two key moments when safety and compliance training sessions should be held.

Types of employee training programs based on the *mode of dissemination*

You could also categorize the different types of employee training and development by using the learning channel as a defining criterion. While classroom sessions were the industry standard, HR has now dramatically expanded its reach, with a variety of dissemination modes:

1. Self-driven e-learning: In this model, employees are provided the requisite learning materials in a digital format, either on a learning management system (LMS)Opens a new window or via MOOCs. A specific timeline is set, within which the employee can determine a convenient training schedule. E-learning could also come with certifications that add to the worker's overall employability.

2. Role-play/Simulations: In the pre-digital era, role-play was a popular mode for disseminating soft skills and diversity training. Today, the advent of augmented reality (AR) and virtual reality (VR) have made simulated environments more accessible. Essentially, this tactic places employees in real-world scenarios to help them observe and learn.

3. Mentoring/One-on-one coaching: Here, the employee is assigned a dedicated trainer that guides them across the learning journey. Mentoring happens via the internal community (Google is a good example, as we discuss later), leveraging skilled professionals already present in your company. Coaching, on the other hand, could bring in third-party experts.

4. Lecture sessions: This form of employee training continues to be relevant, as it allows one instructor to train a large group at the same time. In addition to in-person lectures, you could also have live webinars with interactive capabilities, so that employees can have a meaningful Q&A on the training topic.

5. Hands-on/Apprenticeship: This is useful for training new employees at the onboarding stage, as the recruits can shadow managers/workers and pick up necessary skillsets. Keeping in mind the 70:20:10 model, 70% of learning happens via experiences – and this training model leverages this cognitive tendency.

5.3 Looking for a trainer

Business coaches help entrepreneurs, business owners, and professionals grow in a variety of ways. They receive payment and usually work on a fixed schedule to share actionable feedback, personalized advice, and growth plans for their clients to increase company revenue, accelerate their career, or increase business growth.

The goal of a business coach is to help business owners emphasize their leadership strengths, mitigate weaknesses, and establish a clear path that will help them make better business decisions and manifest their overall vision.

What is included in business coaching?

- Guidance in defining long and short term business goals
- Strategic planning for the growth and sustainability of your business
- Professional advice designed to help you gain valuable perspective
- Creation and revision of different business operation tasks
- Accountability for goal reaching in your organization

Your business coach will expect you to bring your full self during sessions so that you can work *on* your business rather than *in* it. Therefore, a level of self-awareness is required when working with a coach (in addition to the perspective you bring about your organization).

It's also important to note that the type of coaching you receive can affect the "worth" they bring to your business whether you choose to find one at a local level or digitally.

Local Business Coach vs Online Business Coach

- **Local business coaches** provide the added benefit of working with someone who understands the market firsthand and uses their knowledge of the community to assist you.

They could also potentially help you network and partner with other businesses by referral according to your needs.

- **Online business coaches** give you the flexibility you may not find locally. You can create a schedule and share documents in a digital format where you won't have to worry about missing information or a meeting. Online business coaching can also be more cost-effective if you choose to interact less frequently, too.

Now that we've made that distinction, let's discuss why you should hire a business coach in the first place.

Why hire a business coach?

1. Greater self-awareness and a positive mindset
2. Clarity on what success looks like and the steps needed to achieve it
3. Development of critical soft skills and decision making
4. Accountability and growth
5. Increased individual performance, productivity, and confidence

For CEOs, founders, and executives, it gets lonely at the top. Without a mentor and accountability partner, many business leaders find themselves hitting the ceiling of what they can achieve. Leaders help develop teams, and business coaches help develop leaders.

In a successful partnership with a business coach, you stand to gain:

1. Greater self-awareness and a positive mindset.

A business coach will help you learn self-awareness in business in the sense that you'll be able to identify your strengths, as well as areas of weakness that need further development.

The goal is that, through being self-aware, you'll feel more in control over your processes and develop a positive mindset that is conducive to success.

2. Clarity on what success looks like and the steps needed to achieve.

A business coach is likely in their position because they have achieved success in their ventures. Given this, they have the experience to model for you what success looks like and how they got there.

Of course, success means something different to everyone, so they will help you outline what success looks like for you and your business goals and help you come up with the steps to get there.

3. Development of critical soft skills and decision-making.

As mentioned above, business coaches have significant business experience from which they can help you develop critical soft skills required to achieve business success and teach you how to apply these skills to your business decision-making.

4. Accountability and growth.

A business coach has no personal stake in your venture, so they will give you valuable, unbiased insight into your business at its current state and the processes you practice. In turn, understanding how your business looks to an outsider helps you take accountability for your processes, both good and bad, and understand what needs to change.

Your coach will also hold you accountable to your goals, as you know they're there to follow along with your progress and watch you hit your milestones.

5. Increased individual performance, productivity, and confidence

You'll increase your performance, productivity, and confidence because business coaching helps you develop:

- Self-awareness and a positive mindset
- Skills needed to make valuable business decisions
- Accountability for your processes and recognize where change is necessary

Now you may be wondering, is business coaching *actually* worth the investment?

Are business coaches worth the money?

A business coach is worth the knowledge and experience they offer and apply to your business's specific needs.

With that being said, complete a thorough search for the right coaching service you need. If you're only trying to improve your marketing, find an experienced marketing coach. If you need a complete overall of your business, find an experienced coaching team and network.

Now that we know the benefits of hiring a business coach, let's go over where to find one when you're ready.

Where To Find a Business Coach

1. Business Coach Marketplace Style Website

A marketplace-style website is a valuable resource for finding a business coach in your local area as you'll be able to browse profiles for specific skills that are relevant to your needs, browse ratings and reviews from customers, and get an overview of costs. With this method, you can easily see if they fit your needs and if past clients are satisfied.

2. Referrals

When looking for a business coach, referrals help you gain an honest endorsement from a previous or current client about how successful a business coach is. In addition, you can ask questions about their coaching model and if the referrer has felt as though they've been able to meet their goals with this coach.

3. LinkedIn

LinkedIn is great for finding business coaches because it is filled with business-minded professionals. You can ask for referrals from your connections or simply browse coaches' profiles to get a sense of their background, skillset and read testimonials and endorsements from past clients.

4. Thought Leadership

Business coaches often share thought leadership content that communicates their business philosophy. If you read their work, you can get a sense of their background, skillset, coaching methodology, and even their personality, giving you a well-rounded look into how they operate and whether they're the right fit for you.

Regardless of how you go about finding a business coach, it is essential to note that you should have a get-to-know-you session with a coach to explain your goals to them and see if they think they can help you. This will also give you a sneak peek into what your relationship with them would be like if you choose to work together or if you need to keep searching.

Below we've compiled a list of a few of the top business coaching services available to help you begin your search for the right type of coaching.

Best Business Coaching Services

1. Noomii

Best for: Everyone

About: Browse the largest directory of life, business, career, and executive coaches on the web. Live outside the United States? No problem. Noomii has resources in 50 other countries.

2. Anthony John Amyx

Best for: Salespeople, managers, business professionals looking to accelerate their careers

About: Feeling stuck, disrespected by clients, or doubtful of your decision-making abilities? Anthony specializes in helping professionals breakthrough earnings caps and take control of their time.

3. CEO of Your Life

Best for: Anyone interested in life coaching

About: Melissa Dawn is an author, speaker, and coach. Whether you're interested in a personal development online coaching program or her signature "CEO of Your Life and Business" online coaching program, her flexible, popular courses will help you determine your core values, your life purpose, how to meet your captain, and how to create a big picture vision.

4. John Mattone

Best for: Small business owners, entrepreneurs, sales leaders, managers

About: Mattone is the author of "Powerful Executive Coaching: A Roadmap to Unleashing Greatness in Your Current & Future Leaders." His Intelligent Leadership Executive Coaching Process includes four powerful phases and seven game-changing pillars leading to meaningful achievement in your work. Want to become certified as an Intelligent Leadership Executive Coach? You can do that too.

5. Business Success Solution

Best for: Anyone looking to remove roadblocks to their success

About: Coach Loren Fogelman helps you identify and clear the obstacles to your success. A business owner and mental health therapist, Fogelman works with you to understand how to identify your value, understand your impact, lighten your workload, and embrace the messiness of success.

Executive Coaching Services

6. Leadership & Sales Academy

Best for: Sales leaders, managers, executives

About: Find coaching for sales management, leadership coaching, and management consulting. You'll work with one of their qualified coaches to build the right team, make them more productive, and coach them to exceed their goals.

7. Strategic Coach

Best for: Small business owners, entrepreneurs

About: Choose from either the Strategic Coach® Signature Program or the 10x Ambition Program™ with Dan Sullivan. Both offer the opportunity to strategize about what's most important to your business at the moment and leave with concrete next steps and action plans to grow your company quickly and sustainably.

8. a)plan coaching

Best for: Organizations Stressing Diversity, Equity, Inclusion, and Belonging (DEIB)

About: a)plan coaching offers an optimized, scalable, and tech-enabled, virtual coaching service that places a strong emphasis on diversity, equity, inclusion, and belonging (DEIB). The program boasts impressive results when it comes to improving organizational elements like collaboration, talent retention, and employee fulfillment. If you're looking for a coaching service that reconciles a commitment to social empowerment with provenly effective tactics, take a look at a)plan.

Small Business Coaching Services

9. Jay Abraham

Best for: Small business owners, marketers

About: Abraham balances a curriculum-based approach with situational coaching. Learn his curriculum first, then chat with Abraham about your unique business situations and receive advice and helpful frameworks in return.

10. Building Champions

Best for: Small business owners, managers, teams

About: Seek personal business coaching from one of their trainers, attend an inspirational event, coordinate a team workshop, or simply conduct a team assessment to powerfully transform how your team functions and communicates.

11. Melinda Emerson

Best for: Female entrepreneurs, small business owners

About: From American Express to Staples and Sam’s Club — Emerson has coached some of the biggest brands around. Today, she’s SMB-focused and offers services including global SMB insights, engagement strategies for women business owners, and marketing execution.

12. ActionCOACH

Best for: Entrepreneurs, small business owners

About: Brad Sugars’ slick site will ask a few questions about you and your business to pair you with the perfect coach. Then, you’ll work through their systematic business coaching methods to overcome the challenges of maintaining a business. Not convinced you’re ready to buy? Get a complimentary coaching session to determine fit.

13. Karl Bryan

Best for: Business coaches

About: If you’d like to grow your business coaching program, Bryan is your man. He specializes in helping you learn to retain clients longer, receive payment for each service you render, and sign more clients quickly. Through strategic sales and marketing efforts, Bryan believes your business will soon be booming.

14. Small Business Coach Associates

Best for: Small business owners, entrepreneurs, managers

About: Get coaching on how to start a business, how to grow it, and how to train your employees. You’ll gain access to coaches who specialize in small business tactics and strategies to overcome day-to-day issues including cash flow, competition, and employee management.

15. Barry Moltz

Best for: Small business owners, family businesses, entrepreneurs

About: Moltz left IMB in the ’90s and has been helping corporations, SMB’s, and family-run businesses ever since. He specializes in identifying the root causes of your businesses’ issues and making recommendations you can implement immediately.

Entrepreneur Coaching Services

16. EMyth

Best for: Entrepreneurs, small business owners

About: From the company that pioneered business coaching and defined true entrepreneurship, the EMyth Coaching Program is a comprehensive system for building a business that gives you more freedom and produces consistent, predictable results. Their program is unique, pairing proven systems with personal mentorship to foster not only the growth of your business but also your growth as its leader.

17. Mindshop

Best for: Entrepreneurs, managers

About: Access Mindshop's pre-built tools, workshops, and coaching solutions. Stay up-to-date with new business trends, get cost-effective online coaching (and learn how to offer it to your clients), and be challenged by a community of like-minded advisors.

18. Prestige Business Coaching

Best for: Entrepreneurs, small business owners

About: Robert Viney has 34 years of experience starting and running his own seven successful businesses. Now focused on sharing his experiences and knowledge with other business owners and entrepreneurs Viney offers comprehensive business coaching and mentoring services.

19. Vanguard Business Coaching

Best for: Entrepreneurs, small business owners, marketers

About: Complete a simple form and coach Andy Turner promises that with one 45-minute conversation he can find a minimum of $10,000 in additional revenue for your business. How will he do it? By focusing on strategically marketing your business.

20. Erin May Henry - Chillpreneur

Best for: Female entrepreneurs

About: Henry is a personal branding strategist passionate about helping women from all walks of life feel empowered to build businesses they love. Sign up for her one-on-one coaching and mentoring sessions and build online influence your clients can't ignore.

21. The Startup Expert

Best for: Entrepreneurs, small business owners

About: If you're worried about business revenue, aren't sure how to market your product/service, need sales help, or struggle to find clients quickly, Tommi Wolfe is here to help. Choose from one of her existing courses or attend a live event and learn how to jumpstart your startup's success.

22. Sheri Kaye Hoff

Best for: Business professionals, entrepreneurs, small business owners

About: Hoff offers coaching in business growth, leadership skills, mindset mastery, and business growth. Whether you've been running your own business for years or are simply a professional looking to take your career to the next level, Hoff can help you discover a clear path to creating the business, career, or lifestyle you want.

23. Mom Biz Coach

Best for: Female entrepreneurs, businesswomen

About: Lara Galloway specializes in helping mom entrepreneurs find success and happiness in the blended role of CEO of their businesses and families. Enjoy one-on-one mentorship from

Galloway as you learn how to make powerful decisions, define your priorities and values, and move forward with your business and life with confidence.

Start Creating Your Roadmap to Success

Ready to find the business coach who's best for you? It's one of the best small business tools you can select. Contact a few on this list and spend time deciding which one is the right fit for you. This might take some self-discipline, but if you're starting a business it can be the difference between success and failure.

Self-assessment questions

1 Why is employee training important for a company/community activity?
2 Compare the types of professional training
3 Why is it important to invite a professional trainer to train the company/community members?

Лекція 6 Managing bad news. Telephoning to clarify

6.1 News management
6.2 Telephone etiquette
6.3 Telephone techniques

6.1 News management

Managing the news is the deliberate influencing of the presentation of information within the news media. The expression *managing the news* is often used in a negative sense. For example, people or organizations that wish to lessen the publicity concerning bad news may choose to release the information late on a Friday, giving journalists less time to pursue the story. Staying "on message" is a technique intended to limit questions and attention to a narrow scope favorable to the subject.

News front-end features include:

- Site-wide and category-specific lead stories
- Fully-featured Content Management for articles
- Support for unlimited number of categories and articles
- Fully configurable search engine friendly URLs
- Ability to fully customize each article
- Full Image gallery is built into each article
- Support for RSS feeds
- Support for storing custom data of any format
- Category-style navigation with breadcrumbs
- Quick and advanced search
- Articles can be sorted and/or filtered by any field
- Users can post or recommend new articles
- Users can rate, review articles and comment on them
- Automatically track new, hot, popular and editor's picks articles

- Attach files to articles to allow users to download them
- Ability to cross-reference with other articles and categories

Other News management / administrative features include:
- Articles fully integrate into the structure of the website
- Automatic excerpt generation for articles
- Automatic article archiving
- Manage any number of categories and articles
- Scheduled article publishing and archiving
- Sort, search, filter or mass-edit articles with ease
- Cross-reference with other elements and sections of the website
- Assign articles to users of the website for their management
- Editorial review for incoming articles
- Configurable front end output and search parameters
- Configurable automatic e-mails associated with articles
- Define custom information to be stored in each listing

6.2 Telephone etiquette

Why is phone etiquette important?

Here are some of the key reasons why phone etiquette is important:
- **Show professionalism:** Showing professionalism entails how you represent your company with a positive attitude and knowledge. Communicating your working knowledge to your callers using telephone manners should establish you as a professional worthy of repeat business dealings.
- **Create a good first impression:** The initial phone call with a customer is your opportunity to show the customer how pleasant it is to conduct business with you. Creating a memorable experience can influence them to recommend you to others or purchase more products.
- **Increase customer trust and loyalty:** If you have a positive interaction with customers on the phone, customers may feel more comfortable having more meetings or discussions in person or through other channels. This can help build your reputation and increase customer loyalty.
- **Achieve high customer satisfaction ratings:** When you meet customers' needs over the phone, they can accurately assume that you can continue to meet their needs in person, creating a consistent experience.

1. Answer a call within three rings.

If your position entails always being available to callers, you should actually be available. That means staying focused and answering calls immediately. The last thing you want to do is keep a customer waiting after a string of endless ringing or send them to voicemail when you should've been able and ready to reply.

As long as you're alert and at your phone at all times — excluding breaks — this rule should be fairly simple to follow. However, we recommend responding within three rings in order give yourself enough time to get in the zone and prepare for the call. Picking up the phone right away might leave you flustered.

2. Immediately introduce yourself.

Upon picking up the phone, you should confirm with the person whom they have called. In personal calls, it's sufficient to begin with a "Hello?" and let the caller introduce themselves first. However, you want to allow the caller to know if they've hit a wrong number, as well as whom they are speaking with.

Practice answer the phone with, "Hi, this is [Your first name] from [Your company]. How can I help you?" Your customer will be met with warmth, which will encourage a positive start to your call. And, if it ends up being an exasperated college student trying to order pizza, they'll at least appreciate your friendliness.

3. Speak clearly.

Phone calls, while a great option for those who detest in-person interaction, do require very strong communication skills. For one, the person on the other end of the line can only judge you based on your voice, since they don't get to identify your body language and — hopefully — kind smile.

You always want to speak as clearly as possible. Project your voice without shouting. You want to be heard and avoid having to repeat yourself. A strong, confident voice can make a customer trust you and your support more. In case of bad cell service or any inability to hear or be heard, immediately ask to hang up and call back.

4. Only use speakerphone when necessary.

We all know the trials of speakerphone. It's easier for you because you can use your hands to multitask. However, for the other caller, it's like trying to hear one voice through a honking crowd of taxis in Manhattan — impossible and frustrating.

Give your customers your full attention, and avoid speakerphone. This will make it easier for both parties to be heard, and it will ensure that you're actually paying attention to them. You may need to use speakerphone at rare occasions, such as when it's a conference call or when you're trying to troubleshoot on the phone. While speakerphone may be appropriate at these times, it's always better to use a headset to remain hands-free.

