



# PESAN NEGATIF

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2017



## Establishing Goals in Communicating Negative News

Delivering bad news is not the happiest writing task you may have, but it can be gratifying if you do it effectively. As a business communicator working with bad news, you will have many goals, the most important of which are these:

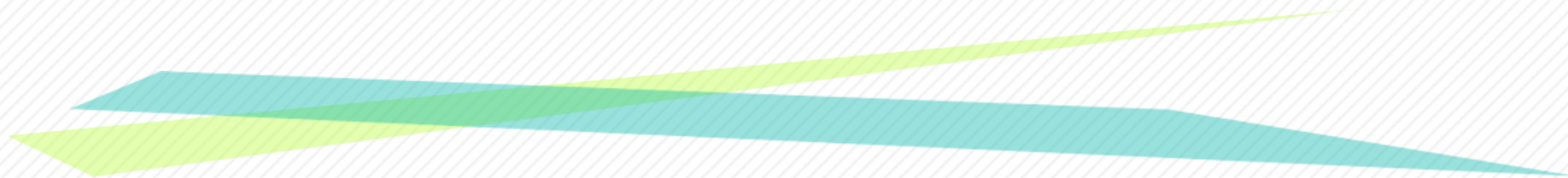
- **Explaining clearly and completely.** Your message should be so clear that the receiver understands and, we hope, accepts the bad news. The receiver should not have to call or write to clarify the message.
- **Projecting a professional image.** You will strive to project a professional and positive image of you and your organization. Even when irate customers use a threatening tone or overstate their claims, you must use polite language, control your emotions, and respond with clear explanations of why a negative message was necessary.
- **Conveying empathy and sensitivity.** Negative news is better accepted if it is delivered sensitively. Use language that respects the receiver and attempts to reduce bad feelings. Accepting blame, when appropriate, and apologizing goes far in smoothing over negative messages. But avoid creating legal liability or responsibility for you or your organization.
- **Being fair.** Show that the situation or decision was fair, impartial, and rational. Receivers are far more likely to accept negative news if they feel they were treated fairly.
- **Maintaining friendly relations.** Make an effort to include statements that show your desire to continue pleasant relations with the receiver. As you learned in Chapter 6 in writing adjustment messages, one of your goals is to regain the confidence of customers.



# Examining Negative News Strategies

**When to Use the Direct Strategy.** Many bad-news letters are best organized indirectly, beginning with a buffer and reasons. However, the direct strategy, with the negative news first, may be more effective in situations such as the following:

- **When the bad news is not damaging.** If the bad news is insignificant (such as a small increase in cost) and doesn't personally affect the receiver, then the direct strategy certainly makes sense.
- **When the receiver may overlook the bad news.** Changes in service, new policy requirements, legal announcements—these critical messages may require boldness to ensure attention.





