

# 4

# Managing conflict

- ▶ tone
- ▶ sounding diplomatic, forceful or aggressive
- ▶ writing a business letter

## 4.5 Writing Letters



### Model

**1** Read the three letters below and choose the best greeting and salutation/sign-off for each from the box.

Dear Roger,      Sincerely, Jo Finn, Purchasing Manager      Dear Mrs White,  
Yours faithfully, P. Mitchell, CEO      Dear Sirs,      Yours sincerely, Pavel Cwiklinski

**1** It has come to our attention that you have made unauthorized use of our company's logo on your website [www.2manydiscounts.com](http://www.2manydiscounts.com). You neither asked for nor received permission to use our logo. We therefore believe you have wilfully infringed our rights and could be liable for statutory damages. We demand that you immediately cease to use the logo and that you desist from this or any other infringement of our rights in future. Unless we receive an affirmative response from you within one week indicating that you have fully complied with these requirements, we shall consider taking legal action.

**2** I am writing to inform you that I have a grievance relating to non-payment of overtime which I would like you to investigate. The main issues are as follows:

1. On two separate occasions, 11 March and 7 May, due to inaccurate information supplied by the customer, I was required to work until 8.30pm and 11pm respectively re-installing milling machines on Custom Labs' premises.
2. Having remonstrated with Custom Labs' Production Manager on the second occasion, I received an official warning further to a complaint from the customer.
3. Although I do not contest the fact that I overreacted, I feel strongly that the overtime incurred through no fault of my own should be paid.

I trust you will arrange a grievance hearing as soon as possible. I understand that I am entitled to be accompanied by a colleague or a trade union representative at the hearing.  
I look forward to hearing from you.

**3** I am writing to request your help in improving your shipping department's service to us. Over the last quarter, the number of delivery errors has reached an unacceptable level (see enclosed summary). These recurrent mix-ups are a source of delay, extra work and additional cost. Whilst your product quality is very satisfactory and we have no wish to go elsewhere, we cannot continue to overlook so many mistakes. We would urge you to review your procedures; if the situation does not improve we will be left little choice but to make alternative arrangements.  
I look forward to hearing from you as soon as possible.

### Analysis

**2** With a partner, answer the following questions.

- 1 Which letter mostly uses the first person/second person/third person?
- 2 Which letter is the most diplomatic/the most aggressive/the most assertive?
- 3 Summarize each letter in one sentence. Is each summary diplomatic, aggressive or assertive?