5. Actively listen, and take notes.

Speaking of paying attention to your customers, it's essential that you're actively listening to them throughout the conversation. Actively listening means hearing everything they have to say and basing your response off of their comments, rather than using a prescribed script. This proves to your customers that you're present and are empathetic to their inconveniences.

It's helpful to take notes during support calls. You'll want to file a record post-conversation, and notes will be immensely helpful. It also ensures that, during long-winded explanations from customers, you can jot down the main points and jump into problem-solving without requiring them to repeat.

6. Use proper language.

A key difference between professional and personal phone calls is obvious — the language. It might be acceptable to use slang and swears when talking on the phone with your friends, but this kind of language can cause you to lose a customer for life.

Always be mindful and respectful when on the phone. You never know what customers might be offended by something you say, so it's best to use formal language. It's okay to throw in humor if appropriate, but never crack a joke that could upset a customer.

7. Remain cheerful.

You never know when a customer is having a bad day. When someone is rude to you on the phone, your immediate reaction may be to put them in your place. First, though, take a moment to step into their shoes and recognize why they're so upset.

The point is to always remain positive and friendly, especially in the face of negativity. Your optimistic outlook may be enough to turn a failing phone call right around. Remind yourself that the last thing your customer probably wanted was to spend their afternoon on the phone with customer support. So, make that call the best it can be, and it may create a loyal, lifetime customer.

8. Ask before putting someone on hold or transferring a call.

There's often nothing more infuriating than being put on hold. After waiting on hold for ten or fifteen minutes to speak with a real-life human being, you finally get to explain your problem. Then, you're immediately put back on hold and then transferred to someone else to whom you must re-explain the whole problem. Talk about exhausting.

However, if you must put a customer on hold or transfer their call, always ask for their permission first. Explain why it's necessary to do so, and reassure them that you — or another employee — are going to get their problem solved swiftly. By keeping your customer in the loop, they'll be less inclined to complain about a long wait time.

9. Be honest if you don't know the answer.

You might need to put a customer on hold or transfer their call if the dreaded occurs — you don't know the solution. Perhaps you've tried everything you can or simply have no idea what they're talking about. Don't panic; customer support representatives are humans, too, and it's okay not to be the omniscient voice of reason.

It's best to admit when you don't know something, rather than making excuses or giving false solutions. However, tell them that you're going to do everything you can to find an answer and get back to them momentarily, or find a co-worker who does know the answer. Customers don't typically expect you to have all the solutions at hand, but they will expect you to be transparent.

10. Be mindful of your volume.

You may be so focused on your phone call with a customer that you're barely paying attention to your present setting. When working in a call center, things can get pretty loud. You always want to be mindful of your volume and ensure that you're not disrupting the ability of your co-workers to speak to customers and get their work done.

If you are on a call that requires you to speak louder due to a bad connection or a hard-of-hearing customer, simply step out of the room and speak with them separately. Your customers are always your main concern, but you don't want to inhibit the work ethic of others in your workplace.

11. Check for and respond to voicemails.

It's quite possible that a customer might reach out to you when you're on a break or after you've left work for the day. If it's possible for you to receive voicemails, make sure you're always checking for them. It's easy for a voicemail to slip under the radar, but the customer won't easily forget.

Start and end each day by checking your voicemail. It takes just a few minutes and can avoid a lost customer support request. Your customers will appreciate your prompt response, and you can get on to doing what you do best — providing knowledgeable and friendly support.

These tips should provide you and your team with basic guidelines for phone etiquette and, if executed properly, your company should see significant improvement in customer experience.

However, there will be some interactions where these actions may not be enough to defuse the situation. Some customer interactions will require your team to take special measures to ensure you're meeting the customer's immediate and long-term needs. In the next section, we'll break down a few of these scenarios and what you can do to resolve them.

6.3 Telephone techniques

A caller’s first impression of your company is formed by how well that call is handled by the person who answers it. You are a “Welcoming Committee of One” for your organization.

Here are ten simple, yet crucial reminders for delivering exceptional customer service on the phone.

Skill #1 — Answering a Business Call

A three-part greeting will get your calls started smoothly. The three parts are: buffer words, the company or department name and your name.

A pleasant buffer phrase such as "Good Morning," or "Thank you for calling XYZ Company," sets the stage for the call. It is less important information, though, than the other two parts, so it's not critical if it gets cut off by your caller at the beginning of the conversation. Follow that buffer phrase with the name of the company or department and then your name.

The caller assumes that you are going to help them when you answer the phone, so they will tell you how you can help without your asking. It's unnecessary to use the phrase "How may I help you?" and anything you say after your name, erases your name.

Skill Example: (You) "Good morning. Acme Dynamite. This is Andre."

Skill #2 — Putting a Caller on Hold

Be sure to let the caller know why you need to put them on hold, ask if they are able to hold and then wait for a response.

Callers hate being ordered to hold with no control over the situation. If the caller is not able to hold, handle their needs by offering options, such as a call back.

Skill Example:

(You) "I'll need to pull up that information from the database. It might take me a few minutes. Are you able to hold?"

(Caller's Response) "Yes, thanks!"

Skill #3 — Thanking the Caller for Holding

When a caller has to be put on hold, or gets dumped immediately into a hold queue when they call, it's very frustrating.

You can ease that frustration and put the call on a positive path by thanking the customer for holding. This reconnects with callers and puts the conversation back on a positive path. It puts your organization head and shoulders above average.

Skill Example: (You) "Thank you for holding. Rubio Insurance, this is Marco."

Skill #4 — Monogramming the Call

People enjoy hearing their name, so using it helps set a positive tone for the call.

Skill Example A:

(Caller's Request) "Hi. My name is Chris Dixon, and I need to change an order I placed yesterday."

(Your Response) "Sure, Chris, I'll be happy to help. My name is Karen. What do you need changed?"

Using the caller's name and saying it correctly is an efficient way of letting them know you intend to assist. Don't be afraid to ask for help with pronunciation and spelling. It signals to the caller that you are willing to take time to give good service.

Skill Example B: (Caller's Request) "Yes, would you please tell him that Bob Rebzinski called?"

(Your Response) "I'm sure a lot of people misspell your last name, and I don't want to be one of them. That's spelled how, sir?"

Skill #5 — Avoiding Excuses

Callers want solutions, not excuses.

What excuses annoy customers the most? Things like, "Our computers are down," or "Sorry but that's our policy." Take responsibility for all the calls you answer and tell your callers that you intend to help. If you receive the first contact with the customer, take 100% of the responsibility to guide the caller to a place where there will be a resolution. Rather than telling a customer, "That's not my department," here is a better way.

Skill Example:

(Caller's Request) "This is Mr. Whitfield. I have some questions about the invoice I received." (Your Response) "Hi, Mr. Whitfield. Thanks. You're actually going to need to speak with Keisha in our billing department. I'm in the service area, but I can go ahead and connect you, and, just in case we get disconnected, Kesha's extension is 292. Are you able to hold?"

(Caller's Reply) "Sure."

Skill #6 — Giving Spoken Feedback Signals

Use a combination of different words and short phrases to acknowledge that you heard and understand what the caller has said. Be sure to mirror back some of what the caller has said.

Spoken feedback signals are even more important on the phone than face-to-face. Without them, customers wonder if you are listening, if they've been disconnected or if you are even able to help them. If you are adding notes on the computer, tell the caller, so they know the typing sound they hear is related to their call.

Skill Example:

(Caller's Request) "I'd like to have my things packed up by your movers on the 23rd in the morning.

(Your Response) "Good. I'm jotting this down. All right. Got it. Pack on the 23rd in the morning." (Caller Continues) "Right. We'll need the packers to come in first and pack my dishes. So they need to be very careful when they pack my dishes."

(Your Response) "Sure. I understand. I'll mark that on the order: 'Be very careful when we pack the dishes'."

(Caller's Reply) "Good. Thanks for being so thorough. I appreciate it."

Skill #7 — Being Prepared

The motto, "Be Prepared," is not just for Boy Scouts. Very little will make you look like an amateur faster than not being prepared to take a message when you've answered a call. Keep paper and a pen or pencil next to your phone at all times. Writing a message word-for-word is the best way to make sure you don't mangle it.

Skill Tip: Being prepared: The reality is that not everyone likes to leave a message on voice mail. Always be ready to take a message or information from a customer.

Skill #8 — Controlling the Conversation

If a caller gets off subject, take control of the conversation. Rapport-building is good, but it is your responsibility to build rapport while remaining in control of the call. If things get off track, ask a question related to the purpose of the call as a subtle buffer to get it back on track. Customers appreciate your handling their needs efficiently. Here's a call that needs to get back on track.

Skill Example:

(You) "When would you like us to deliver your new monitor?"

(Caller's Response) "Well, let's see, I have an uncle coming into town. He's a professional fishing guide, and, in fact, his specialty is shark fishing. You ever go deep sea fishing?"

Skill Example A. Controlling the conversation (with a gentle, related question):

(Your Reply) "You know, I haven't, but that sounds very interesting, and it would be a great reason to set up everything early, wouldn't it? In fact, you might want to set up your monitor before your uncle comes in. So, do you want us to deliver that new monitor Wednesday afternoon or Friday morning?"

Skill #9 — Avoiding Mouth Noises

Mouth noises annoy and alienate the other person. The mouthpiece of a telephone is a microphone that amplifies sounds on the receiving end. While on a call, don't eat, drink, hum or chew gum.

Skill Tip. Work to avoid annoying mouth noises.

Skill #10 — Leaving a Positive Last Impression

A positive last impression counts as much as a good first impression. End your conversation on a positive note. Let callers know you are glad they called and that you look forward to hearing from them again. This last impression is often the way they remember the entire call.

Skill Tip:(You) "I'll let our crew member know, and he'll take care of it for you. He's very good. We appreciate your business, Ms Clinton. Thanks for calling."

(Caller's Response) "Thank you!"

(Your Reply) "You're welcome."

Self-assessment questions

1. What are rules for news management?
2 Name and describe the rules of business telephone etiquette.
3. Give examples of different telephone techniques.

Лекція 7 Annual report summary

7.1 The notion of summary
7.2 What should be included in summary
7.3. Annual report summary

7.1 The notion of summary

A summary is a condensed version of a longer text. It usually sums up the important points of a text, breaking it down to its most essential parts.

Summaries are used to save readers' time, to help with comprehension, or to give a preview of an idea or larger project.

For example, a very scientific article may be dense and hard to read for a non-scientific person, but the summary of that article will focus on the big picture, and word things in a way that will make sense to everyone.

Summarizing a text in your own words may seem straightforward, but there's so much that goes into building and understanding a brief statement/summary. Luckily, this post is here to explain it all: when and why you'd summarize, how to construct a great summary, and the steps you might take in creating a condensed version of the source material.

Formulating summaries is an important skill to hone for a variety of reasons, from being able to pick out only the most essential information from a written work, to being able to quickly give a short overview of a speech or movie.

Summarizing can be used to show your knowledge and test yourself in terms of how easily and simply you can convey an overview of a written or creative work.

Let's take a look at the official definition(s) that will guide you on how to write a summary.

Summary definition. To be brief: a summary is a concise breakdown of the main points from a text, usually written as a paragraph.

Summary

1 of 2

adjective

sum·ma·ry ˈsə-mə-rē

also ˈsəm-rē,

or -ˌmer-ē

Synonyms of *summary*

1

: COMPREHENSIVE

especially **:** covering the main points succinctly

2

a

: done without delay or formality **:** quickly executed

a *summary* dismissal

b

: of, relating to, or using a summary proceeding

a *summary* trial

summarily

(ˌ)sə-ˈmer-ə-lē

adverb

summary

2 of 2

noun

sum·ma·ry ˈsə-mə-rē

also ˈsəm-rē

pluralsummaries

: an abstract, abridgment, or compendium especially of a preceding discourse

Summarize definition. Where a summary, as a noun, is the super-condensed synopsis of a work that conveys the essential ideas, summarizing is the verb form of creating a summary.

To *summarize* something, only include the important stuff. If your teacher asks you to *summarize* several events from the Civil War, she wants the important facts, not every single detail you can find.

When you summarize something, you write or tell the general idea and only the most important points. It's a skill we often use in school or at work, but even in our personal lives, we summarize: like when a friend asks what the book you're reading is about, or someone wants to know about your recent vacation. You don't tell them every single detail, talking yourself to exhaustion. Instead, you summarize — describing just the key events that "sum up" the experience.

Let’s set the scene. You’ve just finished reading the greatest book on the face of the planet. You can’t stop thinking about it—*how has everyone not read this story*? In your quest to share the book with friends and family, you explain what happens in sentence or two. By listing the main plot points and character descriptions, you’ve just summarized the story. It’s as easy as that!

The goal of summary writing is to make the intention of the original text as clear and easy to follow as possible, while omitting the vast majority of the given details. You want to provide quick access to the most important information available, while organizing it in such a way that the main idea(s) are represented in a simple way.

Essentially, it should be a shortened version of the original text that retains the substance of the source.

7.2 What should be included in summary

There are many instances in which you will have to write a summary. You may be assigned to write a one or two page summary of an article or reading, or you may be asked to include a brief summary of a text as part of a response paper or critique. Also, you may write summaries of articles as part of the note-taking and planning process for a research paper, and you may want to include these summaries, or at least parts of them, in your paper. The writer of a research paper is especially dependent upon summary as a means of referring to source materials. Through the use of summary in a research paper, you can condense a broad range of information, and you can present and explain the relevance of a number of sources all dealing with the same subject.

You may also summarize your own paper in an introduction in order to present a brief overview of the ideas you will discuss throughout the rest of the paper.

Depending on the length and complexity of the original text as well as your purpose in using summary, a summary can be relatively brief—a short paragraph or even a single sentence—or quite lengthy—several paragraphs or even an entire paper.

QUALITIES OF A SUMMARY

A good summary should be comprehensive, concise, coherent, and independent. These qualities are explained below:

A summary must be comprehensive: You should isolate all the important points in the original passage and note them down in a list. Review all the ideas on your list, and include in your summary all the ones that are indispensable to the author's development of her/his thesis or main idea.

A summary must be concise: Eliminate repetitions in your list, even if the author restates the same points. Your summary should be considerably shorter than the source. You are hoping to create an overview; therefore, you need not include every repetition of a point or every supporting detail.

A summary must be coherent: It should make sense as a piece of writing in its own right; it should not merely be taken directly from your list of notes or sound like a disjointed collection of points.

A summary must be independent: You are not being asked to imitate the author of the text you are writing about. On the contrary, you are expected to maintain your own voice throughout the summary. Don't simply quote the author; instead use your own words to express your understanding of what you have read. After all, your summary is based on your interpretation of the writer's points or ideas. However, you should be careful not to create any misrepresentation or distortion by introducing comments or criticisms of your own.

TWO TECHNIQUES FOR WRITING SUMMARIES

- Summarizing Shorter Texts (ten pages or fewer)

- Write a one-sentence summary of each paragraph.
- Formulate a single sentence that summarizes the whole text.
- Write a paragraph (or more): begin with the overall summary sentence and follow it with the paragraph summary sentences.
- Rearrange and rewrite the paragraph to make it clear and concise, to eliminate repetition and relatively minor points, and to provide transitions. The final version should be a complete, unified, and coherent.
- Summarizing Longer Texts (more than ten pages)
- Outline the text. Break it down into its major sections—groups of paragraphs focused on a common topic—and list the main supporting points for each section.
- Write a one or two sentence summary of each section.
- Formulate a single sentence to summarize the whole text, looking at the author's thesis or topic sentences as a guide.
- Write a paragraph (or more): begin with the overall summary sentence and follow it with the section summary sentences.
- Rewrite and rearrange your paragraph(s) as needed to make your writing clear and concise, to eliminate relatively minor or repetitious points, and to provide transitions. Make sure your summary includes all the major supporting points of each idea. The final version should be a complete, unified, and coherent.

In a summary, the following should be included:

- Title of the text
- Main ideas
- Theme of the text
- Topic sentence

7.3 Annual report summary

- Annual reports are comprehensive documents designed to provide readers with information about a company’s performance in the preceding year.
- The reports contain information, such as performance highlights, a letter from the CEO, financial information, and objectives and goals for future years.
- There are many users of annual reports, including shareholders and potential investors, employees, and customers.

What Does an Annual Report Contain?

Annual reports provide a significant amount of information for its readers who will be able to get a good overview of the company’s overall performance in the preceding year. It is important to note that many annual reports are not traditional reports with large amounts of text; many companies often incorporate a lot of graphics and images, resulting in a visually appealing document.

The structure of annual reports undoubtedly will vary according to each company, but most annual reports will generally contain the following:

- A letter from the president or CEO
- Performance highlights from the preceding year
- Financial statements
- Performance and outlook for future years
- We will briefly go through each item in detail below:

1. Letter from the CEO

The letter from the CEO is addressed to shareholders and provides a summary of the company's performance in the previous year. CEOs typically spend a lot of time on their letters to highlight the company's achievements, as its performance is relative to the industry it operates in. The letter would likely mention the information of interest to shareholders since they are the primary readers of the report.

2. Performance Highlights

Annual reports usually dedicate a section to highlighting some of the company's key achievements, such as special initiatives, goals reached, or awards received by the company or its employees. The main goal of the section is to ensure that shareholders are satisfied with their investment in the company and persuade potential investors to do the same.

3. Financial Statements

Financial statements are a key component of the annual report and provide its users with quantitative data regarding specific aspects of its financial performance in the previous fiscal year.Annual reports typically include financial statements, such as balance sheets, income statements, and cash flow statements. In addition, there will often be graphs or charts included, helping break down the financials into easily readable information.

4. Outlook for Future Years

Annual reports typically include information regarding its future performance in order to provide shareholders with information on the company's future goals and objectives. Investors are able to get a thorough understanding of the company's current position in its respective industry and the company's plans for future growth. The reports also include information regarding a company's strategy and how it plans to implement that strategy in the coming years.

5. Format

While hardcopy annual reports are still common, electronic versions are increasingly popular and can be found on the websites of many companies. Electronic versions allow the reports to be made accessible to a larger audience in PDF or other formats.

Increasingly common are interactive online reports, which allow users to virtually flip through the report and expand graphics, among other things.

Who Uses Annual Reports?

Annual reports are often publicly available and cater to a large external audience, including shareholders, potential investors, employees, and customers. The general community can also be an audience, as some companies or non-profit organizations will likely go through another company's annual report to better understand the latter's values to see if a partnership or other collaborative efforts are feasible.

