Effective Business Writing
“Effective communication is essential to career success”
May 11, 2015 | 9 a.m. - 4:00 p.m.
Middlesex Training Center, Westborough

Writing Credit Memoranda
“Good analysis requires effective communication”
June 8, 2015 | 9 a.m. - 4:00 p.m.
Middlesex Training Center, Westborough

EFFECTIVE BUSINESS WRITING
This one-day seminar is designed for all banking professionals who are looking to improve their written communication skills. Poor organization, incorrect grammar, spelling, and usage make a bad impression and affect credibility. This seminar will help participants better understand the fundamentals of good writing through a combination of lectures and hands-on exercises. Participants will learn and practice a disciplined, four-step approach to writing. In addition, participants will practice grammar and punctuation learning how to avoid the most common writing mistakes.

LEARNING OUTCOMES
At the program’s conclusion, participants will have developed a systematic approach to writing so that they can write effectively and persuasively. Participants will also have a better understanding of grammar rules and will be provided with a complete set of desk materials for future reference.

COURSE CONTENT
The Four-Step Process for Good Writing
Research: Writing is easier when you have something to write about
• Listening and Observation
• Thoughtful questions
Organize and Plan: Planning reduces indecision and rework
• Sequence points – direct versus indirect approach
• Bucket evidence – how to tell the story
• Illustrate with supporting evidence
• Use facts, numbers, ratios, charts
Write: Writing should express, not impress
• Getting started – tips for overcoming writer’s block
• Words, Sentences, and Paragraphs
  • Words: connotative meanings, abstract and concrete, powerful and familiar
  • Sentences create rhythm: active voice, simple, compound, complex, compound-complex
  • Paragraphs: topic sentence, supporting sentences, transitions
  • Evidence – writing about numbers
Edit: Editing is more than using spell check
• High Skim Value (HSV)
• Brief, clear, concise
• Grammar, punctuation, commonly-confused words
Application Exercises and Practice
• Grammar and usage
• Active versus passive voice
• Types of sentences
• Brevity, Clarity, and Conciseness – avoiding linking verbs and compound prepositions
• Writing with numbers
• Building high-quality graphs and charts
• Document writing
WRITING CREDIT MEMORANDA

This one-day seminar is designed for credit analysts, lenders, and relationship managers who are looking to improve their credit writing skills. Writing speaks volumes about analysis. Brilliant financial analysis is only useful if it can be effectively communicated and achieves the desired result. Participants will learn a disciplined and analytical four-step approach to writing through a combination of lectures, hands-on exercises, case analysis and credit memo writing. Participants will practice writing a persuasive credit memo integrating good writing skills with well thought out technical analysis.

LEARNING OUTCOMES

At the program’s conclusion, participants will have developed a systematic approach to writing so that they can write effectively and persuasively. Participants will also have a better understanding of grammar rules and will be provided with a complete set of desk materials for future reference. This seminar will give participants the skills they need to incorporate substantive risk analytical conclusions in their writing ensuring effective communication of the credit risks being underwritten by the bank.

COURSE CONTENT

The Four-Step Process for Good Writing

- **Research:** Writing is easier when you have something to write about
- **Organize and Plan:** Planning reduces indecision and rework
- **Write:** Writing should express, not impress
- **Edit:** Editing is more than using spell check

Writing the Credit Memo

Participants will write the key sections of a credit memorandum for Tri-State Sales, a retailer of high-end kitchen and bath cabinetry, appliances, and other related products. TSS is requesting an increase to its existing Revolving Line of Credit (RLOC). The RLOC will be used to support sales growth and capitalize on closeout opportunities as smaller retailers exit the market. Seminar participants are given the following information: company facts/notes written by a relationship manager, historical financials, key ratios, industry report, management and bank-case forecasts, and month-to-month borrowing base calculations.

Using a template and following the four-step process to good writing, participants will write the following credit memorandum sections: 1) company background; 2) industry analysis; 3) financial analysis – operating performance, financial condition, cash flow; and 4) financial forecast.

Writing the Executive Summary

The executive summary is typically the most important section of the credit memo – it demands special attention and the writer’s best thinking. The executive summary is the bridge between the analysis and the target audience. And yet, it is often an afterthought, badly written and missing important information. Participants will carefully organize, write, and edit an executive summary for the Tri-State Sales Credit Memorandum.

YOUR INSTRUCTOR:

MARGARET AKE

Margaret Ake joined Herter Associates after a 14-year career in teaching at Endicott College in Beverly, MA. At Endicott Ms. Ake taught a variety of courses in the general business, accounting, and entrepreneurship curriculum including: Economics, Statistics, Finance, Financial Accounting, Managerial Accounting, Tax Accounting, Entrepreneurial Finance and Strategy. Ms. Ake also taught a series of corporate financial training seminars delivered through contracts at the Graduate and Professional School. Ms. Ake received the Excellence in Teaching Award in 2005 and was nominated for the award for eight consecutive years.

While at Endicott, Ms. Ake also directed the Case Writing Program and has had eight business education case studies published in a variety of business journals. The Case studies required extensive research and were written about real companies with a variety of real business problems. Case study subjects included: The Vitamin Shoppe, Sapient Corporation, and Fazio Golf Designers.

Prior to teaching at Endicott, Ms. Ake worked for Fidelity Investments in a variety of roles. Currently, Ms. Ake serves on the Board of Governors of The Woods Hole Golf Club, as Treasurer and chair of the Finance Committee, and on the Board of Directors of the North East ARC as fundraising chairperson. In addition, Ms. Ake regularly travels with Operation Smile working as a medical records, statistical reporting, and data outcomes volunteer. Ms. Ake has participated on missions to Cambodia, India, Peru, the Dominican Republic, Mexico, and the Philippines.
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Please print or type:

Institution _____________________________________________________________________________________

Billing Address _________________________________________________________________________________

City __________________________________ State _____________ Zip Code ____________________________

Telephone ______________________________ FAX ______________________________

Please register the following persons:
Name                        Corporate Title Email Session(s)
_____________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________

Member cost:  
$250.00 for one course $450 for both courses  
$200.00 each for 5 or more people $360 each for both courses, 5 or more people

Nonmember cost:  
$500.00 for one course $900 for both courses  
$400.00 each for 5 or more people $720 each for both courses, 5 or more people

Amount Enclosed $ _________

Two ways to register:

1. Fax: Complete the registration form and fax credit card payments to our secure fax line: 617-249-0441. PCI Compliance mandates that payments made by credit card form be faxed, do not email.

2. Mail: Send this form with a check to:
Massachusetts Bankers Association-EWW15  
One Washington Mall, 8th Floor, Boston, MA 02108-2603

Credit Card Information:
☐ MasterCard  ☐ Visa  ☐ American Express  ☐ Discover

Card Number __________________________________________

Expiration Date __________________ Signature ____________________________________

New cancellation and refund policy: A $75 per person cancellation fee will be charged. No refunds for cancellations made within three business days of the program, whether you register online, FAX, E-Mail or mail your registration. Substitutions from your bank are encouraged if you are unable to attend. Please note that if you don’t cancel and don’t attend, you are still responsible for payment, however seminar materials will be sent to you. If you FAXed or E-mailed your registration and cancel within three days of the program, you will be invoiced.

To assist us in planning, registrations should be received no later than May 4 for Session 1 and June 1, for Session 2. Please direct inquiries or cancellation information to Pat Tabolsky, registrar, 617.523.7595 or ptabolsky@massbankers.org.

For faster registration, register on-line at www.massbankers.org. Payment by check must be received by the Association, on or before the seminar date, either by mail or hand-carried to the seminar.