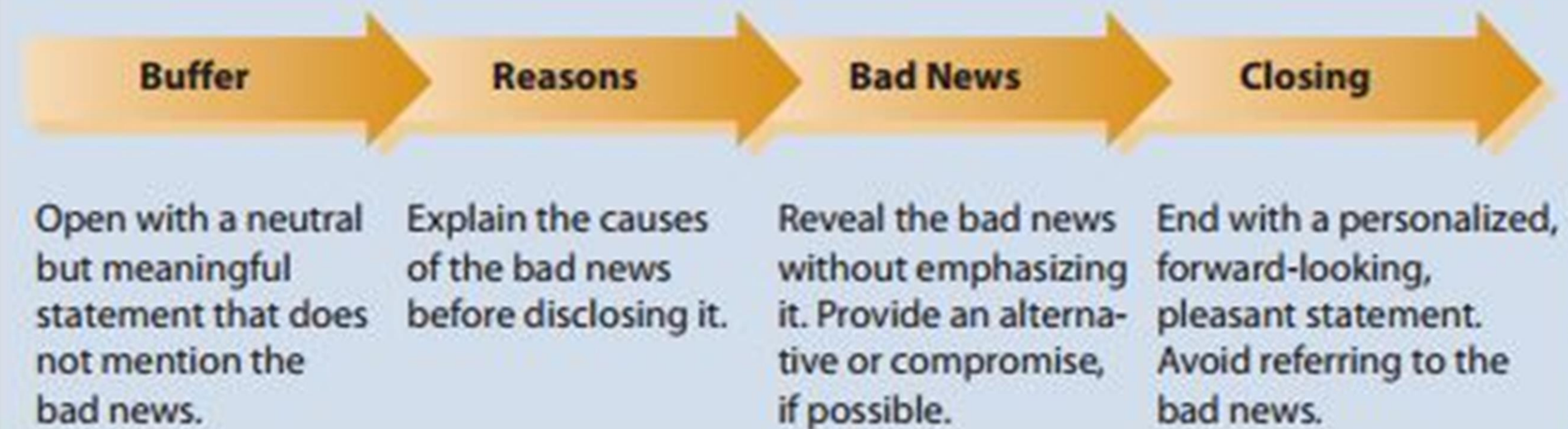
**When to Use the Indirect Strategy.** Many communicators prefer to use the indirect strategy to present negative news, especially to customers. Not surprisingly, good news can be revealed quickly, but negative news is generally easier to accept when broken gradually. Here are instances in which the indirect strategy works well:

- **When the bad news is personally upsetting.** If the negative news involves the receiver personally, such as a layoff notice, the indirect strategy makes sense. Telling an employee that he or she no longer has a job is probably best done in person and by starting indirectly and giving reasons first. When a company has made a mistake that inconveniences or disadvantages a customer, the indirect strategy makes sense.
- **When the bad news will provoke a hostile reaction.** When your message will irritate or infuriate the recipient, the indirect method may be best. It begins with a buffer and reasons, thus encouraging the reader to finish reading or hearing the message. A blunt announcement may make the receiver stop reading.
- **When the bad news threatens the customer relationship.** If the negative message may damage a customer relationship, the indirect strategy may help salvage the customer bond. Beginning slowly and presenting reasons that explain what happened can be more helpful than directly announcing bad news or failing to adequately explain the reasons.
- **When the bad news is unexpected.** Readers who are totally surprised by bad news tend to have a more negative reaction than those who expected it. If a company suddenly closes an office or a plant and employees had no inkling of the closure, that bad news would be better received if it were revealed cautiously with reasons first.

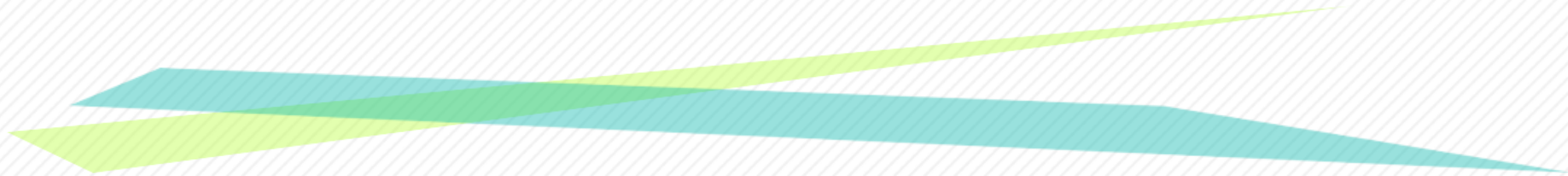


**FIGURE 7.1**

**Four-Part Indirect Strategy for Bad News**



- **Buffer.** Introduce the message with a neutral statement that makes the reader continue reading.
- **Reasons.** Explain why the bad news was necessary and that the matter was taken seriously.
- **Bad news.** Provide a clear but understated announcement of the bad news that might include an alternative or a compromise.
- **Closing.** End with a warm, forward-looking statement that might mention good wishes, gifts, or a sales promotion.