While they are primarily used to convey financial and performance-related information, the annual report is also used as an advertising tool to highlight some of the company's key initiatives or goals that were recently achieved.

1. Shareholders and Potential Investors

Shareholders and potential investors use annual reports to get a better understanding of the current position of the company in order to make investing decisions. The annual report helps potential investors decide whether or not to purchase stock. It also gives insight into the future plans of the company, along with its goals and objectives.

2. Employees

Employees often use the annual report to understand some of a company's different focus areas. Many employees are also shareholders of a company due, in part, to stock option benefits and other schemes, which provide employees with incentives in being shareholders.

3. Customers

Customers of a company use annual reports to get an overview of different companies and help them decide on which one to build a relationship with. Customers are interested in working with high-quality suppliers of products or services, and an annual report enables companies to emphasize its core values and objectives.

They also make good use of the financial information contained in the annual report, which gives them a good idea of the financial position of the company.

Self-assessment questions

1. Give the notion of summary.

2 What should be included in summary?

3. What are the requirements for annual report summary?

Лекція 8 Negotiationg strategies. Short business proposals

8.1 Negotiation rules
8.2 Negotiationg strategies
8.3 Email requesting an update

8.1 Negotiation rules

Negotiation is the process of discussing something with someone in order to reach an agreement with them, or the discussions themselves

10 Negotiation Rules

Rule 1: Don't negotiate unless you need to

Rule number one: Don't negotiate unless you need to. Not everyone realizes this, particularly in buying and selling situations. I've come across some salespeople who say *"Well our customers expect us to negotiate"*. Well they can expect what they like, but you don't have to do it. And it's not the customers right to get a discount. It's not their right to get free stuff. It's your choice. And you can choose to engage with them on the basis of mutuality or not. In other words are they coming to the table with you, do you like them, do you want to negotiate with the person in front of you, and are you capable of negotiation?

The only time I negotiate is when I have to. The only time I will give you a win, is when your win blocks mine. In that case I will work very hard to give you your win, because without you getting your win, I don't get mine.

Rule 2: Don't negotiate with yourself

Rule number two: If you are in a position where you want to negotiate, or need to negotiate, don't negotiate with yourself.

In other words: If you want $85,000 for a job you've applied for, ask for it. Don't sit down for an interview in a crappy office looking around at some crappy artwork on the wall, some threadbare carpets on the floor, looking at the guy interviewing you in a pair of old jeans thinking to yourself *"this guy can't pay $85, 000"*. You never know, the guy in the crappy office might be some kind of eccentric millionaire able to pay you $85, 000 out of his back pocket right now if he wants.

But of course looking around a crappy office you might lose a bit of confidence. But if you want $85, 000, even though the job ad says $75, 000, ask for it, and let them tell you that you can't get $85,000, not you.

Rule 3: Never accept the first offer

When you say I'm looking for $85,000 for this job, and the guy says *"no we've advertised it for $75, 000, but just looking at your resume, it looks like you're only worth $65, 000",* he's now made the first offer at $65, 000. You're not going to break rule number three and accept it. What you're going to do is ask him some questions.

For example:

"Why is that?"

"Why is it you've changed that?"

"What is it you've seen in my CV?"

"What is it you've seen about me in my presentation today?"

So you're not going to accept the $65, 000. The same way as when you say to them: *"I'm looking for $85, 000"* They're not going to break rule number three either. They're not going to say *"Here's $85, 000, can you start tomorrow?"* Now they might be able to pay you $85, 000, but what they're gonna do is they're going to make you work for it. They might say, *"Okay, well just out of interest, if I was to go above the $75, 000, what extra can you bring to the table? What customers do already know?*So that's rule number three, never, ever, ever, ever, ever, accept the first offer.

Rule 4: Never make the first offer – if you can avoid it

Rule number four, is linked to rule number two.

If you can't avoid making the first offer, then go back to rule number two and ask for everything you want.

"I'm looking for $85, 000 a year, I want a car allowance of $200 a month, I want a parking spot near the front door, I want full dental and hospital and medical coverage for myself and my family, I want 25 days holiday a year, and I want three days paid sabbatical to do some training. So that's what I'm looking for. How do you feel about that?"

What I've done is I've broken rule number four by making the first offer, but I haven't broken rule number two and lost confidence in my position, and there's a huge temptation to do that.

Rule 5: Listen more and talk less

Once you've asked for what you want, ask a question, and then shut up and let the other party fill the void.

The question I usually ask is: *"How do you feel about that?"*

Notice I don't ask: *"What do you think?"* Because if you say *"What do you think?"* The temptation is for them to come back and say *"I think it's too much"* or *"I think no one else in this place gets 25 days paid vacation including me"*. But if you say: *"How do you feel about that?"* You get engagement on a different level.

So what we're looking for are signals from him. So when he comes back and says: *"I wasn't thinking about going as high as $85, 000"* does that mean he's not going to give you $85, 000? No. He said: *"I wasn't thinking about going to $85, 000"*. Do you know what? He is now.

And when he said *"We don't usually give more than 20 days vacation a year"*. Does that mean you can't have 25 days vacation? No. What he's saying is they haven't done it yet. So what we're looking for the signals of movement that might come from the conversation.

Rule 6: No free gifts

Don't give anyone anything for free.

Sometimes people giveaway baseball caps or pens or even tickets to sporting events. You don't have to give them away. You can exchange them. Now what you get for a pen might be slightly different than what you get from a football finals ticket. I get it. But what you want to do is always make sure that there is an exchange.

Free gifts fall into two categories:

Number one: Cooperation. Never give another party your cooperation for free, without getting cooperation in return.

Number two: Information. If the other party asks you a question, you may want to give them an answer, but you might want to make that answer conditional on them answering one of your questions first, so you don't feel as though you're being interrogated. So when the guy says to you: *"Just out of interest, where do you usually go on vacation? If you're looking for 25 days?"*

You can say: *"I'll answer that question Michael, but in return, can I just ask, does anyone else in the business have more than 20 days? You said you don't usually give it. But has anyone else got it?*

What I've said is that I'm going to answer your question. But this is not a free gift to you. And even in an interview situation, don't forget that the person who's interviewing you wants you to be strong with their customers when they put you out, or when you're talking to the customers who come to their office.

Rule 7: Keep your Jellyfish together

The jellyfish is my metaphor for the whole deal. It's every element of the deal combined. Inside the jellyfish are all of the elements of the deal. There's the vacation, the dental cover, the car park, the salary, the car allowance etc. so we have the jellyfish in front of us with all of the elements. We know what our perfect world is. And we know how far we can get pushed.

Don't ever settle on any one of these elements without making it linked to something else. So when someone says *"Okay we can do the $85, 000"* you have to say: *"Okay, so that's the 85,000, with the dental coverage, the car allowance, the car park…"* and if he says *"No, no, no, no. Let's just talk about the money first"*. No. You talk about the money in relation to everything else, because don't forget, if you're expected to be at work five days a week and that's costing you $10 a day for parking, now you're talking about $200 a month just to car park. So maybe the more important thing here is not getting an extra $2,000 on the salary, but actually having a parking spot that's paid for by the business.

So keep your jellyfish intact and don't settle parts of the deal separately. Make sure that everything is linked and then remember rule number six and don't give away any free gifts.

Rule 8: Avoid the rookies regret

Both amateur and professional negotiators frequently walk away from a deal thinking to themselves: *"How well did I do? Did I get turned over on this? Did I get stuffed by the other guy? Or did I come out on top?"* It's a very immature way of looking at a deal. What we need to be doing is saying: *"Did I measure and value the exchanges properly?"*

And this is one of the things that excites me most about negotiation. I've been a salesman for 40 years. I've sold around the world in 50 countries. I've been involved in thousands of deals involving billions of dollars around the world.

The thing that excites me the most about negotiation is that it's the closest thing to alchemy in real life. It's like the magician turning lead into gold. You can do this in negotiation. You can give something that costs you $1, a piece of lead, and when it crosses the magical divide between you and the other guy, it turns into $100 worth of gold value. For example: If we go back to the guy screwing the TV on your wall, he's experienced at it, he's got all the right equipment, he's done it a hundred times before, and it's only five minutes of his time, which might be $1, but the value to you is that $500 TV is on your wall and secure until the end of time. The value of five minutes of that guys work is immense. That's lead for gold. He gives you a $1 lead piece and in return you get one hundred dollars worth of gold at the other side.

We call it the three trading questions. If you can answer these three questions, you can avoid the rookies regret, and you'll be ready to move on from rule eight.

The first question is: What does this concession cost me?

If I'm the guy whose going to be fitting your TV, what does it cost me? Okay, it may only be five minutes. But I've still got to drive out there and you might be on the other side of town. Do I need to take any specialist tools? Will I need to carry ladders? If so I'll need to take a special van. So what does this concession cost me? If I've said you can have the TV for $500 and I'll install it for you, I now know that the five minute installation is actually a one hour job. Am I happy to do that?

The second question is: What is it worth to the other person?

What's the value to the other person? So if I install his TV is he still going to try to beat me up and get the price down to $450? Or can I hold the line at $500 knowing that he's going to get that value in return?

The third question is: What do I want in return?

Now in return, I want cash in hand, I don't want to put it on the credit card, no I want to see hard cash and if that means he has to go down to the ATM or to the bank to get $500 cash, then that's what I'll wait for because it's worth more. Why? Because I get charged three percent by the credit card company, so even though it's only $15, that's $15 I get to keep.

Rule 8: Avoid the rookies regret by asking the 3 trading questions:

1. *What's this concession going to cost me?*
2. *What is it worth to the other person?*
3. *What do I want in return?*

Rule 9: Always avoid the quick deal

At the moment everyone in the UK is complaining about the government and about why they haven't come to a deal about Brexit yet. Well no one comes to a deal until they need to. And if you come to a deal too quickly, it usually leaves a sour taste in both parties mouths and you'll walk away thinking: *"I chickened out there and didn't get enough"*, and if you force a quick deal the other party will be thinking: *"You got more out of it than me."* So always avoid the quick deal.

And if the other party is putting pressure on you to do a quick deal, it usually means one of two things:

Number one: They've seen an advantage for themselves in either money, time, value, or just personal engagement that you aren't balancing out.

Number two: They've seen a mistake you've made, and they want to take advantage of you really quickly. So if you've put a car on sale for $15,000 and they're looking at it and thinking, wow, I've seen these, and with this spec, and with this age, and the mileage on this car, and the state of it, that's a $20,000 car. Yeah, okay, well that's just such settle it at $15,000 and get it over with.

So the minute someone starts pressuring you to make a quick deal, just have a think. It doesn't mean you have to say no, but just have a good think. Even if you just quickly jump on the net and do some further research.

Rule 10: Never reveal your bottom line after you've done a deal

I know it sounds like a no brainer. But every now and again you will break this rule, and the reason you'll break it is because you'll be with someone you like, and up until this point you trusted them. What they'll do is they'll say: *"Great deal. Welcome to the business. Thanks for joining us. You drive a hard bargain as far as salary negotiation. Just out of interest… what kind* *of car package are you on at the moment?"* Hahahahaha. You never tell them. You say, *"Well it's very similar to the one that we've got now"*. You don't say: *"Oh, I don't have a car package. I pay for my own at the moment"* because straight away they'll be thinking: *"I've just given him $200 a month towards a car and I didn't need to"*.

Rule 10: When you've done a deal, never, ever, ever, tell anyone what your bottom line was

Negotiation strategies that promote a mutual gains approach to the bargaining table can help you not only achieve a negotiated agreement with a difficult counterpart but also help a negotiator find ways to create value and expand the pie of resources. To do this, you have to establish a relationship with your counterpart and through this discover the zone of possible agreement with her (ZOPA).

When you know the areas of agreement where you and your counterpart are in alignment (and those areas on which you diverge), a skilled negotiator can craft an agreement that most closely approximates her own and her counterpart's needs while building a bargaining relationship with her counterpart. Rather than antagonistic, the negotiation process becomes a value-creating, integrative situation in which each side gets a "fair share" of the pool of resources.

To mount a successful negotiation campaign, negotiators need to follow these negotiation strategies:

1. Never take victory for granted in a complex, multiparty setting.
2. Identify and nurture potential allies before you need their support.
3. Identify all of your likely and potential opponents at the start of the process.
4. Beware of the possibility of opponents with diverse concerns teaming up to form a blocking coalition.
5. Listen to the concerns of potential opponents and address them to the extent possible.
6. Remember that negotiation continues during the implementation stage and requires ongoing support to succeed.

The success of any negotiation will largely be built on a solid foundation of preparation. Without understanding your position and taking the time to understand the position of the other party, you cede any potential advantage and limit your chances of success.

Part of this preparation involves developing and employing the negotiation techniques that you will use in the live situation. However, while planning is a critical part of negotiation and a key to success, having a rigid plan probably won't do you much good.

You should never rely on a single tactic within a negotiation. If you plan a single approach to the conversation and the ground shifts unexpectedly, you could be left playing catch-up while the other party moves ahead. The best way to frame the various negotiation tactics is to view them through a lens of real-life negotiations, which we will review below.

But first, a word on BATNA. In their bestselling negotiation guide, authors Fisher, Ury, and Patton highlight the Best Alternative to Negotiated Alternative (BATNA) as a common tactic within all negotiations. Not only does your BATNA provide you with an alternative solution should your negotiation fail, but it also determines the point at which you are willing to walk away without a deal.

Knowing your BATNA and that of the other party may put you in a position with more bargaining power. It also opens up the Zone of Potential Agreement (ZOPA) by defining the settlement ranges for each party and helping to crystallize what you might be willing to relinquish in order to reach an agreement.

From that point forward, the tactics and techniques you use to get there will define your success.

BATNA Negotiation

A prime example of a BATNA negotiation is the current negotiation happening between the European Union and the UK on Brexit. What originally started out as a Principled Negotiation with a focus on gaining a mutually positive outcome has become a BATNA negotiation, with one party (the EU) pulling away from the negotiating table and the other (the UK) unable to agree to the deal proposed.

The focus has shifted from the ultimate goal of a good deal based on objective criteria and maintaining a good relationship to one where individual personalities are fighting for prominence and aiming for a deal at the other party's expense. The interesting outcome will be whether or not either side has considered a BATNA and if this approach will ultimately be used before the UK leaves the EU.

Conflict Negotiation

Sometimes, negotiations come to a standstill when two parties have intractable differences. If walking away from the deal is not an option, negotiators may need to employ conflict negotiation, also known as conflict resolution, techniques to get the negotiation back on track. This is typically a step-by-step process where the parties agree to identify the problem, analyze the issue, and find common ground in compromise. Following a logical, step-by-step process can also be effective in calming any heightened emotions around the negotiating table.

No small amount of conflict resolution was required to resolve the negotiation block between U.S. Steel, ArchelorMittal, and their workers. When offered a deal that increased wages potentially at the detriment of the overall compensation package, workers voted to go on strike and claimed the companies were benefiting from new U.S. trade policies without passing on benefits to workers.

The "hardball" negotiation tactics used by the workers in this instance enabled them to strengthen their position and ultimately come away with a better deal than was first tabled. Both sides were required to compromise, create new outcomes, and resolve the conflicts standing in the way of agreement.

Game Theory

Game Theory involves determining strategies for different situations in the face of competing strategies acted out by the other negotiation players. It assumes that parties will attempt to maximize their own outcomes and base their positions on how they believe the other party will act.

The less you know about the other player, the more difficult it can be to predict and plan for different scenarios. For example, the Trump administration's renegotiation of NAFTA involved two very familiar trading partners with fairly predictable responses. Negotiating with China and North Korea, on the other hand, is much more difficult to plan for as communication is highly controlled and limited, making it difficult to estimate and respond to the other side's strategies.

Doing your homework and understanding as much as possible about the party you are negotiating with will greatly improve your chances of a successful outcome.

Other Negotiation Techniques

Integrative negotiation, also known as interest-based negotiation, is a strategy in which both parties open the discussions by revealing their interests, or the most important factors for each side. Focusing on these interests from the outset increases the chances of discovering and agreeing upon a win-win solution.

Integrative negotiation can also be used as part of a conflict resolution strategy. When a negotiation hits a roadblock, parties can employ the following elements of principled negotiation to get the discussion back on track:

1. Separate the people from the problem
2. Focus on interests, not positions

3. Invent options for mutual gain
4. Insist on using objective criteria

Distributive negotiation (distributive bargaining) is a competitive negotiation strategy. It assumes a win-lose outcome and is most often used when there is only one issue on the table, such as price. By focusing solely on one issue to the exclusion of any other interests, a situation is created where a win for one party (such as a lower price) is a loss for the other.

Negotiation Tactics - Checklist

1. Never rely on a single tactic within a negotiation.
2. Know your Best Alternative to Negotiated Alternative (BATNA) before entering into a negotiation.
3. Use Game Theory to predict and plan for different scenarios.
4. Separate emotions and personality differences from issues at hand.
5. Resolve conflicts with a step-by-step principled negotiation process to find common ground and potential new outcomes.

8.3 Email requesting an update

Effective communication is a key aspect of a successful personal or professional relationship. Since many businesses and professionals use email as their primary form of communication, it's important to learn how to compose different types of emails. One primary component of effective email communication is following up.

Why would you write a follow-up email?

Here are some reasons you may write a follow-up email:

- Update request emails increase the likelihood of receiving a response to your previous email.
- Additional emails move your message to the top of the recipient's inbox, reminding them of your conversation.
- You can show you value the recipient's work and time.
- Follow-up emails maintain communication and ensure that the recipient completes projects or responsibilities as intended.

How to send an email asking for an update

You can follow these steps to send an email asking for an update:

1. Decide when to send the email

Consider how much time has passed since you sent your last email, when you need a response and the purpose of the original message. You can send an email immediately if you urgently need a response. If the recipient told you they would respond within a certain time frame, you can send an email once the deadline has passed. For interviews, it's common to wait three to five days afterward before asking for an update if you have not received a response.

2. Determine the objective

Determine the objective of the email and clearly state the information you expect to receive. It's important to determine what kind of response you wish to obtain from the email recipient and include language that may reflect this objective. You may consider using a more formal and serious tone if the matter is urgent.

3. Add an engaging subject line

The subject line is the first part of the email the recipient sees. This is what may entice them to open and even respond to your email. A good subject line should be clear, concise and interesting. Consider adding specific details, such as your name and the purpose of the email, to help your email stand out in their inbox.

