

The 4Cs Framework as an Alternative to the Traditional 7Cs for Effective Communication

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This article reexamines the conventional 7Cs framework for effective communication (Broom & Sha, 2013). An alternative 4Cs framework is advocated. The 7Cs include: completeness, correctness, clarity, conciseness, concreteness, consideration, and courteousness. The proposed 4Cs framework retains two of the Cs in the conventional 7Cs framework (namely, concreteness and consideration) and adds two attributes (context and creativity). Concreteness subsumes *completeness*, *correctness*, *clarity*, and *conciseness*; consideration subsumes *courtesy*. It does not seem possible for a piece of communication to be concrete, yet lack in completeness, correctness, clarity, and conciseness. Similarly, any communication that reflects consideration is also courteous. It is further argued that of the proposed 4Cs, the context is the most critical element. It is the central theme or purpose around which the message is composed. See Figure 1. Each of the proposed four elements of effective communication is explained with examples.

Context

As stated earlier, the context of a message is the most critical element in effective communication. It serves as the nucleus or essence of the message. The other three elements in the pro-

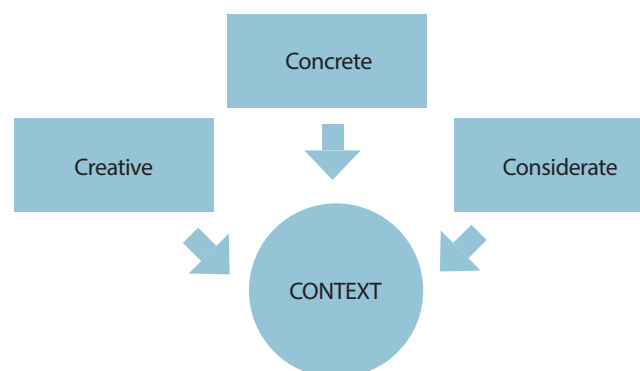


Figure 1. The 4Cs of effective communication.

posed 4Cs framework namely, concreteness, consideration, and creativity ensure the message is composed to effectively convey the context to the audience.

Exhibits 1 through 3 in Appendix illustrate the importance of the right context. Three examples are given. Two versions for each of the three examples are provided. In the first (rough) version of the (example) document, the key element of context is inadequately addressed. The second version addresses the context deficiencies.

Note that the context of the document shown in Exhibit 1 is 'The Changes Made in the Course Outline Over at Least the Last Three Semesters'. But, the text in the document has several paragraphs and sentences that do not align with the document's context, thus making the document both irrelevant (out of context) and wordy. The irrelevant text is reproduced for easy reference and emphasis. When such text is taken out and the remaining text is restructured, the revised document becomes far more contextual and concrete than the previous version.

- Standardization, internationalization, practical orientation,

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indigenization, industry-relevance, and creativity and innovation are the hallmarks of xxxx School of Management pedagogy. The process of course design, delivery, and evaluation are regularly reviewed to ensure a given course conforms to the international trends and best practices.

- Business Communication (Course Code: xxxx) is a core course offered by the xxxx School of Management to the undergraduate programs. In Spring Semester, 2022, the 'group course' was delivered to four sections by three xxx School of Management members --- Ms xxxx, Ms xxxx, and Dr xxxx. Dr xxxx was the 'course custodian.'
- Key topics covered included: writing to the point, writing business memos and letters, proposals, progress reports, and long reports, resume writing, job applications, effective presentation skills, conduct during meetings, and job interviews.
- Please note that the Management Department has in place a strong monitoring and evaluation mechanism to ensure ever higher levels of course coverage and student understanding. Moreover, we rely on a strong and transparent student-feedback mechanism, that provides instructors an opportunity to work passionately towards the achievement of the all-important teaching quality metric of 'rich and rewarding student learning experience.'

Concrete and Considerate

Concise, succinct, and terse all refer to speech or writing that uses few words to convey the message. Conciseness usually implies that unnecessary details or verbiage have been eliminated from a statement --- a concise account of the speech or a piece of writing. Concreteness is being specific, definite, and vivid rather than vague and general. A concrete communication uses specific facts and figures. See Exhibits 4 through 6 in Appendix for concreteness. In addition, to compare "Considerate" and "Inconsiderate", please refer Exhibits 7 through 9 in Appendix.

Need for Creativity in Communication

Creativity encapsulates all conceivable dimensions of effective communication. It covers the *why*, *when*, *how*, and the *what* (content) aspects. Each one of the stated four aspects are briefly explained with examples.