**FIGURE 7.2**

## Delivering Bad News Sensitively







## WRITING PLAN FOR REFUSING TYPICAL REQUESTS AND CLAIMS

- **Buffer:** Start with a neutral statement on which both reader and writer can agree, such as a compliment, appreciation, a quick review of the facts, or an apology. Try to include a key idea or word that acts as a transition to the reasons.
- **Reasons:** Present valid reasons for the refusal, avoiding words that create a negative tone.
- **Bad news:** Soften the blow by de-emphasizing the bad news, using the passive voice, accentuating the positive, or implying a refusal. Suggest a compromise, alternative, or substitute, if possible. The alternative may be part of the bad-news section or part of the closing.
- **Closing:** Renew good feelings with a positive statement. Avoid referring to the bad news. Include resale or sales promotion material, if appropriate. Look forward to continued business.



**FIGURE 7.3****Refusing Donation Request****First Franklin Securities**

5600 Macon Cove Avenue  
Memphis, TN 38135  
800.640.2305  
www.firstfranklinsecurities.com

May 18, 201x

Ms. Sierra Robinson  
Executive Director  
Outreach Children's Charity  
3501 Beale Street  
Memphis, TN 36110

Dear Ms. Robinson:

We appreciate your letter describing the care and support the Helping Hand Children's Charity gives to disadvantaged, physically challenged, sick, and needy children around the world. Your organization is to be commended for its significant achievements and outstanding projects such as the Sunshine Coach program, which provides passenger vans to worthy children's organizations around the globe.

Supporting the good work and worthwhile projects of your organization and others, although unrelated to our business, is a luxury we have enjoyed in past years. Because of sales declines and organizational downsizing, we are forced to take a much harder look at funding requests that we receive this year. We feel that we must focus our charitable contributions on areas that relate directly to our business.

We are hopeful that the worst days are behind us and that we will be able to renew our support for good work and worthwhile projects like yours next year.

Sincerely,

Andrew Hollingsworth  
Vice President

Opens with  
praise and  
compliments

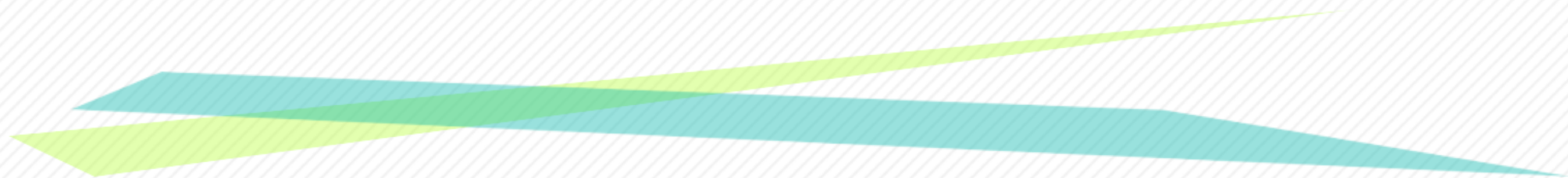
Transitions with  
repetition of key  
ideas (*good  
work and worth-  
while projects*)

Closes  
graciously with  
forward look

Doesn't say yes  
or no

Explains sales  
decline and cut-  
back in gifts, thus  
revealing refusal  
without actually  
stating it