4. Review the email

After finishing the email, you can review it to check if it meets your intended tone and includes all necessary details. Reviewing also helps you eliminate spelling and grammatical errors. You could also have another person review your draft, or use a spellcheck tool.

5. Send it

Send or schedule your email once you have ensured it includes all of the necessary details. If you're communicating between different departments or writing a follow-up email on behalf of someone else, you can add them to the CC field so they can also see your correspondence. You may also add email addresses to the BCC section if you would like to keep their email addresses private.

Tips on writing a follow-up email

Here are some tips to consider when writing your email asking for an update:

Follow up within a short time

Try to follow up quickly to keep the conversation active. You can also keep the recipient's focus when you send a prompt follow-up. Try to send your email within five days of the last message.

Encourage a response

You can encourage a response from the email recipient by asking questions or requesting them to complete a specific action. If you decide to include a question, consider asking politely for the information you need. For example, if you're working on a project with another team member, you may ask them if they could email you updates and state the time you'd like to receive a response.

Add value

When sending a follow-up email, state the reason why you need or would like an update. This can let them know that their response is valuable and the time they spend responding to you is worthwhile. You may also focus on how providing you with the information you need can benefit them.

Make it brief

The recipient should be able to know the purpose of your email even if they quickly scan it. Try to include only the necessary details, keeping your email to just one or two short paragraphs. If you need to provide extra information, state your purpose first and add supplemental details later.

Include a call to action

Let the recipient know what you'd like them to do after reading your email. There are many calls to action, such as following up with a phone call, visiting a website, filling out a form, attaching documents or files or setting up a virtual or physical meeting. Words like join, read, start, shop and review can create good call-to-action statements.

Examples Requesting An Update In Email

1. I’m writing to you regarding ticket number 1111. Could you provide an update? The ticket has been open since November 21 and no one has contacted me yet.

2. May I ask you for an update on the matter below?

3. Can I ask you about the status of order number 1111? I’ve placed the order on the 13th of May and have not received any update since.

4. May I kindly ask you for an update on this issue? The issue has not yet been resolved and I haven't received an update in a week. Please address this issue as soon as possible, otherwise, I will have to raise the matter with the senior management of the company.
5. I would like an update on what stage the project is at? The last update I received was 2 weeks ago.
6. Please provide me with information on when the project will be completed (NAME).
7. Please inform me when you have an update on the case.
8. I'm writing to you regarding case 1111. I would like an update on what stage it is at?
9. Our request for a quote was sent to you on the 14th of June and we haven't received anything yet. We would be grateful if you could send the quote as soon as possible.
10. As we haven't received any feedback yet, we kindly ask you to send your latest 1111 ticket update as soon as possible.
11. We're writing you regarding ticket number 1111. Could you please send your latest update?
12. We will be glad if you send your offer as soon as possible. It's taking a lot of time and we worry that our client might refuse the order.
13. I'm writing to you to remind you that I still haven't received the requested information. Please contact me as soon as possible.
14. My ticket is opened for a week and I still haven't been resolved. I ask you to give the matter your immediate attention.
15. As I have received no reply from you, I shall terminate the service unless you resolve the issue within the next five days.
16. Please provide me with information on the matter in the correspondence below. If I don't receive a response by tomorrow I'm afraid I will have to refer the matter to senior management.
17. Please provide an update on the case. If you are willing, we can arrange an online meeting to discuss the next steps.

Self-assessment questions?

1 Give and describe the negotiation rules
2 Compare the negotiationg strategies. Name pros and cons of each one
3 What are the writing rules of an email requesting an update?

ЗМІСТОВИЙ МОДУЛЬ 2 «ETIQUETTE AND PERFORMANCE»

Лекція 9 Performance and reward

9.1 Company performance
9.2 The types of reward
9.3 Why performance and reward are necessary in company's development

9.1 Company performance

You can determine how well your company is performing by comparing the results of initiatives to objectives and evaluating to what extent you met your targets. Independently of that process, you can use financial indicators to evaluate your company's business performance and compare it to that of other companies in your field. Both methods are valuable as measures of company performance in an objective way.Many companies, for example, have a dedicated a marketing budget with the hope that it will increase market share, but don't examine its effectiveness. As Edmund Ingham writes in Forbes such budge's aren't "for real" but are just "for show." If you have a substantial market share and rank in the top two suppliers, you have market influence on pricing and are more likely to be profitable.

Performance in Customer Satisfaction

Performance in customer satisfaction is a key factor in long-term success. The key performance variables are repeat orders and the rate of customer acquisition. If you have satisfied customers, you retain those you have and get new ones at a rapid rate. Your evaluation of performance in customer satisfaction highlights potential problems for overall performance.

Product Quality and Returns

Quality products lie at the root of superior company performance. Two variables indicating whether your products are high quality are returns and warranty claims. These product indicators measure company performance on quality but also impact profitability directly. High rates of returns and warranty claims cut into profitability.

Employee Job Satisfaction and Training

Two indicators of a company's performance internally are employee job satisfaction and training levels. These impact overall performance through the ability of the company to offer high levels of service to its customers. You can evaluate employee job satisfaction by measuring changes in the average length of service. A measure of training levels is the percent of employees who received training each month.

Numerical and Financial Factors

In addition to numerical factors such as profit margin, other indicators allow you to evaluate your company's performance on purely financial terms. Liquidity and solvency ratios evaluate your company's performance with regard to ensuring that it can continue its operations. Liquidity is the ratio of current assets minus current liabilities divided by total assets and measures how quickly a company can raise cash.

Solvency is the ratio of net profit plus depreciation divided by total liabilities and measures your company's ability to continue to service its debt. As described in the Harvard Business Review, you can compare these ratios to those of other companies to evaluate performance.

9.2 The types of reward

When we talk about rewards, we essentially classify the multiple ways to appreciate your employees better.

Typically, the rewards can be divided into three main categories-

- intrinsic versus extrinsic rewards,
- non-financial versus financial rewards,
- membership versus performance-based rewards.

Unlike popular perceptions, you can reward employees without breaking the bank. Monetary rewards are not the whole reward system but only a tiny part of it. Nowadays, even small businesses can afford to recognize their workforce through affordable gift cards.

The past two decades have seen a constant rise in companies investing in an employee reward system. Why? Because it works. When people feel valued, they:

1. Get a feeling of accomplishment, which results in higher job satisfaction and productivity.
2. More likely to improve job performance and organizational results.
3. Enhances employee experience and inspires loyalty.

Altogether, having a reward and recognition program is beneficial not only for the workforce but also for the company.

Let's have a look at the three different types of rewards and what each of them carries.

1. Intrinsic versus Extrinsic Rewards

Intrinsic rewards are the rewards that are non-tangible but yet results in **higher levels of job satisfaction**. Some examples are- an impressive job title, career growth, personal achievements, praises, etc.

Extrinsic rewards are tangible rewards that employees receive upon doing good work. It includes bonuses, raises, gifts, etc.

Intrinsic rewards make employees feel valued in a company. Similarly, extrinsic rewards focus on improving employees' performance through appreciation. It's necessary to find a balance between extrinsic (performance) and intrinsic (motivation).

2. Non-financial versus Financial Rewards

Financial rewards work by positively contributing to the overall employees' financial wellbeing. It includes bonuses, salary raises, etc.

Non-financial types of rewards do not provide any financial gain to the employee. Instead, it focuses on appreciating employees through employee benefits. Gym memberships, parking spaces, gift cards are a few examples.

Non-financial rewards are more feasible for companies to reward employees mainly because:

- Long-term effects as compared to financial rewards: Employees are more likely to keep enjoying the benefits. However, financial rewards give one-time satisfaction.
- Employees feel more comfortable about discussing their rewards with their peers.
- For the same performance, financial incentives require higher investment.
- It's a more affordable option for small businesses and startups.

3. Membership versus Performance-based Rewards

Performance-based rewards are allocated based on the performance of an employee in a company. Performance-based rewards are given in pay plans, incentive systems, group bonuses, or commissions.

Membership-based rewards are given in the form of benefits and services provided to the company's employees. For example, it might be in the form of the annual Christmas bonus, company retreat, upgraded office furnishing, etc.

9.3 Why performance and reward are necessary in a company's development

Rewarding employees for good performance is vital to motivating and retaining talent. When employees are rewarded for their efforts, they are likely to become more loyal and productive. This can boost the overall productivity and output of the organization. In this article, we discuss the benefits of rewarding employees for good performance and how to reward employees.

Benefits of rewarding employees for good performance

Here are some benefits of rewarding employees for good performance:

- Makes employees feel more valued
- Motivates employees to work harder
- Improves employee productivity
- Increases commitment to job responsibilities
- Improves job satisfaction
- Boosts loyalty to the organization
- Creates role models for other employees

- Incentivize s collaboration and teamwork
- Ensures talent retention
- Creates good company culture
- Positively impacts overall business growth

How to reward employees for good performance

Here are some creative ways to reward employees for good performance:

1. Align rewards with performance

Aligning rewards to highlight good performance and recognize top performers is a good way to show employees how their productivity helps the company. For example, if the company needs to achieve certain sales targets, a rewards program can be established to incentivize employees based on how well they meet or exceed these targets. Employee recognition programs can include:

- Bonuses
- Stock options
- Profit-sharing
- Salary increments
- Perks
- Remote work
- Reimbursement of commuting expenses

One way to track employee and team performance is by leveraging digital HR tools to analyze performance data. These tools provide employees and managers with access to dashboards with real-time performance metrics, which can empower both to have fruitful discussions on performance.

2. Provide unique rewards

Besides financial incentives, you can also provide your employees with a variety of unique rewards. Based on the company culture, unique rewards can be a combination of the following:

Organize a warm welcome: Decorate the company entrance to welcome outstanding employees so that other employees can see and congratulate them. For example, you could place a bulletin board with a brief description of their accomplishments and for all to post congratulatory notes.

- **Have lunch with the CEO:** Provide outstanding employees an opportunity to discuss their experiences at the company by taking them out to lunch with the CEO.
- **Give gift cards for family dinners:** This can help employees celebrate their success with their families.
- **Give impromptu time off**: Surprise the employee by sending them an e-mail that they have been given time off.
- **Offer a subscription to movie or music streaming service:** An annual subscription to either service can be very rewarding and fun for the employee.
- **Offer tickets to a concert:** If the employee enjoys music, offering tickets to a concert of their choice will be well received.
- **Offer tickets to a sporting or performing arts event:** Give the employee tickets to a sporting event or a rare performing arts event.
- **Sponsor a weekend getaway:** If the employee enjoys traveling, sponsoring a weekend getaway to a destination of their choice can be a good option.
- **Offer gift vouchers for groceries:** Consider gifting vouchers for the purchase of groceries from the supermarket of their choice.

3. Recognize major and minor achievements

Although celebrating major accomplishments is imperative, recognizing all the minor milestones that led to that major accomplishment can motivate employees to stay focused until they reach their ultimate goal. Here are a couple ways to recognize these achievements:

- **Celebrate work anniversaries:** Give a gift to employees to celebrate their work anniversary every year as a reward for their loyalty. Offer a special recognition when they complete five or ten years at work.
- **Celebrate promotions:** Recognize employees when they get promoted to the next level.

4. Reward teamwork

Rewarding teamwork can motivate employees to strengthen collaboration, which can amplify productivity and boost innovation in the workplace. As this is more time-consuming and requires good project management skills, team-based rewards should be more substantial than individual rewards and must simultaneously reward the entire team. For example, you could plan a team outing or lunch after your employees achieve a major accomplishment for your company.

5. Offer personalized and specific recognition

Providing personalized and specific recognition can make employees feel appreciated and valued, as it specifies the impact of their contributions on the company. This also shows employees that the company cares about them. Here are some ways to provide personalized recognition to employees:

- **Provide a personal recognition note from the CEO:** Give the employee a recognition note from the CEO of the company that expresses their appreciation of their hard work and dedication.
- **Publicize achievement:** Recognize outstanding employees by a company-wide email, newsletter, internal communications platform or social media channels.
- **"Employee of the day:"** Make an employee feel valued by recognizing them as “Employee of the Day” and give them a token of appreciation.
- **Conduct an interview:** Interview the employee and feature the video on the company's internal communications platform.
- **Present a certificate of achievement:** Announce this certificate on the company's internal communications platform or newsletter.
- **Offer upgraded office equipment:** Upgrading the employee's existing office equipment such as chairs or computer equipment can further improve their productivity.
- **Award them with a personalized T-shirt or mug:** A T-shirt or mug bearing the employee's photo and a brief congratulatory message is an excellent way to personalize a reward.
- **Arrange for a family visit:** Arrange for the employee's family to visit for company events and celebrations.
- **Celebrate birthdays:** Surprise employees with a gift on their birthdays.

6. Invest in professional and personal development

Rewarding employees by investing in their future, particularly in their professional and personal development, can be very beneficial to the organization, as highly skilled employees can bring in more value. Here are some ways to invest in the professional and personal development of employees:

- **Sponsor educational programs:** This can include reimbursing tuition and fees of academic degree courses or certifications for high performers.
- **Sponsor a seminar:** This can be a very enriching experience for the employee, especially if they attend a seminar with motivational presentations.
- **Pay for a masterclass:** Give the employee the opportunity to attend a masterclass of their choice.

- **Offer an opportunity to attend a conference:** A conference that is relevant to the employee's field of work can benefit them professionally.
- **Assign a favorite project:** If the employee is keen to explore other avenues, assigning a project of their choice can motivate them to further contribute to the overall success of the organization**.**
- **Arrange for a mentoring session:** A mentoring session with a senior employee can be useful for insights on growth and career advancement in the company.
- **Sponsor a hobby class:** Have the employee pick a hobby of interest such as art, music or pottery and reimburse the fees.
- **Provide a library or book club membership:** An annual family membership at a library or book club can benefit the employee and their family.

7. Donate to a charity or cause

Donating to a charity or cause of the employee's choice is an excellent way to give back to society and have them contribute to something more meaningful. This can help both the company and the employee create an impact outside the organization. Other ways to support an important cause include volunteering or delivering meals.

8. Create fun surprises

In addition to those mentioned above, managers and peers can reward one another for their achievement and support, by surprising each other in a fun way. Here are a few ways to surprise and reward employees in a fun way:

- **Send a care package:** Surprise the employee by sending them a package of some of their favorite things to their place of residence.
- **Gift a spa basket:** Leave a nicely wrapped basket containing spa products on the employee's desk.
- **Give them an ornamental plant:** A decorative plant in a pot that bears the employee's name and a brief congratulatory message is a great way to show your appreciation.
- **Gift memorabilia:** Provide them with a gift that helps them remember the contribution they made to the company.
- **Order dinner from a restaurant:** Ask the employee to order dinner from a restaurant of their choice and reimburse the bill.

Self-assessment questions

1 Why is a company performance important for its development?
2 Compare the types of reward.
3 Why performance and reward are necessary in a company's development?

Лекція 10 Performance review summary

10.1. Review
10.2. Review summary rules
10.3 Performance review summary

10.1. Review

Review means to consider something in order to make changes in it, study it, or give an opinion about it.

1. Identify the objectives of the business being reviewed

Identify the goals and objectives of the business you are reviewing before you write a business review. For example, (1) to offer fun, flavorful and economical meals to low income families; (2) to collect and shred confidential documents and records on a weekly basis for small businesses; and (3) to provide daily coffee and bakery kiosk services in the lobbies of metropolitan office buildings.

2. Create a list of memorable elements

Create a list of measurable elements that are pertinent to the type of business you are reviewing. If, for instance, you're evaluating a catering company, some of the categories to address would be price, presentation and delivery and the quality, taste and freshness of the food. If you're evaluating a consulting business, the categories would relate to the scope and diversity of services, fee schedules, time frames, expertise of staff, quality of work product and results.

3. Evaluate whether the objectives met your expectations

Evaluate whether the company's objectives met your personal expectations. The easiest way to do this is to assign a numerical score of 1 through 10 with 1 being the lowest and 10 being the highest. For every score that is lower than 4 or higher than 7, provide a justification for your ranking. For example, you might praise the catering staff as being wonderfully congenial and efficient but point out that a substitution was made without your knowledge on one of the selections you ordered, and, in the case of food allergies, this could have been disastrous.

4. Determine if a bad experience was a one-off

Research whether a negative experience was just a one-time glitch or the norm for the business you're reviewing. There may be extenuating circumstances you were unaware of. For example, a power outage that impacted the delivery of the product, a new hire who took longer to process a request than a seasoned pro, the death of an immediate family member in a one-person business or shop, or a relocation. Bringing a mistake or inconvenience to the attention of the business owner will often yield an explanation, an apology and/or an invitation to give the business a second chance – all of which should be taken into account when writing your review.

5. Consider the business' target clientele

Take into consideration the target clientele of the business. For instance, if you're a picky gourmet who typically dines at upscale eateries, you're probably not going to be enamored with a family friendly restaurant whose waiters wear clown costumes. This is not, however, a good reason to criticize the entire venue. Because you're not their targeted demographic, you need to put yourself in the shoes of families who are and evaluate whether the restaurant is a good value for their time and money and a fun place to take small children.

6. Offer suggestions for improvement

Offer suggestions in your review on how the product or service could be improved. Strive for an equitable balance of fact and opinion in your content.

7. Identify at least one positive

Identify at least one positive item to praise in your write-up. If the bulk of your review is negative, make sure that you open with a positive comment or observation. Be honest but fair.

10.2 Review summary rules

The end-of-year review summary, also known as annual review, happens before a company or an organization ends the year. Managers go through the performances of employees, who also give their feedback and reviews. The purposes of the review summary are to evaluate opportunities, achievements, weaknesses, areas the company can take advantage of to improve its operations and more essential ideas for the upcoming year. In this article, we discuss what an annual review is, tips for preparing the assessments and how to go through the reviews.

What is a year end employee review?

The end-of-year employee review is a formal assessment of employees to evaluate performance, challenges, weaknesses and improvement points. The review meeting is a perfect opportunity for both employees and managers to get constructive feedback on their perspectives. Employees and managers also get a chance to ask work-related questions. While most of the annual review meetings are useful in evaluating employees' performance, the employees and staff can also make use of the meeting to discuss plans, their goals and get the opinion of the management about their plans.