Creative thinking will help you decide not only the purpose (the context) of the message, but also whether there is a need to communicate. The context aspect has already been addressed in a previous section of this article. No communication is required if there is no clear purpose. Also, it is best not to communicate

in the following situations:

- A message directed at you that has negative overtones. No reply (response) may be the best approach to embarrass the sender of the message. Moreover, it saves you from a potentially harmful situation where you get entangled in a spate of messages that is most likely to escalate the conflict.
- A message that is sent to keep you in the loop but has no direct relevance to your job description.
- A message that apparently asks for a 'candid' view on a proposed initiative, but you strongly suspect the views are sought in only one direction. Abstain (do not communicate) if your view is in the 'opposite' direction.

The following are some tips on when to communicate:

- Communicate when you are comfortable you have the necessary facts and figures on hand. In case of routine email messages, respond within a day. The reply may be a complete response or a short note saying you need more time to prepare the response.
- Other than the routine messages, avoid communicating first thing Monday mornings and last thing Friday evenings. Also, messages sent just at the close of the business day is not a good idea.
- Also, adjust the timing of your communication somewhat if you know the recipient is in a situation (health or other reasons) where your message is likely to be ignored or not received well. Of course, this is part of consideration.
- Wherever time permits, be among the last ones to communicate on an issue on which opinions and ideas are solicited. You will get to know the views of others and will also have more time to reflect before responding.

The how to communicate covers both the mode and style of communication. With respect to the mode of communication, the options are the written messages, speaking over the phone, a personal meeting, and non-verbal communication (body language). Written messages are the best mode for routine matters, while speaking over the phone and personal meetings are required for high-stake or conflict-prone situations.

The body language is the most vital mode of communication. The 7-38-55 rule in communication suggests that only 7% of all communication is done through verbal communication, whereas the nonverbal component of our daily communication, such as the tone of our voice and body language, make up 38% and 55% respectively.

The following are some useful tips with regard to the tone of voice and body gestures:

- Speed+Loud+Monotone=Less listening (and low comprehension)
- Pause as you go along; this will keep both the audience and

yourself more comfortable

- Support a proper ‘pitch;’ high-pitched (shrilly) voice distracts audience
- Practice for the right pronunciation
- If oral presentations are a frequent and important part of your job consider taking a course in phonetics (use of vocal sounds corresponding to pronunciation)
- Show empathy --- an extremely important body gesture
- Shun negative thinking; remember negative thinking will never result in positive body gestures
- Sport a look that is a mix of warmth, empathy and sobriety
- Sport pride in your demeanor, but do not look arrogant
- Look firm, feel like a ragged doll; if you are relaxed, you are confident and composed
- Your eyes will always support you if your soul is content and free from ill-will
- Keep your eyes perceptive and deep; this might be a major body gesture in high-stake, close-encounter situations; also, this will attract people towards you

The what relates to the content. It should be both concrete and creative. A previous section in the article gives a detailed account of the attribute of concreteness for verbal communication to be effective. The content is creative when the message is composed and delivered with an ever-increasing measure of sublimity. Dig deep into your physical and emotional reserves to compose a message that has the power to reach both the conscious and the subconscious minds of your audience. The power of the message is in the novelty, depth, and practicability of the points you include. Aiming to create a subliminal message will help increase the odds for making a greater and a longer-lasting impact on your audience. Consider these tips to generate creativity in your message. This is followed by an outline for a short, ‘creative’ essay on the ways to stem the proverbial ‘rat race’ (Exhibit 10 in Appendix).

Foster your ability to be creative through:

- Selflessness and magnanimity. Your ‘world’ and your hori-

zon will be extremely limited if you are self-centred

- Humility. This will liberate you from the binds of ‘resting on your laurels’ and not focusing only on the material gains. Humility will keep your zeal and hunger for the veritable pursuits alive and strong
- Empathy. It will make you both more understanding and responsive to worry and care for others
- Reflection. Patiently thinking and working to develop new ideas and approaches to solve issues and problems
- Laser-like focus and concentration. “It’s not the hours you put in your work that counts, it’s the work you put in the hours” (*Sam Ewing*)
- Thinking out of the box
- Engaging in ventures or hobbies to be away from the daily routine to slow down, relax, and enjoy. You can do *anything* if you are relaxed
- Shaking off the usual time bind. Undue time pressure and haste kill creativity

Conclusion

The 4Cs framework for effective communication is proposed in place of the conventional 7Cs framework. It is argued that the proposed framework is not only more parsimonious than the original framework, but it also adds a significant value to the notion of effective communication. The two new elements of context and creativity provide fresh perspective to the art and practice of communication. The article offers insights, examples, and tips to make the case for the proposed 4Cs framework. It is hoped that the new framework will be well received by both academicians and practitioners.