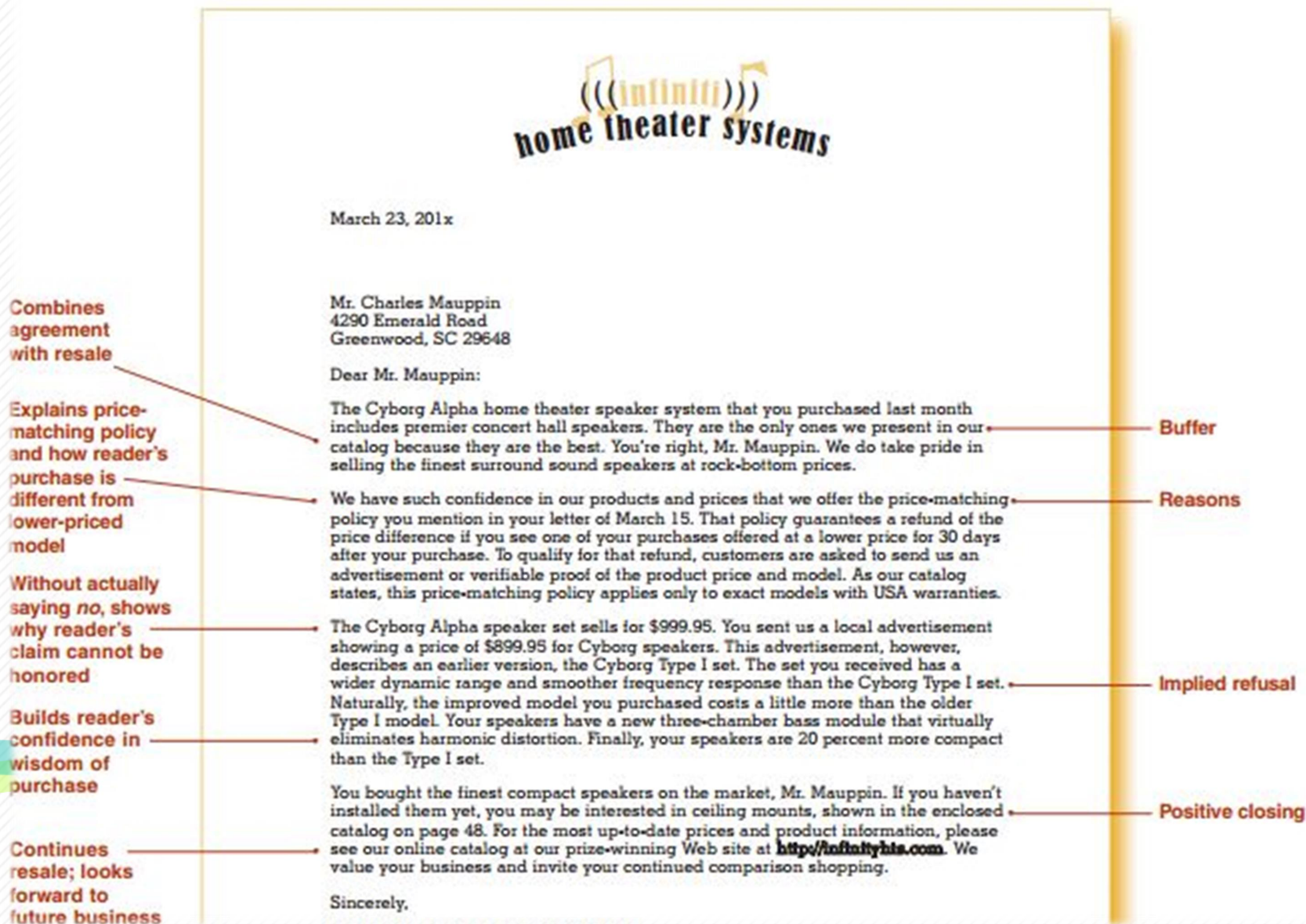




FIGURE 7.6

## Refusing an Internal Request

**before**

**To:** Donald Gantry <dgantry@magellan.com>  
**From:** Louisa K. Bilman <lbilman@magellan.com>  
**Subject:** Request  
**Ca:**

This is to let you know that attending that conference in October, Don, is out of the question. Perhaps you didn't remember that budget planning meetings are scheduled for that month.

We really need your expertise to help keep the updating of our telecommunications network on schedule. Without you, the entire system—which is shaky at best—might fall apart. I'm really sorry to have to refuse your request to attend the conference. I know this is small thanks for the fine work you have done for us. Please accept our humble apologies.

In the spring I'm sure your work schedule will be lighter, and we can release you to attend a conference at that time.