What you should cover in your end review summary

As the year approaches its end, it is time to prepare for the annual review meetings. Performance is one of the items on the end year review summary meeting that make employees anxious. To ensure you will not be nervous, preparation is critical. Think of what you want to discuss during the meeting in advance. Here are some of the important items to cover in the year end reviews for employees:

Your accomplishments

It would be best if you did not assume that your manager recalls what you have accomplished throughout the year. Take the chance of the review meeting to remind your bosses and employees of the great work you have been doing. The accomplishment can include customer appraisals or testimonials, managers' commendations and awards won. Provide tangible evidence such as emails from managers or clients and award certificates. However, to remember every accomplishment from the first day to the last day of the year, make sure to keep records of the great work you do.

Your everyday responsibilities

Discuss the responsibilities, duties and the load of work you handle every day. You may assume that your boss knows what you do every day only to realize that he or she does not know all the duties you handle. If the restructuring roles are combined, you may be taking too many responsibilities or not enough responsibilities. The review meeting can be an ideal platform for negotiating your workload after giving a clear image of your duties. If you have a lot of free time in your work schedule, take the opportunity to discuss and inquire if you can start some development initiatives or take start some training programmes.

Skills and qualities areas to improve

During the review meeting, if your manager doesn't offer any negative feedback, find out how you can improve your skills or qualities to do better in your personal development or profession. Request the managers to highlight specific qualities or skills such as presentation, analysis, attitude, enthusiasm, communication and other areas you should improve. Ensure your manager understands that you would appreciate the candid information so you can work on your weaknesses.

Priorities of the company

The end year review meeting should be an important platform to clarify the company's current priorities. You will also learn if there are pending changes in the priorities. Inquiring about the priorities lets the manager understand that you want to work on the highest priorities.

Your career's next steps

The company's strategies in the upcoming year and the future and what is expected of you can be an ideal platform for discussing your career plans. You can show you are committed to investing in the company's long-term objectives to improve your output. Inquire from the management if they have plans for your career's next steps and what you should do and how to implement the plan. For example, you can ask if there are skills you have to develop and whether you will be assigned to projects requiring the skills. If you want to get, bigger assignments request the manager to assign you.

Inquire about who to network with

Your manager can help you to improve your production by introducing you to the right people you can work with. Use the review meeting to discuss your interests in building a great network. You may also get advice from your manager on the people to meet and work with.

Suggest new practices

Dedicated employees who use their initiative and are striving for success develop ways of working more efficiently. If there are work areas you are concerned about, the end year review meeting is the right time to discuss and find new effective ways that can improve work performances. Be sure you have solutions to the problems you identify before you identify them. Also, list some of the plans that are working well to ensure your feedback will not only be of negative comments.

Suggest tools you require to improve your work

With the advancing technology, new working tools and software may be available that are helpful to your work. As a way of increasing production, find out the most effective tools. Conduct thorough research about the tool and present testimonials from other people and show statistics before requesting the use of them.

Tips for end year review summary

Constructive and valuable feedback will help you make your next steps toward effective development strategies and smart goals. To ensure you are ready for the annual review meeting, the following tips will help you prepare to give the right feedback and discuss relevant information:

Review your work records

Before you walk into the end-year review meeting, go through your work records and reflect on what you have done throughout the year. Compare your contributions and the goals of the company to identify what you have accomplished. Individual accomplishments help the company to reach its targeted goals.

Learn how to respond

It would be best if you prepared for criticism and negative feedback even after also receiving positive feedback. Owning the mistakes cited and being ready to offer solutions and showing the initiative of doing better is a good way to handle criticism. Begin by thanking your supervisor for the feedback and then explain yourself and provide a plan of improving the cited cases.

Consider the steps to take towards the next level of your career

If you notice you are more than comfortable in the position you hold, the upcoming year could be the right time of taking the next step in your career. Consider if your goals align with the position you are aspiring to take in your next career stage before you ask for promotion or salary increment.

Pay attention

The end year review meeting is a dialogue between employees, managers and other staff. Listening to fellow employees and bosses helps you notice and understand key points being discussed and also gives equal talk time to deliberate on different matters. By being attentive, you will also discover the emotions and opinions of other people regarding critical issues. When you actively listen, you realize your colleagues' interests and discover the development solutions they have to offer. However, it would be best to give your feedback on the colleague's suggestions and not stay quiet throughout the conversation.

Be precise and concise

Take the least time possible to give clear solutions or feedback. With this, you can utilize well the time allocated for an end year meeting. For instance, you can be specific when addressing challenges. Explain why the plans adopted are negatively impacting productivity and give a clear solution to the identified problems.

Do not react; instead, respond

Throughout an annual review, meeting be collaborative and cautious. For example, when you take on a conversation from your boss, build on it from where he stopped instead of reacting against it. Ensure you also do not create adversarial tones. For instance, if your manager congratulates you or says something positive, respond by thanking them but not going against the comment. When your boss says, negative things do not also react and instead respond with supportive words. The following are ways of receiving feedback with dignity:

- **Listen to understand:** Give your manager or colleague a chance and encourage them to say everything without interrupting.
- **Suspend judgment:** Feedbacks help you to understand how colleagues and your bosses perceive and interpret your actions. Do not judge them as that is their view, which you cannot change.
- **Ask questions for clarification:** Focus on asking questions for you to understand the feedbacks before you respond.
- **Be approachable:** Most people avoid giving their feedback to dismissive and grumpy people. Openness to receiving feedback positively is evident through facial expressions and non-verbal communication. Thus, you should not give scary facial expressions when your manager criticizes or gives negative feedback.

End with positive notes

The review you give should have a mutual understanding and a clear way forward. The review meetings are used to set achievable goals that address expectations that employees are not meeting. The reviews you provide should ensure colleagues and bosses get clear plans of action. The ending note should be an encouraging, appreciative note to lift fellow employees' and managers' spirits. Positive feedback gives your superiors the confidence and belief that you possess what is needed.

Be honest

Bring up the problems you faced to ensure you find a solution to avoid encountering the same challenges in the upcoming year.

Stay on topic and focused

Address only relevant topics and ask questions related to your work. This will ensure the annual review meeting stays on topic. Utilize your time well by covering agendas of the main topics. You can discuss and disseminate key information quickly to achieve the targeted aims.

Follow up

Evaluation is challenging and takes lots of energy and time to conduct it properly. Instead of making the review process a one and the only meeting, later on, follow up the reports and show appreciation when you discover improvements. The follow-up also shows dedication and the desire to improve.

10.3 Performance review summary

Writing a performance review summary comes with many challenges. You need to create a concise review that accurately reflects an employee’s company performance. And when writing a review, it's essential to strike a balance between positive feedback and improvement suggestions.

What is a Performance Review?

A performance review analyzes all the different aspects of a particular person's character to assess their capacity and performance in a specific job.

It's not a way to unload criticisms. Rather, it's an honest evaluation of employee performance, opportunities for future growth and development, and so on.

A manager needs to take their evaluation of a given employee seriously because this will affect their career. Use it to celebrate the positives and highlight the areas where improvements can be made.

Benefits of Conducting a Performance Review

A performance review won't only benefit employees but also your entire company. Here are some of the many benefits of writing an honest performance review for your employees.

Performance

To perform at their best level, employees need to receive honest feedback about how they can improve. Effective feedback gives you the best output from your reports.

According to a study, 72 percent of respondents believe their performance would improve if managers provided better corrective feedback.

Engagement

The common notion that employees dread performance reviews isn't entirely true. A study found that nearly 34% of full-time employees preferred to get more feedback from their manager. Performance reviews are an excellent opportunity to show employees that you're invested in their growth and success.

Retention

Employees who feel satisfied and valued in the workplace will be encouraged to stay longer. Gallup found that frequent, strengths-based feedback may decrease turnover by nearly 15 percent!

Career Development

Through a performance review, managers can discuss career goals and how the company can support employees. When 37 percent of employees say they would leave their jobs if they weren't offered more opportunities for career advancement, these conversations are essential. You can have action items for your employees to pursue their career goals and ensure they feel supported and encouraged.

Tips for Writing a Performance Review Summary

1. Collect peer feedback

Managers should give employees honorable criticism and recognition. And it greatly helps to collect feedback from their peers. This will provide you with a wider perspective and can be an effective way to learn more about their performance.

2. Provide specific examples

It's important to cite specific examples of when an employee excelled or struggled rather than make generalizations. This shows them that you pay attention to what they do in the workplace. You can say, "You stepped in and guided your team through the project when your team leader Nick was sick." This carries a lot more impact than saying, "You always make it a point to help team members."

3. Don't skip the positives.

The goal of performance reviews is to improve employee performance. And while you may be tempted just to hand out constructive criticism, it's also essential to give them a pat on the back. Try to provide positive feedback. If they've done something commendable, let them know.

4. Remember to listen

It is important that performance reviews are conversational and not simply a means to hand out criticism and evaluation.

Try asking them how they feel about their work performance. What are the things they think they need to work on? What are the goals they want to achieve? Keep open communication, so your employees don't feel unheard during reviews.

Performance Review Samples

There are many employee qualities that you can evaluate in a performance review. Here are some of these qualities, along with some sample reviews.

Professionalism

Professionalism refers to the competence or skill expected of a professional. In the context of performance reviews, professionalism means exhibiting high ethical and moral standards, focusing on commitment and fairness.

- Develops professional relationships with individuals who benefit the company and contribute to the organization's growth.
- How he behaves with his fellow employees and his job is highly professional.
- Ensures to gather proper information about various aspects of his job to stay updated with the company's needs

Communication Skills

Workplaces are built on a culture of proper communication, and employees must have good communication skills. When giving feedback about their communication skills, you can say:

- He is a good listener with excellent communication skills and uses them to advise his team about any issue that may arise.
- Is capable of speaking frankly with colleagues and team members without being too authoritative.
- Having the ability to provide input to his team members has earned him their respect, helping him prevent potential problems from arising.

Leadership

Employees with high aspirations must possess leadership and the ability to manage teams. These are also qualities most companies are looking for in an employee.

- A leader who commands respect by treating his team members with the same level of respect.
- He is approachable and makes his team members feel at ease if they have problems, improving intra-team relationships.
- Team members feel confident as he leads with inspiration.

Stress Management

Burnout or stress plays a major role in attrition in professional settings today. In such a situation, it becomes critical that employees cope with the stress that comes with their job.

- Has a good deal of experience dealing with stressful situations and can develop suitable solutions with minimal assistance.
- He sets an example by making sure that he never loses his composure when it comes to the most stressful situations.
- Has the ability to think of innovative solutions to crises.

Time Management

Most companies place a lot of emphasis on punctuality and the ability to manage your time to accomplish goals.

- Sets a great example to others by always being punctual in meeting project deadlines.

- Effectively takes charge of keeping a schedule for breaks and keeping the company’s schedules in order.
- He exhibits excellent time management skills and is well-suited to handle all the work assigned to him within a stipulated time frame.

Self-assessment questions

1. Give the definition of the term review
2. What are the review summary rules?
3 What are the rules of performance review summary?

Лекція 11 Ethical choices

11.1 Ethics
11.2 Etiquette
11.3 Ethical choices

11.1 Ethics

At its simplest, ethics is a system of moral principles. They affect how people make decisions and lead their lives. Ethics is concerned with what is good for individuals and society and is also described as moral philosophy. The term is derived from the Greek word *ethos* which can mean custom, habit, character or disposition.

Ethics covers the following dilemmas:

- how to live a good life
- our rights and responsibilities
- the language of right and wrong,
- moral decisions - what is good and bad?

Our concepts of ethics have been derived from religions, philosophies and cultures. They infuse debates on topics like abortion, human rights and professional conduct.

Approaches to ethics

Philosophers nowadays tend to divide ethical theories into three areas: metaethics, normative ethics and applied ethics.

- Meta-ethics deals with the nature of moral judgement. It looks at the origins and meaning of ethical principles.
- Normative ethics is concerned with the content of moral judgements and the criteria for what is right or wrong.
- Applied ethics looks at controversial topics like war, animal rights and capital punishment

What use is ethics?

Ethics needs to provide answers.

If ethical theories are to be useful in practice, they need to affect the way human beings behave.Some philosophers think that ethics does do this. They argue that if a person realises that it would be morally good to do something then it would be irrational for that person not to do it. But human beings often behave irrationally - they follow their 'gut instinct' even when their head suggests a different course of action. However, ethics does provide good tools for thinking about moral issues.

Ethics can provide a moral map

Most moral issues get us pretty worked up - think of abortion and euthanasia for starters. Because these are such emotional issues we often let our hearts do the arguing while our brains just go with the flow.

But there's another way of tackling these issues, and that's where philosophers can come in - they offer us ethical rules and principles that enable us to take a cooler view of moral problems.

So ethics provides us with a moral map, a framework that we can use to find our way through difficult issues.

Ethics can pinpoint a disagreement

Using the framework of ethics, two people who are arguing a moral issue can often find that what they disagree about is just one particular part of the issue, and that they broadly agree on everything else.

That can take a lot of heat out of the argument, and sometimes even hint at a way for them to resolve their problem. But sometimes ethics doesn't provide people with the sort of help that they really want.

Ethics doesn't give right answers

Ethics doesn't always show the right answer to moral problems.Indeed more and more people think that for many ethical issues there isn't a single right answer - just a set of principles that can be applied to particular cases to give those involved some clear choices.

Some philosophers go further and say that all ethics can do is eliminate confusion and clarify the issues. After that it's up to each individual to come to their own conclusions.

Ethics can give several answers

Many people want there to be a single right answer to ethical questions. They find moral ambiguity hard to live with because they genuinely want to do the 'right' thing, and even if they can't work out what that right thing is, they like the idea that 'somewhere' there is one right answer.

But often there isn't one right answer - there may be several right answers, or just some least worst answers - and the individual must choose between them. For others moral ambiguity is difficult because it forces them to take responsibility for their own choices and actions, rather than falling back on convenient rules and customs.

Ethics and people

Ethics is about the 'other'

Ethics is concerned with other people

At the heart of ethics is a concern about something or someone other than ourselves and our own desires and self-interest.Ethics is concerned with other people's interests, with the interests of society, with God's interests, with "ultimate goods", and so on.So when a person 'thinks ethically' they are giving at least some thought to something beyond themselves.

Ethics as source of group strength

One problem with ethics is the way it's often used as a weapon.If a group believes that a particular activity is "wrong" it can then use morality as the justification for attacking those who practice that activity.When people do this, they often see those who they regard as immoral as in some way less human or deserving of respect than themselves; sometimes with tragic consequences.

Good people as well as good actions

Ethics is not only about the morality of particular courses of action, but it's also about the goodness of individuals and what it means to live a good life. Virtue Ethics is particularly concerned with the moral character of human beings.

Searching for the source of right and wrong

At times in the past some people thought that ethical problems could be solved in one of two ways:

- by discovering what God wanted people to do
- by thinking rigorously about moral principles and problems

If a person did this properly they would be led to the right conclusion.

But now even philosophers are less sure that it's possible to devise a satisfactory and complete theory of ethics - at least not one that leads to conclusions.

Modern thinkers often teach that ethics leads people not to conclusions but to 'decisions'. In this view, the role of ethics is limited to clarifying 'what's at stake' in particular ethical problems.

Philosophy can help identify the range of ethical methods, conversations and value systems that can be applied to a particular problem. But after these things have been made clear, each person must make their own individual decision as to what to do, and then react appropriately to the consequences.

11.2 Etiquette

Etiquette is a system of rules and conventions that regulate social and professional behaviour. In any social unit there are accepted rules of behaviour upheld and enforced by legal codes; there are also norms of behaviour mandated by custom and enforced by group pressure. An offender faces no formal trial or sentence for breach of etiquette; the penalty lies in the disapproval of other members of the group. Regardless of its level of material culture, any highly stratified society will possess an etiquette in which every person knows the behaviour expected from him toward others and from others toward himself

Business etiquette is a type of behavior that team members are expected to follow in order to uphold the company image and respect each other. Business etiquette may change from culture to culture, but when everyone understands and follows a particular set of standards, it can create a sense of unity.

How to improve your business etiquette

Every workplace has some standard of business etiquette. Use these tips to improve your business etiquette:

1. Introduce yourself

When starting a new job or meeting a new coworker, it is courteous to introduce yourself. Do this by saying your name while giving them a brief yet firm handshake.

After you learn their name, make sure to remember it. One way to do this is by repeating their name after they say it. For example, you could say, "It's very nice to meet you, Julia." After they walk away, you can write their name and job title down to reference later.

2. Dress appropriately

Before your first day of work, make sure you know your office's dress code. More offices have implemented laid-back dress codes. If this is how your workplace is, remember to still dress in a way that helps everyone feel comfortable. It's best to observe how your manager dresses and follow their example. Also, when meeting with clients, you may want to dress more formally.

3. Be prompt

Make it a habit to arrive at work on time. Give yourself ample time before work to get ready for your day. Also, leave early enough in case traffic is slow on your way to work. If you happen to arrive late, you should work late to compensate for the time lost.

4. Focus on work

While at work, it may be tempting to look at your phone or personal email. It is best to refrain from personal communication during work hours and focus solely on professional tasks and communication. This shows your manager that you're dedicated and can also help your coworkers finish tasks if they rely on you.

5. Establish a means of communication

Learn how your team communicates. For example, some teams prefer to use instant message apps to discuss projects so everyone can refer to the details later. However, if you have a quick question, it may be more appropriate to ask it in person. Ask your coworkers what their communication preferences are and observe what they are already doing.

6. Let others speak

Give everyone time to finish their thoughts while they are speaking. Then you can offer what you want to say. When everyone gets a chance to speak without being interrupted, they feel like what they have to share is heard and valued.

7. Show respect

Always treat all of your coworkers with respect. This includes the following examples:

- Greet them each morning.
- Listen to their ideas.
- Get to know them.
- Ask them how they're doing.
- Invite everyone to work events.
- Remain neutral during a conflict.
- Only say positive things about them.

8. Keep conversations work-appropriate

While at work, you should keep conversations appropriate. Talk about work-related or uncontroversial topics. Also, use appropriate language to be professional.

9. Be mindful of volume level

Many people need quiet work environments to be productive. To help, make sure to silence your phone and desktop notifications. If you enjoy listening to music, use headphones at an appropriate volume level. Also, when talking to coworkers, keep your volume low and talk in a common area away from others' workspaces.

11.3 Ethical choices

All of us make choices each and every day. A number of our picks are sensible choices concerning what is going to turn out most excellent, in various ways. Those choices do not essentially entail to be correct or incorrect. They are all about effectiveness, accessibility, realism or inclination.