References

- Broom, G. M., & Sha, B. L. (2013). *Effective public relations* (11th ed.). New York, NY: Pearson Education.

Appendix

Exhibit 1. Context: The changes made in the course outline over the last three semesters

Deficient in addressing the context		Contextual and concrete version	
<u>Program</u>	BBA	<u>Program</u>	BBA
<u>Course</u>	Business Communication	<u>Course</u>	Business Communication
<u>Course Code</u>	333	<u>Course Code</u>	333
<u>Date</u>	Spring Semester, 2021	<u>Date</u>	Spring Semester, 2021
<u>Resource Person</u>	xxxx	<u>Resource Person</u>	xxxx
<p>The current course outline is a completely revamped version compared to the course outline fielded in the previous Fall Semester, 2021. Specifically, two major improvements were made. These are:</p> <ol style="list-style-type: none"> 1. The course was offered as a ‘group course.’ 2. The course content and structure conformed to the standardized template recently-adopted by xxxx School of Management. <p>Standardization, internationalization, practical orientation, indigenization, industry-relevance, and creativity and innovation are the hallmarks of xxxx School of Management pedagogy. The process of course design, delivery, and evaluation are regularly reviewed to ensure a given course conforms to the international trends and best practices. Starting Spring Semester, 2022, the Management Department at xxxx School of Management has taken the initiative to propose the formation of a Faculty Course Group, led by the course custodian. The ‘Faculty Course Group’ initiative is in line with the commitment of the Management Department towards the continuous improvement of its programs and courses.</p> <p>Business Communication (Course Code: xxxx) is a core course offered by the xxxx School of Management to the undergraduate programs. In Spring Semester, 2022, the ‘group course,’ was delivered to four sections by three xxx School of Management members --- Ms xxxx, Ms xxxx, and Dr xxxx. Dr xxxx was the ‘course custodian.’</p> <p>With respect to the course design, emphasis was placed on deploying multiple learning tools for better student understanding and evaluation. These tools included: multiple books, research articles, case studies, interactive class discussion, video clips, quizzes, assignments, project, presentations, and guest speaker sessions. Key topics covered included: writing to the point, writing business memos and letters, proposals, progress reports, and long reports, resume writing, job applications, effective presentation skills, conduct during meetings, and job interviews.</p> <p>The key features of the standardized course outline include:</p> <ol style="list-style-type: none"> 1. Carefully mapping Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs). 2. Mapping of PLOs, CLOs, and COs (Course Objectives) with each of the Assurance of Learning and Assessment Items. <p>Please note that the Management Department has in place a strong monitoring and evaluation mechanism to ensure ever higher levels of course coverage and student understanding. Moreover, we rely on a strong and transparent student-feedback mechanism, that provides instructors an opportunity to work passionately towards the achievement of the all-important teaching quality metric of ‘rich and rewarding student learning experience.’</p>		<p>The following two major improvements were made in the course outline compared to the previous versions:</p> <ol style="list-style-type: none"> 1. The course outline conformed to the standardized template, recently adopted by the xxxx School of Management. 2. The course was offered as a ‘group course.’ <p>The key features of the standardized course outline include:</p> <ol style="list-style-type: none"> 1. Mapping Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs). 2. Mapping of PLOs, CLOs, and COs (Course Objectives) with each of the Assurance of Learning and Assessment Items. <p>Multiple learning and evaluation tools were used for better student understanding. These included: multiple text books, research articles, case studies, interactive class discussion, video clips, quizzes, assignments, project, presentations, and guest speaker sessions.</p> <p>The Management Department at xxxx School of Management has launched the ‘group course’ initiative. The HOD (Head of Department) appoints a faculty member as the course custodian, who ensures the quality of course development and delivery by the faculty group. By leading the course in the future, the initiative aims to make the custodian a course specialist.</p> <p>The course was delivered to four sections by three faculty members --- Ms xxxx, Ms xxxx, and Dr xxxx.</p>	

Exhibit 2. Context: The final reminder to the client to collect payment against an overdue invoice