Announces the bad news too quickly and painfully

Gives reasons, but includes a potentially dangerous statement about the "shaky" system

Overemphasizes the refusal and apology

Makes a promise that might be difficult to keep

**after**

**To:** Donald Gantry <dgantry@magellan.com>  
**From:** Louisa G. Bilman <lbilman@magellan.com>  
**Subject:** Your Request to Attend October Conference  
**Ca:**

The entire Management Council and I are pleased with the exceptional leadership you have provided in setting up video transmission to our regional offices. Because of your genuine professional commitment, Don, I can understand your desire to attend the conference of the Telecommunication Specialists of America from October 23-27 in Phoenix.

The last two weeks in October have been set aside for budget planning. As you and I know, we have only scratched the surface of our teleconferencing projects for the next five years. Because you are the specialist and we rely heavily on your expertise, we need you here for these planning sessions.

If you are able to attend a similar conference in the spring and if our workloads permit, we will try to send you then. You are our most valuable team member, Don, and we are grateful for the quality leadership you provide to the entire Information Systems team.

Buffer: Includes sincere praise

Transition: Uses date to move smoothly from buffer to reasons

Reasons: Explains why refusal is necessary

Bad news: Implies refusal

Closing: Contains realistic alternative

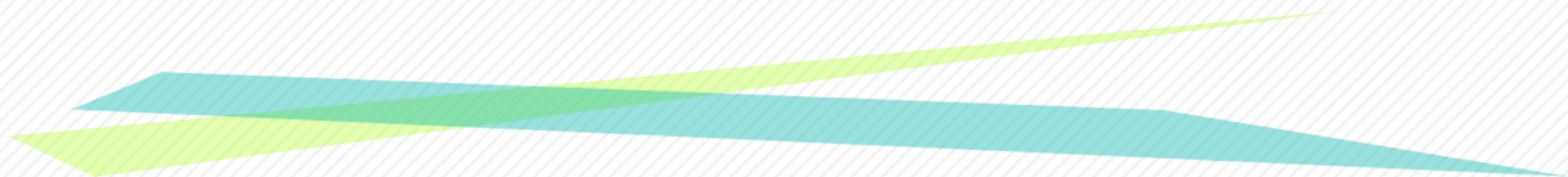




## WRITING PLAN FOR ANNOUNCING NEGATIVE NEWS TO EMPLOYEES

- **Buffer:** Start with a neutral or positive statement that transitions to the reasons for the bad news. Consider opening with the best news, a compliment, appreciation, agreement, or solid facts. Show understanding.
- **Reasons:** Explain the logic behind the bad news. Provide a rational explanation using positive words and displaying empathy. If possible, mention reader benefits.
- **Bad News:** Position the bad news so that it does not stand out. Be positive, but don't sugarcoat the bad news. Use objective language.
- **Closing:** Provide information about an alternative, if one exists. If appropriate, describe what will happen next. Look forward positively.

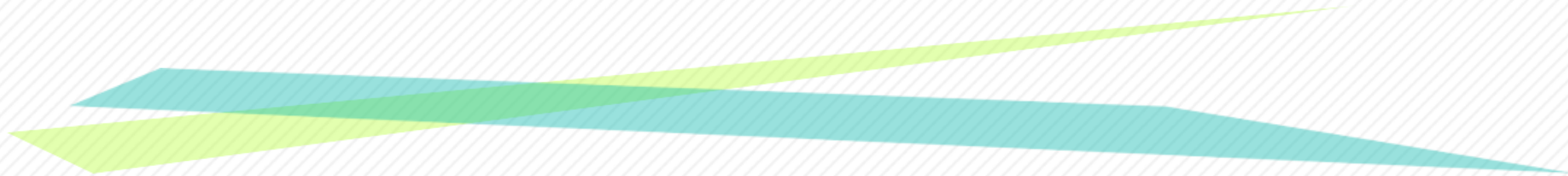






# REFLEKSI

- Informasi penting hari ini
- Manfaat penting dari informasi penting hari ini
- Tindak lanjut yang dapat saudara lakukan







# Thank You! 😊

Any Questions?