But then, a lot of our decisions touch on doing the right thing. Every one of these decisions entails thousands of points spinning within the brain. In a blink of an eye the human mind evaluates the details, looks at one’s thoughts, assesses the probable outcome(s), weighs the alternatives against one’s convictions and priorities, mulls over what other persons may think, and offers the cue for action (Arizona Character Education Foundation, 2010).

Choices take place so fast but the end result(s) could stay put for a lifetime. This is the reason as to why watchful deliberation is vital. It establishes the course of virtually every aspect of human life, and thus, the importance that ethical choosing holds.

Ethics is a division of philosophy that concentrates on integrity. Integrity encompasses various ideas such as good and evil, right and wrong, etcetera.

Ethics and ethical choice(s)

Ethics refers to a band of values that guides people on the way in which they should go about in making various choices. There is no single individual with strong personality who goes about minus a code of morals.

An ethical choice involves one doing more that he or she has to do. It is choosing to do what one has to do. Since operating with honor at times means not doing what one would like to do, ethical choices call for self-discipline.

An ethical choice entails making out the disparity between right and wrong. It is a dedication to do all that is right, respectable and principled. It involves one asking themselves whether they are ready to bear the price for going ahead with an unethical decision.

How ethical choices are made

Ethical choices require time and measured deliberation. To begin with, one has to reflect on the effect of his or her actions on all those involved and/or will be impinged on by the decision. Essentially, one has to establish whoever probably stands to be assisted or hurt, with the main aim being to ensure fairness to all.

There is quite a number of basic rules for life and they include; trust, respect, accountability, evenhandedness, and caring, among others. An ethical choice involves the decision-maker questioning whether the choice taken is trustworthy, respectful, responsible, and caring (Arizona Character Education Foundation, 2010). Ethical choices which take into account the mentioned values outweigh and take precedence over unethical ones. The long term outweighs the short term.

Once all these steps are followed and one is still uncertain if they will be making an ethical choice, then one would rather opt for the alternative that will turn out the majority good for a majority of people. To do away with unethical choices one is required to ignore matters having nothing to do with ethics for instance authority and fame and go with the most moral alternative left.

Self-assessment questions

1 What is the difference between moral and ethics ?
2 How a businessman should improve his/her business etiquette?
3 Do you have any experience of ethical choices? If so, share your experience.

Лекція 12 Company newsletter

12.1 The notion of newsletter
12.2 Company newsletter
12.3 What should be included in a newsletter

12.1 The notion of newsletter

Broadly speaking, newsletters are a form of email communication used for marketing purposes. From stand-alone promotional emails to large-scale marketing campaigns, newsletters can do it all.

Part of what businesses love about email newsletters is how multi-purpose they are. They help you promote new products, announce sales, and keep your clients up to date. As well, email automation can help you stay on top of customer relationships, send purchase/shipping updates, and personalize your communications without lifting a finger.

Starting to see why email newsletters are truly an irreplaceable part of your overall digital marketing strategy?

You may be thinking, “email marketing seems like a thing of the past.” Of course, it’s true that social media like Facebook, Instagram, and LinkedIn have become important tools for digital marketing. But research shows that email is here to stay.

A study commissioned by Sendinblue found that consumers’ preferred communication channel with small businesses is email. Other case studies also back up email’s dominance in the marketing world.

What is the Purpose of a Newsletter?

Typically, the purpose of a newsletter is to promote a product or service and create an individual touch point with your email subscribers.

That said, the exact purpose of your email newsletter will depend on your objectives. One of the first steps to building a newsletter is outlining specific aims for that campaign.

Objectives could be things like improving your open rate and click through rate, gaining new subscribers, or creating your best email yet in terms of conversions. Whatever your aim is, try to make sure it’s specific and measurable.

With this in mind, you could say the purpose of email newsletters is to support your overall digital/email marketing strategy. Your individual newsletter objectives point toward those of the overarching marketing plan.

How Do Newsletters Work?

Creating a newsletter is by no means difficult, but there are a few things to be aware of. Most importantly, you won’t be able to send mass email campaigns from your Gmail or Outlook accounts. Platforms like these are great for personal use, but they lack the authentication standards, personalization features, and subscriber list capabilities necessary to make an effective email marketing campaign.

This is why a dedicated email service provider (ESP) is a must-have for any marketing team.

Your ESP should allow you to:

- Send mass email campaigns with reliable deliverability;
- Create professional newsletters, (email templates are always nice to have);
- Manage contacts and email lists in compliance with GDPR;
- Keep track of important metrics like open rate, click through rate, and unsubscribe rate;
- Fine tune your marketing strategy with features like A/B testing for your newsletter content, subject line, and CTA buttons.

These are just a few of the things you can expect from an email marketing platform. Sendinblue’s all-in-one marketing software offers all these features and more. To get started, open your free account today:

What Are the Benefits of Newsletters?

There are many benefits to newsletters. To name just a few, they’re a customizable, affordable, and accessible type of marketing communication. What really sets them apart from other media, however, is that they give you direct access to your audience’s inboxes.

Sending newsletters can take your content marketing strategy to the next level thanks to advanced automation and segmentation features. If you’re already contacting subscribers on a regular basis, why not personalize your communication and offer more valuable content?

Email segmentation features allow you to connect with your subscribers in a more personal way. You can keep track of their order history, send reminders, personalized discounts, and more. That’s something social media can’t do for you.

Another advantage of a newsletter over social media: If social media platforms were to disappear tomorrow, you'd lose your followers. But an email list is yours to keep. Like a website, newsletters make up an important part of your company's owned media.

Who Should Use Newsletters?

Another benefit of newsletters is that they can be used by nearly any type of business, no matter your scale or industry. Ecommerce businesses find email automation features especially useful for communicating order updates, shipping information, and website tracking to seal the deal on purchases. Brick and mortar shops also benefit from newsletters as a way to grow their community presence. For bloggers and content creators, newsletters help keep their audience up to date on latest releases. For SaaS companies too, newsletters help deliver valuable content to your existing and potential customers. Basically, email newsletters are a helpful marketing channel for almost everyone.

12.2 Company newsletter

Company newsletters include periodic updates, news, promotions and events communicated in print or electronic form. While newsletters are useful in getting attention from prospects, their primary importance is in maintaining ongoing connections with contacts and existing customers. Companies send newsletters weekly, monthly or quarterly, depending on their goals and business activities.

Benefits. A core benefit of a company newsletter is to keep your brand in front of customers who buy infrequently. A home inspector might send monthly newsletters with do-it-yourself or home weatherizing tips to homeowners he has worked with. While he may not get immediate business from many of them, his name remains in the minds of clients who also may forward the newsletter to friends. This provides a word-of-mouth or referral marketing bonus. Many companies have shifted from print mailings to electronic, which greatly reduce the costs of regular newsletters.

Objectives of company newsletters. Before going into how to come up with excellent company newsletters, it's important to know what the objectives of these messages are and what elements define them.

Why do you want to send newsletters to your employees? These are the main reasons why employee newsletters are so popular in various departments such as Human Resources, Employer Branding, and organizations in general:

- **To inform.** Company newsletters are used to distribute information intended for affected employees. The information included is relevant and useful for targeted departments and employees – even regardless of hierarchical rankings.
- **To break down silos.** Aside from distributing relevant information to everyone in a company, company newsletters can also be used as tools to encourage camaraderie among employees, who normally don't have a strong everyday belonging feeling as they might be separated by cubicles, team designations, or departmental assignments.
- **Provide framing and an external narrative.** All employees also have their own families, friends, and social circles. So explaining why companies do things and giving them an easy way to be proud and spread the word, can be a very strong catalyst for word-of-mouth.
- **Reduce email overload.** Instead of sending multiple notices, announcements, or acknowledgments to various departments and employee groups, a company can make use of the company newsletter as a more efficient distribution of information.

- **Work together with other communication channels.** Your newsletter can present company information as a reference alongside other channels. For instance, they can announce or acknowledge the achievements of a specific team or department. Where normally this would only be found on an intranet, slack, or bulletin board posting.
- **Grease the wheels of employee onboarding.** Getting new employees up to speed with everything that's going on in the company is just as important for the new recruits as it is for the organization itself. You want your new employees to feel that they're part of the team as quickly as possible. And not only because you need their help in your key projects. A highly effective onboarding process can improve employee commitment up to 18x as a recent study showed. And your company newsletter can help you with that.
- **Get feedback and improve employee happiness.** When you have teams working off-site, with a distributed team in various locations or even in one location but on different projects it is easy to lose touch. Your company newsletter can help you learn, engage, and retain your employees for longer. Ask feedback through employee email surveys. It is important to not just say you care about employees – but show action on points raised. Email can be one piece to aid in getting feedback and improving happiness and retention.
- **Improve your products and services.** In your company newsletters, you can tickle your employees. Tickle them to give back fresh ideas through surveys – encourage them to participate in different innovation places. Workgroups, Brainstorms or Hackathons. Solutions to the challenges your company is facing are often found by anyone in the company. Email as a firestarter to get valuable feedback from people across all departments. This includes employees who are not as prone to speak up by themselves or are hard to meet in the corridor.
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21 company newsletter ideas

1. New team member announcement
2. Commendable feats and milestones
3. Personal anniversaries and other celebrations
4. Recommendations and must-sees
5. Team spotlight
6. Team party
7. Special day events
8. Competitions and contests
9. Surveys
10. New job postings
11. Training opportunities
12. Free resources

13. Doing good and giving back
14. Important industry updates and news
15. Product and service development updates
16. A (personal) message from the board or the CEO
17. Sharing company's history
18. Changes in company leadership / people moving on
19. Legislative or fiscal changes affecting employees
20. Customer reviews and feedback from the frontline
21. Just for fun

12.3 What should be included in a newsletter

As newsletters are quickly regaining in popularity with consumers and becoming an essential element of any marketing strategy, many sources have outlined competing ideas surrounding what it takes to craft a successful newsletter strategy, making it harder to get a good idea of what to include in a newsletter to ensure it's opened, read and clicked.

1) Craft a punchy newsletter subject line

First things first: for a newsletter campaign to be successful, you need subscribers to open your email. This is where your subject line comes in.

A punchy subject line is indispensable. Whether you want to keep it a bit vague and mysterious to elicit curiosity or you'd rather include keywords related to your content, you will need to monitor your open rates to understand what makes your audience tick.

If you're unsure about what to include in a newsletter subject line, don't forget to take into account the device your subscribers are most likely to read your newsletter on. For example, if your subscribers are mostly on mobile, you only have a few words to entice them to open your newsletter. If it fits your brand's tone of voice, you could try using emojis to get your point across more succinctly. Or, if you want subscribers to complete an action quickly, make sure to include a word that suggests urgency to the reader. For instance, the Axios Media Trends newsletter does not hold back in its use of the word "exclusive" to connote important scoops.

2) Design an engaging newsletter layout

Once you've convinced your target audience to open your email, you want readers to be able to quickly navigate and engage with your newsletter. Along with the content you offer, your retention rate for your newsletters will also depend on how consistently attractive and digestible they are for readers – and this is determined by your visual elements, such as colors, fonts, formatting, and overall style.

Each newsletter edition will be different, but branding efforts – such as your logo, the color palette, imagery and writing style – should remain consistent. We know how tempting it can be to change the layout and formatting often to accommodate certain content pieces and ensure each newsletter has a certain flair to it. However, this can prove to be dangerous. You may lose your readers halfway through and dilute your brand recognition by creating a confusing reading experience.

It’s important to note that no universal optimal layout exists for all brands. To determine what to include in your newsletter and how it should be formatted, testing is necessary to understand what constitutes the perfect newsletter for your audience. Don’t hesitate to slightly tweak and subtly play around with color, fonts, and content arrangements as you go along. For example, The Brussels Times took advantage of Echobox’s eye-catching templates and automatic multivariate testing, which allowed the newsletter team to quickly grasp what layout and styles worked best for their audience whilst reducing the time spent on newsletters by 96%.

3) Incorporate mixed media in your newsletters

In an increasingly visual and interactive world, newsletters should be as beautiful as they are informative. People’s inboxes quickly get flooded with all types of messages, so it’s important you are able to get your point across quickly through something other than the written word. To do so, don’t hesitate to incorporate other media forms, such as video thumbnails, images, illustrations or audio clips.

Newsletter readers are more prone to spending more time invested in content that catches their eye, and using mixed media is the perfect way to do so. For example, The New York Times makes excellent use of their award-winning photojournalism in their daily news roundup to illustrate their key story, while Uber Eats uses mouth watering images to go alongside deals, offers, and other updates. Some newsletters also include previews of tweets or TikTok videos.

4) Always include links in your newsletters

Another decisive element of a well thought-out newsletter is… a hyperlink. You should aim to incorporate at least one or two links in your newsletter that redirect to other parts of your website. Bloomberg includes at least twenty links in its (relatively short) tech-centric newsletter. By asking readers to engage with your content in this way, not only do you incite website traffic, you foster brand loyalty by ensuring your readers see you as a trustworthy source and make it easy for them to share links with other potential subscribers.

There are no set rules in regard to how to include links in a newsletter. It could be in the form of a button with a strong CTA that screams “click me” or a simple link within a sentence. Just ensure the link is always contextual and relevant to the subject matter. You’ll also want to make sure your URLs are tracked so you understand how and why your audience came to your website.

5) Send your newsletters at the right time

A recurring question when it comes to newsletters is not just what to include in a newsletter but when to send it. Finding the right time is not easy, but it is a must. The ultimate goal is to make your newsletter a routine read, and this is partly achieved by reaching your audience at the time that suits them the best.

Should it be the first thing in your subscriber’s email inbox, or do you want your newsletter to be something readers sift through at lunchtime? Or perhaps you believe your newsletter has better chances of performing better in the evening? To figure this out, you’re going to need to test a few options and adjust as necessary – and don’t forget to consider your subscribers’ different time zones. The key here is for readers to forge a habit – read more about habit formation in our blog post about creating newsletters that stick.

The right timing can be complex to determine, and when dealing with a large subscriber list, many cultural and contextual factors can come into play. Alternatively, you could check out Echobox, which uses AI to get it right every time. Echobox Newsletters does not just find the right send time for each newsletter. It uses real-time and historical data to pinpoint the exact optimal send time for each individual subscriber to maximize your open rates and engagement metrics.

To recap

There is no universal secret recipe for a successful newsletter that can be created manually, but we have outlined 5 elements that can increase their effectiveness and make your newsletter stand out from the rest:

A catchy subject line that guarantees a healthy open rate

A pleasing layout that will make your newsletter stand out

Various media types to ensure an engaging email experience

Relevant hyperlinks to redirect your audience to your website

The perfect timing for your subscribers

Each newsletter edition and each subscriber is unique. Although there are certain best practices for what to include in a newsletter, content personalization is key.

Designing, building and optimizing a newsletter can be extremely time consuming, especially with A/B testing and personalization based on audience segments involved. Echobox Newsletters will automatically format and populate your newsletter with your content and your branding, in under 10 seconds, optimized for your specific audiences' preferences. Discover more about our newsletter automation and A/B testing capabilities.

Self-assessment questions

1 Give the notion of newsletter

2 What are the requirements of a company newsletter?

3 What should be included in a newsletter?

Лекція 13 Managing time. Smart work

13.1 Time management

13.2 Time management strategies

13.3 Smart work

13.1 Time management

Time management is the process you use to maximize productivity in your work life by setting goals, organizing your workspace and planning how to divide your time into meaningful blocks that result in reduced stress and increased output. There are many benefits associated with good time management and it is a highly valued skill in the workplace. This is because people with good time management maximize the work they complete, resulting in higher quality work with a happier workforce.

People with good time management skills understand how to prioritize tasks, avoid procrastination and enjoy a work-life balance.

If we refer to the etymology of the term "time management" in the reference literature we can see that it means the practice of using the time that you have available in a useful and effective way, especially in your work.

According to the American scientist, a specialist in the field of practical time management P. Brans, the first time management tools were embodied by Benjamin Franklin. Thus, one of the USA founders was guided by a number of principles (habits), which were strictly adhered to. Then these principles were called the "Franklin Method". These habits included: minimizing priorities; abstraction from everything that is non-priority; speeding up repetitive tasks; clear demarcation of goals and long-term and short-term .

But for the first time about time management began to speak actively only in the 1970s with the advent of specialized courses for businessmen and employees, where they were taught the proper planning of their working hours. However, the very idea of effective time management appeared in the early stages of society. The term "time management" is associated with Time Management International. In the 70s of the XX century , its founder Klaus Meller invented Time Manager - a complex notebook-diary, which is a prototype of a modern organizer.

Erich C. Dierdorff states that time management is defined as the decision-making process that structures, protects, and adjusts a person's time to changing environmental conditions. Three particular skills separate time management success from failure. They are:

- Awareness: thinking realistically about your time by understanding it is a limited resource.
- Arrangement: designing and organizing your goals, plans, schedules, and tasks to effectively use time.
- Adaptation: monitoring your use of time while performing activities, including adjusting to interruptions or changing priorities.

In the process of individual planning and management of the activity, the leader gets to know his/her work, resources and opportunities for cooperation; receives substantiated data on their rights, restrictions and using the working time. As a result, the leader knows himself/herself, which allows not just to work, but to achieve high results

According to I. Boryshkevych, O. Zhuk, I. Piatynchuk, it is difficult to trace the main time management stages, however, according to researchers, the of time management mechanism should include four main consecutive blocks :

I. Personal analysis (personal SWOT-analysis, psychological tests, wheel of life balance);

II. Smart-planning (strategic planning (my vision of the future), tactical planning (annual goals); current planning (weekly, daily goals), prioritization (Eisenhower matrix, ABVGD method))

III. Discipline (task trackers);

IV Fight against time absorbers (timekeeping).

The following principles of time management are distinguished:

1. Independent work (work on yourself). A person can develop a high-quality, effective system of organization of his time only on his own.
2. The Decision individuality. In the organization of personal time, it is not the general rules that are important, but the individual style that a person finds for himself.
3. The need to monitor their own effectiveness. Using timing, you can identify unforgivable moments of time and identify its hidden reserves.

4. Thinking focused on efficiency. The primary role is played by a direct change of thinking.
5. Reachability and inexhaustibility of efficiency reserves. A fundamental principle, along with which no technological issues are incomparable

Benefits of time management

There are many advantages associated with good time management. It can benefit you in the following manners:

- Gives you more time
- Relieves stress
- Ability to achieve goals
- Increases your professional standing
- Allows you greater opportunities for career growth
- Lowers procrastination
- Increases productivity
- Better quality of life with more leisure time

13.2 Time management strategies

18 time management strategies for work

Below is a list of time management strategies that you can use to improve your work productivity and time management.

1. Start your day with a plan

It all starts with a plan. To effectively use your time, you should create a plan for everything that you want to accomplish that day. The easiest way to start planning your workday is by making a to-do list of all the things you want and need to do. A to-do list isn't a groundbreaking technique, but it can make an incredible difference in how well you use your time throughout the day. Each time you complete a task on your to-do list, make sure to physically cross it off so you have a sense of accomplishment and can go back and review all of the things you finished that day.

2. Prioritize the most important tasks

Once you have created a to-do list, it is time to organize it in order of priority. Prioritization allows you to use your time productively and focus on the day's most important tasks. When prioritizing tasks on your to-do list, there are many different approaches.

1. Pick out your most important three items to accomplish and get started.
2. Sort your tasks into three tiers of importance: high, medium, or low.
3. Rank every item on your list on a scale of 1-10, and then order them accordingly.

   Later in this article, we'll discuss the Eisenhower Matrix, an advanced technique for determining a task's priority and urgency.

3. Divide larger projects into smaller tasks

One of the most common reasons people don't manage their time well on large projects is that they feel overwhelmed. When you feel overwhelmed, you may want to procrastinate and work on other things instead. To overcome this feeling, break large projects into smaller, more manageable tasks. By looking at smaller pieces of the puzzle rather than the whole picture, it's easier to get started. As you chip away at the project in bite-sized chunks, you'll make progress and improve your overall time management.

4. Limit distractions

Everyone gets distracted. Whether it's email, social media, co-workers, kids, or random thoughts, countless things can derail your progress. While you can't control all of them, it is vital to make a dedicated effort to limit the number of things that can distract you. Time management self-reflection: Identify the things that distract you and come up with a solution to minimize that distraction. Do you need to put your phone in the other room? Should you turn off notifications for texts or emails? Do you need to block social media from your work computer?

5. Leave the emails for later

Email can be an unexpected time sink. Every time you stop what you're doing to check your email, you're derailing your productivity. It takes time and mental energy to switch between different tasks. Schedule a specific time to check your email or wait until you finish your current job before checking your email.

6. Batch your time

You can also utilize the efficiency of not switching tasks by batching your time. If you have a set of similar projects, try to do them at the same time. By grouping these tasks, you can knock them out quickly without devoting the brainpower and energy to adjusting to a new job. This time management technique can be used regardless of the specific job or industry.

7. Reduce multitasking tasks

While it may feel like you are tackling more things on your to-do list by multi-tasking, many studies show that multitasking makes you less productive. In a similar vein, the mental energy required to switch between tasks creates a lag that could be avoided by focusing on one project at a time. If you want to use your time more effectively, wait and complete the task you're working on before moving on to the next item on your list.

8. Block time off on your calendar

Keeping all of your events, meetings, deadlines, and tasks on your calendar can save you time. Having a single place to check these things saves time. Online calendar apps such as Google Calendar and Calendly are an even more efficient way to schedule time. The ability to check your calendar across different devices and set reminders add to this time management strategy's effectiveness.

9. Know when to say NO to meetings

Meetings aren't always the most effective use of time. If the number of meetings you have continues to climb, it may be wise to say no. Instead, it might be helpful to express your busy schedule and ask if the meeting could be replaced with an email. In your discussion, explain the other tasks you have on your schedule and how taking time for the meeting will impact your workload and deadlines.

10. Summarize and review your day.

At the end of the day, it's time to reflect on what you accomplished and set yourself up for success the following day. This is the perfect time to review your to-do list from that day to see all of the items you checked off and what is still left to be tackled tomorrow. The end-of-day review is also a chance for honest self-reflection about how well you managed your time that day. Through self-reflection, you can identify what's working and where you can continue to improve.

11. Look ahead—weeks and months

When you have many things on your to-do list, it can become challenging to see the bigger picture. That's why it's a critical time management strategy to make a conscious effort to step back and look at what's coming ahead in the next few weeks or months. Looking at the future pipeline can help you prepare for upcoming projects and ensure that you're not overloading your plate with future projects.

12. Take time to recharg

At some point, it is time to put down the work and call it a full day. You are only human, and humans need sleep and rest. When you're exhausted, you won't be able to perform as well as you would if you were fully rested. So, make sure you take time to decompress and get the rest your body needs. By giving yourself the chance to reset your energy clock, you can get more done on the work clock. This is especially important for remote workers that are trying to remain productive while working from home.

Advanced time management techniques

Above are 12 time management strategies that you can start to implement today. These tips can help you get more time out of your day and to be more productive at work. But, there's another layer to effective time management that utilizes technology and more structured work time. Below are six advanced time management techniques:

13. Delegate and outsource

You don't have to do everything yourself. Sometimes, the best thing you can do is delegate specific tasks to other people who can do them faster or better. If you don't have anyone that can help share your burden, it might be time to outsource or hire a freelance contractor. You can find highly-skilled freelancers on Upwork, the world's work marketplace, to help you get more work done without costing your valuable time.

14. Eisenhower's Urgent-Important Matrix

The Eisenhower Matrix in time management was brought into strategy #2; now it's time to dig deeper. This approach, also referred to as the urgent-important matrix, allows you to prioritize and sort the tasks on your to-do list.

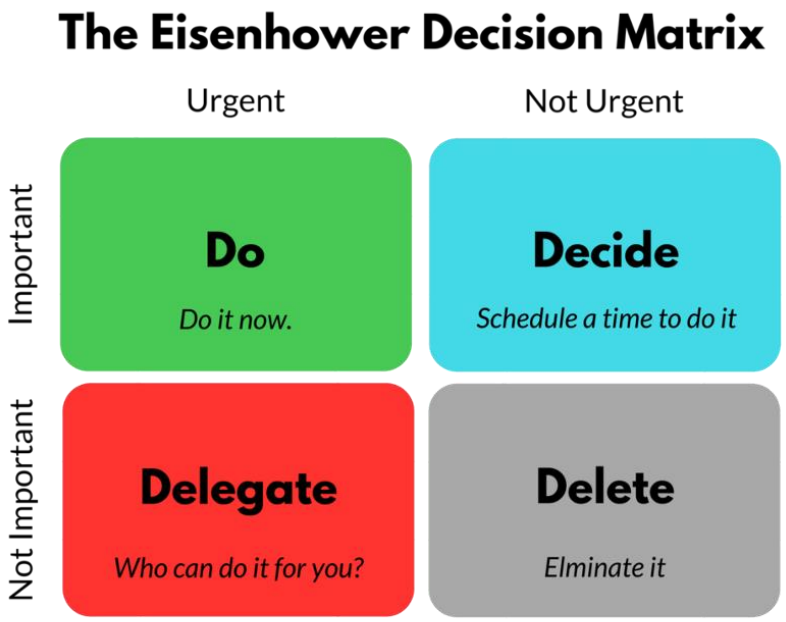

Figure 4 the Eisenhower Matrix
(Source: https://luxafor.com/the-eisenhower-matrix/)

Here's how to create the Eisenhower Matrix:

- Draw a grid with four quadrants to create four boxes.
- Across the top, write Urgent above quadrant box one and Not Urgent above quadrant box two.
- Going down the left side of the grid, write Important to the left of the quadrant one box and Not Important next to the quadrant three box.
- Now for each task, you ask two questions, "Is this important?" and "Is this urgent?"
- Then, place each task into the box that matches your yes or no for each question.

Now that you know what's important and urgent, do these tasks first. For the things in quadrant two that are important but not urgent, schedule them to do later. The urgent but not important tasks in quadrant three can be delegated. The remaining tasks in quadrant four can be removed from your list until they become urgent or important.

15. Follow the 80/20 rule

Are the things that you're doing in a given moment productive? The 80/20 rule, also called the Pareto Principle, says that 80% of the results come from 20% of the work. This principle is found throughout many different areas of life and certainly applies to time management. That means that you can work smarter and get more done by identifying the 20% of the things leading to the majority of your results. Then amplify those tasks that are providing the greatest value for your time.

16. Rapid Planning Method (RPM)

Motivational speaker Tony Robbins designed the Rapid Planning Method (RPM) to inspire massive action. This time management technique allows you to hone in on the things that make a difference in your life. To utilize this method, you need to ask yourself three questions:

1. What do I really want?
2. What's my purpose?
3. What do I need to do?

By asking these three questions, you'll create a clear plan of action for the tasks you need to do to use your time effectively and help you accomplish your goals.

17. Structured time management techniques: Pomodoro and 52/17

There are many different time management techniques designed to maximize your work time by injecting specific breaks within a pre-planned work structure. For example, the Pomodoro time management technique splits work time into 25-minute blocks of time with a 5-minute rest between each work block. This time management strategy can be an easier way to force yourself to work on a task through pre-planned breaks. The 52/17 technique follows a similar structure, except the work period is 52 minutes, and the break time is 17 minutes. This time management option provides a longer sustained work time so that you can get into a practical working state with fewer interruptions.

18. Flowtime

Not everyone is the same when it comes to the amount of time to focus on a single task. As a result, the Flowtime technique gives you the power to design your own structured schedule. Rather than going with a set 25-minute or 52-minute work time, you can use your habits and productivity cycles to determine the optimal amount of time before a break. It's still important to outline the blocks of time in advance of starting the clock and track your time allocation. Otherwise, the amount of time it takes to complete the task will expand to the amount of time given for the job.

13.3 Smart work

Smart working can be defined as one kind of employment relationship settled by agreement between the parties, organised through phases, cycles and goals and without any schedule or place constraints, with the possibility of using technological tools to work.

In short, it means letting workers carry out their tasks out of company headquarters (e.g. at home or in temporary work spaces) and be able to manage time more freely. This is where smart working is different from home working or telecommuting, which means moving the workplace still keeping significant limitations in terms of space and schedule: agile working is based on achieving goals and results in a much more flexible way.

Nevertheless it is clear that, even with many customization options, the working day needs to be organized in order to respect contingencies related to clients or project team members: flexibility can be constrained when people's work depends on each other, to ensure that everyone reach their goals and respect deadlines.

ADVANTAGES OF SMART WORKING

After having understood what smart working is and how it works, we can think about all the **advantages** it may bring to workers, companies and environment.

FOR WORKERS

The first and biggest advantage comes from **working by objectives**: acting with a defined goal, the worker is often **more motivated and engaged**. Free from the **stress** caused by travelling to the office – transportation, meeting schedules, the office environment itself – **employees** can **manage their time autonomously**, working when it's truly necessary to reach the goal, and not just to "fill" the standard eighth hour shift. Moreover, thanks to smart working it is possible to organise the working day according to one's needs, setting when to start, finish or take a break in order to have **time to oneself**: exercising, sharing a meal with the family, bringing kids to school or running errands become possible without taking time from work, but simply **reorganising it**.

FOR COMPANIES

Talking about companies, smart working requires **more accountability for all employees**, and at the same time frees higher hierarchy levels from the need of continuous control over others' work: **meetings becomes shorter** and more focused and there are less **unnecessary breaks**.

Thinking by objectives **moves the focus** from work itself to achieving the **objective**: there is no more control over what employees do hour by hour or day by day, the important thing is that they **reach the goal** by the set **deadlines**. This implies for sure to pay more attention to **medium to long-term results** and requires strong **project management** skills, both at the company and at the worker level.

FOR THE ENVIRONMENT

Talking in general, smart working has an **impact** on the environment: less transfers mean less traffic and therefore **less pollution**.

Trying to learn from the Coronavirus emergency, smart working also seems a great solution to prevent the **spreading of diseases**: not only epidemies, but also a much more common flu could be less contagious if employees had the possibility to **work from elsewhere** when the first symptoms arise, even without stopping to work.

Last but not least, a company prepared for smart working is more **resistant to external factor**: being able to work everywhere and whenever you want **guarantees business continuity**, therefore limits possible crisis caused by forced interruptions.

It's true that smart working is not a **suitable solution** for everyone, but it is also true that many companies let **fear of losing control** over employees stop them. Luckily or not, we **can't stop the evolution** towards new models: it becomes fundamental **not to be unprepared**.

As much as we have talked about smart working, you must remember that not everything is perfect. So, before implementing this model in your organization, we want to give you an idea of the drawbacks you may go through:

Disadvantages of smart working

New workspaces that people will use can increase distractions and decrease worker engagement.

Interaction and teamwork are reduced, which can lead to isolation, loneliness and reduced productivity.

Smart working can generate the feeling of having no limits at work, which decreases sleep hours and increases stress in people.

To avoid all the disadvantages of smart working, we suggest you constantly monitor your teams to know how they are having a time at home. This way, you'll know what they need to be comfortable and feel good.

Self-assessment questions

1. Describe time management as a soft skill
2. Compare different time management strategies
3. Why is smart work important for public administration?

Лекція 14 An email giving reasons

14.1 Business emails etiquette

14.2 Types of emails

14.3 An email giving reasons

14.1 Business emails etiquette

Email is how many businesses communicate. It's fast, easy, and accessible. Plus, email is permanent. If you forgot what you were asked, simply find the last email thread for the answer. Email is also effective at disseminating information among team members. However, there is no way to unsend an email.

So, before pressing send, make sure you're using email as an appropriate form of business communication. Business emails should be used to send information that is:

- **Relevant**. Use email when a quick call or face-to-face conversation won't suffice. Emails should be necessary and relevant to the receiver.
- **Timely**. When time is of essence, email can be the perfect tool. It allows you to send relevant information quickly to everyone on the team.
- **Content-rich**. When file attachments or links to web-based material need to be shared, email is an effective tool to do that.

How you use email will leave an impression with who you send your messages to, especially if you have yet to meet the recipient in person. Email acts as your first impression. This is especially true for job seekers. Using email inappropriately can put you on the "do not call" list with recruiters and others in your network.

Whether you're a small business using email as a marketing or communication tool or a job seeker sending an email inquiry, use appropriate email etiquette to set yourself apart. Here are some Ps and Qs to using email as a business communication tool.

1. **Avoid all caps, exclamation points, and slang**. Email can be a relaxed way of communicating, making it tempting to add a few exclamation points or using all caps for emphasis. Instead, all caps give the impression you're yelling and too many exclamation points come across as being overly enthusiastic or insincere. Of course, it goes without

saying to avoid slang. Included in slang is industry specific jargon unless you're writing to one of your peers.

2. **Overuse of bold, underline, and italics avoid emphasis**. While it's OK to use one form of emphasis, such as bold, avoid using multiple forms of emphasis in a single email. That goes for overusing bold, underline, or italics in a single email. Use emphasis to draw the eye from one point to another. Think of emphasized words as creating their own sentence as the reader scans from one bolded word to the next and so on.
3. **Be respectful with your tone**. Stay positive and professional by avoiding negative or accusatory language. Rephrase sentences to deliver the message in a neutral tone.
4. **Be mobile-friendly with short and concise messages**. Avoid writing a novel. If you can say it with ten words, see what you can do with five. More than 50% of all emails are misinterpreted, and only 53% are actually read. One third of business professionals check email on their mobile device. That same study showed that seven in ten users will delete emails instantly that don't display correctly on a phone.
5. **Be careful when trying to be funny**. Humor is subjective. What you might find hilarious, someone else might find incredibly offensive. Remember, email is void of tone, body language, or other non-verbal cues.
6. **Salutations and closings should be professional and respectful**. It's OK to address your recipient with "good morning, Jane" or "hello." Avoid being too informal, especially if you're seeking a job. Always use the recipient's preferred name. And close respectfully. Proper closings can include "I look forward to hearing from you," "best," or "thank you."
7. **Create a professional signature**. Today, all email messages should include a professional signature. Include relevant contact information including job title, company, website, and phone number. If you're a job seeker, including a link to your LinkedIn page is a must. When appropriate include links to your business social pages.
8. **Use succinct subject lines**. Keep your subject lines to less than 50 characters, or six to ten words. Be descriptive and to the point: Meeting scheduled 6/4/22 at 4PM, 10 reasons to hire an assistant, or nice meeting you yesterday.
9. **Respond timely and appropriately**. Respond to emails within 24 hours. If your response requires more time, send a quick "I'll get back to you as soon as I can" or, better yet, "I'll get back to you by noon tomorrow." This shows respect for the sender and is always appreciated.
10. **Proofread, proofread, proofread**. Remember, you cannot unsend an email. Don’t make your readers edit your work to understand your message. Double check everything including your message, spelling, grammar, and your signature. Make sure you've attached and/or linked and documents noted in your email. The worst is sending a resume without attaching the resume! (We've all done it so don't berate yourself –it's just a painful lesson in proofing.)

14.2 Types of emails

Business emails serve many business needs, from converting leads into customers, advertising new products or communicating with business partners. Email marketing is a powerful tool, but certain email types can have a greater effect than others. By diversifying your business emails, you can appeal to a wider audience and invoke stronger calls to action in your marketing efforts. In this article, we show you the importance of using different types of business emails and review a list of twelve types of business emails.

Why is it important to use different types of business emails?

It's important to use a variety of business emails because they allow you to appeal to different audiences with different messages. Diversifying your content helps ensure you can persuade more people to engage with your service or buy your product. It's also a great way to convert new leads into paying customers. A promotional email may be what customer needs in order to support your brand.

12 types of business emails

There are many varieties of business emails to use depending on your industry, products and marketing approach. Here is a list of twelve of the most common types of business emails for your next marketing campaign:

1. Referral email

Referrals are suggestions customers give their families and friends about your business. Asking for a referral from a customer can increase the chances that the lead they send to you moves through the sales funnel and becomes a paying customer because the lead already trusts the person providing the referral. Sending a referral email to current customers politely asks them to refer your business to someone they care about.

Referrals typically include some kind of incentive for the referring customer, such as a bonus for both the referring customer and the new lead when they make a purchase. You can pair your referral emails with customer feedback emails to achieve both goals with one email.

2. Cart abandonment email

Cart abandonment is when a customer visits an e-commerce store and adds items to their cart but doesn't continue with the purchase. It's important to reach out to leads and customers after they abandon their cart to remind them of the items they wanted. By addressing cart abandonment, you may increase the number of successful sales your site processes. A reminder email may prompt the customer to return and complete the purchase.

3. Promotional email

Promotional emails are sales emails that offer some kind of promotion for your business's products or services. This might be a price reduction announcement or new product announcement. Promotional emails help convert leads, increase brand awareness and encourage current customers to make another purchase. Emails of this type are short, concise and often include a graphic with a link to the sale.

It's important to create urgency with promotional emails to encourage customers and leads to act quickly or risk missing the promotion. For example, you can use phrases like "act now," "limited time offer" or "one-time deal" to reinforce the sense of urgency.

4. Welcome email

When a customer signs up for your newsletter or makes their first purchase, sending a welcome email can help them feel more valued by the business. A welcome email typically contains information about the business, thank the customer for their purchase or subscription and can sometimes offer a discount or special offer. This helps establish communication and lets customers know that you're looking forward to serving them in the future.

5. Newsletter email

A newsletter email is a regular form of communication you send to the customer. A newsletter allows you to provide creative, informative updates where customers can learn additional information about your products or services. Newsletters typically have to do with company activity or the industry. For example, if you manufacture and sell bicycles, you can create a newsletter about cycling activities and how your company participates in or provides products for these activities.

6. Announcement email

Newsletters can be tools for making announcements, but if the announcement is something significant, it could warrant its own email. For example, if a business is moving to a new location or debuting an updated website, an announcement email ensures that customers receive that news outside of any other company correspondence. This can increase the chances that they read and remember the information. It can also help reinforce the trust between you and your customers by making the communication feel more personal.

7. Transactional email

Transactional emails allow customers to complete transactions via email links. You can pair transactional emails with promotional emails or newsletters to help maximize the chances a customer follows the link and completes a purchase. You can leverage a similar technique as you would with promotional emails, using phrases to encourage action and reinforce the sense of urgency.

8. Blog post emails

Blog emails can include entire blog posts or links to the company blog. A blog is a great way to increase your site's web traffic and connect to your customers on a more personal level. Blogs provide informative or entertaining written content, and you can optimize your content for specific keywords to maximize exposure on the web. Consider creating a blog about the industry you work in or the company's progress. For example, an online retailer may create a blog with articles about shopping deals, fashion trends or other information that's exciting to their customers.

9. Client case study email

A client case study is an email about a specific client's success story with the business. This highlights the human aspect of the company by focusing on a story about a person rather than the brand. Telling the story from a client perspective helps the reader connect to the narrator who has had a positive experience with your company. Customers may be more likely to trust and remain loyal to a brand that includes this type of personalization in their email content.

10. Testimonial email

Testimonial emails are emails that contain customer testimony about the brand's products or services. These differ from client case studies because they're short and focus solely on the customer's testimony rather than entire success story. You can include flattering customer feedback to highlight some of the business's best assets or features. This can help leads and current customers feel more comfortable buying your products since they can see that other people trust the brand.

11. Milestone email

Company milestones can be exciting for customers as well as employees and managers. Sending an email announcing a milestone and the company's path for the future can help a customer feel more involved with the business. After describing the milestone, let customers know you're grateful for their help in reaching the milestone, and consider offering a special discount or promotion to mark the milestone.

12. Lead-nurturing emails

Lead-nurturing emails are specifically for leads moving through the sales funnel. A lead-nurturing email focuses on the lead's specific needs and breaks the sales process into more manageable pieces. Lead-nurturing emails typically start with highlighting the customer's needs, then showing the customer the value your business has to offer and why becoming a customer can benefit them.

14.3 An email giving reasons

What is a giving information email? The name already tells it all. Writing an informing email is necessary when you have to give someone information about something. In the business world, communicating and introducing are very important so knowing how to write one will help you a lot at work.

It doesn't matter which position or department you are in at your company, you might find situations requiring you to write this type of mail. Therefore, the recipients could be anyone including:

- Your customer: to give information about your product/service, keep customers up to date on progress, etc.
- Your business partner: to introduce a product or service
- Your boss/colleague
- Your employee: to announce an employee's achievement, announce an office or store closing to employees, announce the company's new policy, introduce a new employee, etc

Your recipients could have requested the information or not. It doesn't matter too much when we are writing.

Types of information we might need to inform

- About a service or product

  Ex: your company has launched a new line of product and you want to send an email to introduce and market it to your regular customer who may be interested
- About a new policy/notice/announcement/change in the business

  Ex: your company has decided to change a little bit about the packing of your product, you need to tell your clients and partners about this change
- About a new policy/notice/announcement/change in the company

  Ex: you bought a new photocopy machine for the office and need to write an email to instruct your employees how to use it

Format of a giving information email

1. Greetings

At this step, we just do like writing any other business mail.

What salutation should we use? To keep greetings simple, here are some suggestions for what you can use in 90% of business situations:

– Hi [First Name], (informal)
Ex: Hi Jayden
– Dear Mr./Ms. [Last Name], (formal)
Ex: Dear Ms.Fan
– Hello [Team Name], (to groups)
Ex: Hello Marketing Team

If you're sending an email to an address that doesn't have a specific contact name, you can just use "Dear Sir/Madam". Otherwise, you can use the formal "To Whom It May Concern" greeting.

2. Starting

- Introduce yourself:
  You can't be a stranger from anywhere then one day appear in someone's inbox to send them tons of words. If your recipients didn't ask for information, this line definitely must appear. However, even if they did, you still need to introduce a bit. They may not know your email address or may not remember having asked you.
  State your name and give them some clues to figure out who you are. Write it in a couple of lines. They don't need to hear your life story.

  Ex:

  Hello Captain America,

  My name is Tony Stark. We met at the Business Conference in Ho Chi Minh City last weekend and discussed ways my company could help you prevent evils from taking over the world.
- Explain why you are writing this: State your purpose for writing is providing information
- If they requested you the information:
  Ex: I am writing in reply to your request for information regarding our company's new tour from Hanoi to Singapore.
- If they didn't request you the information:
  Ex: *I am writing to provide our regular customers about the new product which you may be interested in – Garnier SkinActive Micellar Foaming Face Wash.*

3. Giving the information

This is the most important and the longest part for sure. Here you can write whatever you or your reader want about the matter (if they are the ones who asked for it).

- Give them 100% EXACT information
- Omit needless detail. Tell the readers only what they need to know. Give just the important facts, not the whole background or history.

4. Finish the email

- Enclose or offer additional information for those readers who want detail, or refer them to a Website where more information can be found.
- Offer further help if needed.
  End the mail with the classics "*Regards", "Best" or "Sincerely"*. Sometimes, you can use the non-traditional like *"Look forward to hearing from you", "Hope this helps", "Have a great day"* or *"Thank you"*, etc.

And don’t forget to really “end” with your signature.

These Words & phrases will help you a lot while writing a giving information email

Opening statement:

- *I am writing in reply to/in response to your email asking for information about…*
- *I am writing in reply to your request for information regarding…*
- *I am writing to inform you about…*
- *In reply to your query…*

Additional information:

- *I wish to tell you that…*
- *I am pleased to inform you that…*
- *You might also find it useful to know that…*
- *I wish to provide you with…*
- *It might be interesting for you to know that…*

Closing paragraph:

- *I hope that I have been of some assistance to you.*
- *I hope you find this useful …*
- *Please inform me if I can be of any further assistance.*
- *I hope I have answered some of your questions.*
- *Please do not hesitate to contact me if you require/want any further information or assistance.*
- *Do not hesitate to contact me should you require further assistance.*
- *I look forward to being able to help you again in the future.*

Self-assessment questions

1 What are rules for business emails etiquette?

2 What are the types of emails. Give an example of each one

3 What are rules for an email giving reasons?

Лекція 15 Managing change

15.1 Advantages and disadvantages of changes

14.2 Changes in public administration

14.3 Changes management

15.1 Advantages and disadvantages of changes

THE ADVANTAGES OF ORGANIZATIONAL CHANGE

Organizational change can lead to a number of advantages for an organization if implemented correctly. Here are some key advantages of organizational change.

Increased Efficiency

A successful organizational change leads to increased efficiency within an organization. This improved efficiency can come in the form of shorter production times, faster turnaround on customer service inquiries, or reduced overhead costs. This increased efficiency not only increases productivity and reduces costs but also helps organizations adapt to the changing environment in order to stay competitive.

Increased Effectiveness

When an organization undergoes change, it becomes more effective in its ability to achieve its goals. This effectiveness may be due to changes in structure that allow for better division of labor and specialization, the introduction of new processes that improve output quality or quantity, or alterations in organizational culture that make employees more responsive to direction and more productive overall.

Improved Morale

Organizational change can also have a positive impact on employee morale. When employees feel like they are part of something larger than themselves – a team working towards a common goal – their sense of pride and satisfaction with their work increases. In addition, when changes are made in a thoughtful and rational way, employees are less likely to feel anxious or confused about their roles within the company moving forward.

Enhanced Adaptability

The best organizations are adaptable ones; they're able to quickly respond to disruptions in the market by making the necessary changes in order to stay competitive. A well-planned organizational change can allow an organization to be more nimble in its operations and better equipped to handle any kind of situation that may arise.

Increased Profitability

Organizational change can have a significant impact on an organization's profitability through improvements in production processes, reduced overhead costs, and organizational structures more efficient for the current environment. Companies that embrace organizational changes will be able to stay ahead of the competition by optimizing their resources, increasing efficiency and productivity, and creating better organizational cultures and values.

Improved Relationships

Organizational change can also lead to improved relationships between employees, between departments, and with customers. When organizational change is implemented in a manner that respects all stakeholders involved, it can lead to improved cooperation and understanding between different organizational levels.

Increased Creativity and Innovation

Organizational change can lead to increased innovation within an organization as well. By changing the organizational structure, introducing new processes and technologies, or altering organizational culture, organizations can create an environment where employees feel comfortable taking risks and coming up with creative solutions.

Improved Internal Communication

When organizational changes are implemented correctly, it can lead to improved communication between employees, departments and organizational levels. Improved communication enables employees to share their ideas more freely and collaborate more effectively on projects. They can share their ideas more freely and have a better understanding of organizational goals.

Increased Diversification

Organizational change can lead to increased diversification in an organization. By introducing new organizational processes or technologies, companies are able to access and explore new markets or partners that would have been previously inaccessible. This can open up a variety of opportunities for the organization, allowing them to tap into different sources of revenue, expand their products or services.

DISADVANTAGES OF ORGANIZATIONAL CHANGE

Disadvantages of organizational change can also be numerous, so here is list of some disadvantages of organisational change.

Resistance to Change

Organizational change often encounters resistance from employees or organizational stakeholders, which can slow down or stop the change process altogether. Resistance to organizational change is a normal reaction because individuals may fear the unknown and what they cannot predict. People tend to gravitate towards stability and have difficulty adapting to the unfamiliar; this can lead them to resist organizational change. And if this resistance is not managed properly then it can spoil the entire change initiative.

Change is expensive

Organizational change can be an expensive process, especially if it requires organizational investment in resources such as money, time, and personnel. This organizational investment may include hiring additional staff, purchasing new technology or equipment, or training existing employees. Additionally, organizational change can lead to operational costs related to implementing new processes and procedures.

More Chances of Failure

Research shows that 70% of change initiatives fail due to one reason or other. There is more chances of complete failure of the change effort. Organizational change initiatives can often fail due to various factors. A lack of organizational readiness and commitment, inadequate resources or funding, a lack of clear objectives or strategies, poor communication and coordination between organizational levels, competing organizational interests, and resistance from organizational stakeholders are all common reasons why organizational change efforts fail.

Increased Conflict

Organizational conflict is an inevitable part of organizational change, as organizational stakeholders tend to have different interests or perspectives on how organizational processes and objectives should be achieved. This can manifest itself in a variety of ways, such as disagreements between organizational management and employees over the implementation or outcomes of organizational changes. It can also manifest when organizational stakeholders have different views

Lowered Morale

Organizational change can also have a negative impact on employee morale, particularly if employees feel that their opinions and input were not taken into account during the change process. Employees may also experience a sense of insecurity regarding their roles in the organization and uncertainty about their future prospects.

Unforeseen Consequences

Organizational change may also have unforeseen consequences, such as organizational politics or organizational inefficiencies that were not anticipated during the change process. Organizational change can be a useful tool for businesses looking to stay competitive and successful; however, it is important to acknowledge the potential drawbacks of organizational change and make sure to consider them when implementing organizational changes.

By understanding the potential risks and benefits associated with organizational change, organizations can ensure that their organizational changes are effective and beneficial in the long run.

How to make the most of organizational change

Organizations often encounter changes due to technology, mergers, new regulations, or increasing customer needs. These changes can have a huge impact on how the organization runs and how employees work on a daily basis.

In order to make the most of organizational change and enable successful adaptation, it is essential to begin with communication and collaboration between relevant teams and employees. A proactive approach works best in addressing these changes while encouraging team members to provide their ideas and feedback.

Additionally, it's important to create processes that are scalable during these times of transition in order to ensure smooth operations across the company. By taking the right steps now, organizations can take advantage of any organizational change that may come in the future.

14.2 Changes in public administration

1. Increased Digital Governance

The complications of the COVID-19 pandemic have ushered in the next generation of government digitization. For many public agencies, digital transformation went from "good to have" to "must-have." Governments have sped their digital journey along three important dimensions to accommodate the spike in service demand while working virtually:

2. Building a more digitally-skilled staff.
3. Growing their digital infrastructure.
4. Investing in citizen connection.

2. Improved Data Management

Within and beyond government, data is becoming increasingly important. Public agencies are developing new ways to maximize the value of the data they have, including sharing it correctly and ethically. The trend toward fluid, dynamic data is transforming how government and its partners in academia, charities and the commercial sector utilize and exchange data around the world.

This can include repurposing data to acquire fresh insights into the past and present, as well as making informed projections about the future. Organizations can create programs that are based on an intelligence architecture. Past performance, along with real-time data, can help public administration officials make better decisions for the future.

3. Anticipatory Public Services

Citizens are increasingly receiving tailored, seamless and proactive services in their daily lives, and they expect the same from government entities. For example, state and local agencies are exploring the increased use of digital tools – such as automated text message reminders – when administering the Special Supplemental Nutrition Program for Women, Infants and Children. In order to transform their services and realize this idea of seamless service delivery, governments are pursuing several strategies, such as:

1. Committing to entirely digital services.
2. Constructing infrastructure to enable such seamless services.
3. Establishing proactive services based on life events.

4. Comprehensive Cybersecurity Measures

With government agencies investing more in digitization – including more efforts in using data and anticipatory services – cybercriminals now have more potential targets in the public sector. Improving the nation's overall cybersecurity is a national priority, as a single cyberattack on one government target can pose a danger to a whole industry or sector. Government officials are working to break down internal silos, identify vulnerabilities, and employ skilled cybersecurity professionals at all levels.

5. Diversity, Equity and Inclusion

Another concern related to increased digitization and data usage is ensuring that government agencies also **prioritize** diversity, equity and inclusion. Responsible organizations are now concentrating more on the underlying causes of **systemic inequalities** and examining how their policies are produced, implemented and reviewed. Some of the approaches being used are:

1. Accessible design of government services.
2. Co-creation and citizen engagement.
3. Data sovereignty and equity.
4. Equitable access to public goods.

6. Flexible and Remote Workplaces

Organizations are rethinking how to carry out their missions. The pandemic brought the future of government employment into the present, from remote labor to telemedicine and online classrooms. This direction coincides with the rise of flexible and remote workplaces, including methods for managing a distributed workforce and providing high-quality citizen services remotely.

7. Agile Administration

Again, the COVID-19 pandemic underlined the importance of rapid, flexible and mission-driven governance, and public administration offices across the globe have demonstrated that they are up to the task. Government entities must be able to make quick judgments and move ahead with confidence, especially during emergencies. Policymaking, legislation, procurement and the workforce are all examples of where this is needed.

Education in Public Administration

In addition to following new trends in public administration and developing your key skills, advancing your education with a degree in public administration can also be helpful for your career

15.3 Changes management

What is change management?

Change management refers to any adjustments to company operations; it can be as simple as employee promotions or major as a merger.Change management can occur circumstantially or planned and introduced slowly. The goal is to transition smoothly and efficiently. It's best if changes can be planned to avoid disruptions and employee resistance.A primary focus of a change management plan is to help employees understand and adapt to a new way of working.

When is change management needed?

To remain competitive, a company will typically implement a plan for change. Organizations need to prepare for the future to keep pace with technological changes, the economy, and other factors that can contribute to success.

A change management plan helps address previous changes that failed to meet goals and objectives and can result in more successful outcomes.

It's important for changes to be identified and implemented early on so that employees can adapt quickly. . You may find some employees are resistant to change, so the sooner they're made aware of what to expect, the smoother the transition.

Principles of change management

Planning organizational changes can ease potential anxiety from employees and prevent costly disruptions. Some steps you can take to alleviate your employees' concerns are:

- **Communication**: Communicate and motivate your employees, so they embrace change. Good communication allows for better adaptability.
- **Affect**: Be upfront with your employees, so they know how the changes will affect them and their responsibilities.
- **Flexibility**: Flexibility is important if the plan adjusts, so be prepared for the unexpected. As you prepare for change, you'll want to employ some core principles framed to your organization's objectives. To be successful, engage key stakeholders so they'll support the adjustments. This will help you set expectations and keep change management plans moving forward with transparency. Consider these additional principles you can employ to keep your change plan on track.

Identify the problem.

Before you can begin to think about change, you need to determine why you need to change and the proper process for it. Once the problem is identified, you can begin to work on how to fix it. The next step is to involve your management or work with a change manager or a change management team.

Create a plan.

When you've reached the planning stage, the change management team or manager will reach out to all employees to get feedback. This will allow for concerns to be addressed early in the process.

Implement change.

It's important to implement change slowly to give employees time to adapt. You'll want everyone to be on board and know what their new responsibilities are. By having a comprehensive training program, there won't be any surprises. Allow opportunities for employees to ask questions and offer input.

Give ongoing support.

As changes are implemented, offer ongoing support to your employees so they know they are essential to the plan's success. Employees need to know they are vital to the organization's success.

Evaluate the plan.

Assess the plan as you move forward so that any unanticipated changes can be made and that you're getting the desired results. Be prepared to handle any problems, and keep communication open with all employees.

Self-assessment questions

1. What are the advantages and disadvantages of changes?
2. Tell about changes in public administration in Ukraine?
3. Why is changes management important for modern society?

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