Collection letter deficient in addressing the context	Revised collection letter with proper context
<p>September, xx, 20xx Mr xxxx xxxx Sales Manager ABC Ltd. 123, Super Avenue, xxxx Lahore</p>	<p>September, xx, 20xx Mr xxxx xxxx Sales Manager ABC Ltd. 123, Super Avenue, xxxx Lahore</p>
<p>Dear Sir,</p>	<p>Dear Sir,</p>
<p><u>The Third and Last Reminder for the Payment Overdue</u></p>	<p>The Third and Final Reminder --- Invoice 123xxxx</p>
<p>This is to bring to your kind notice that your payment amount is overdue by months.</p>	<p>We have still not received payment of PKR 500,000 for the purchase of 50 bicycles (Invoice 123xxxx). The payment is now two months past the due date (July xx, 20xx).</p>
<p>You purchased 50 bicycles on a one-month credit period. We sent you two reminder letters for the amount overdue. You have not replied to a single reminder letter. This is the third and the final time we are sending you a reminder.</p>	<p>Unfortunately, you have also ignored our two reminders (Reference Number xxxx, August xx, and Reference Number xxxx, September xx).</p>
<p>Please make sure you pay your remaining amount which is PKR 500,000.</p>	<p>I am compelled to send the final reminder. You are requested to make the outstanding payment (PKR 500,000) latest by Monday, October xx, 20xx.</p>
<p>As ABC Ltd. is our regular client, I have not referred your case to our Collections Department. I am positive that you will make the outstanding payment without further delay. As the Finance Manager of the Company, I will make sure all outstanding payments due to the Company are cleared as efficiently as possible.</p>	<p>Please note that if the overdue amount is not paid by the stated date, your case will be sent to our Legal Department.</p>
<p>In the meanwhile, I assure you of our best services at all times.</p>	<p>I am hopeful that you will heed this final reminder.</p>
<p>Yours sincerely, xxxx Finance Manager XYZ Company</p>	<p>Yours sincerely, xxxx Finance Manager XYZ Company</p>

Exhibit 3. Context: Reasons why people resist change

Deficient in addressing the context	Revised version corrected for context
<p>Change is always difficult to accept. It moves the person from his/her comfort zone, which is not acceptable by most people. Sometimes, change leads to job loss. It is the nature of human beings that they always love to be in their comfort zone. But, the consequence of not moving out of one's comfort zone is that the learning process stops. Therefore, for the enhancement and for the development of any human being, it is essential to get out of the comfort zone.</p>	<p>Although, change is a fact of life, it is difficult to accept change. It is the nature of human beings that they always love to be in their comfort zone. Essentially, change mostly results in a person leaving his/her comfort zone. This state of affairs is not acceptable to a vast majority of people. Sometimes, change leads to job loss. Change can also lead to many other problems for a person. These problems include anxiety, isolation, fear of the unknown, lack of self-esteem, aggressive outlook, deterioration of health, and lack of motivation.</p>

Note that the entire text in the above exhibit is out of context. The focus of the assignment is to give reasons why people resist change.

Exhibit 4. Context: Request for the purchase of a microwave oven for office use

Memo lacking in concreteness	Concrete version of the memo												
<p style="text-align: center;">xxxx Computer Graphics</p> <p style="text-align: center;"><u>MEMORANDUM</u></p> <p>To: xxxx, General Manager From: xxxx Date: xxxx 16, 20xx Subject: Purchase of a Microwave Oven</p> <p>At the monthly staff meeting on Monday, xxxx 9, 20xx, you requested information about the possible purchase of a microwave oven. I am pleased to present the following details:</p> <p>Since the move to the new office in Trade Tower, staff have difficulty in finding a nearby place to procure their lunch. Providing a microwave oven in the pantry would enable staff to bring in their own lunchboxes and reheat the food. Also, staff members are less likely to return to work late after lunch. A survey found that staff would like to use the microwave oven. There are several suitable models. The prices range from Rs 8,000–10,000. Kindly approve Rs 10,000 for the purchase of microwave oven for the office.</p> <p>xxxx</p>	<p>Subject: Purchase of a Microwave Oven</p> <p>1. Introduction At the monthly staff meeting on Monday, xxxx 9, 20xx, you requested information about the possible purchase of a microwave oven. I am pleased to present these details.</p> <p>2. Background Since the move to the new office in Trade Tower, staff have difficulty in finding a nearby place to buy lunch.</p> <p>3. Advantages Providing a microwave oven in the pantry would enable staff to bring in their own lunchboxes and reheat the food. Also, staff members are less likely to return to work late after lunch.</p> <p>4. Staff Opinion A survey found that staff would like to use the microwave oven.</p> <p>5. Cost Details of the suitable models are given below:</p> <table border="1" data-bbox="821 1059 1300 1208"> <thead> <tr> <th><u>BRAND</u></th> <th><u>MODEL</u></th> <th><u>PRICE</u></th> </tr> </thead> <tbody> <tr> <td>Philips</td> <td>M903</td> <td>Rs 8,800</td> </tr> <tr> <td>Sharp</td> <td>R-3R29</td> <td>Rs 8,600</td> </tr> <tr> <td>Sony</td> <td>6145X</td> <td>Rs 8,400</td> </tr> </tbody> </table> <p>6. Request If you kindly approve, please authorize up to Rs 9,000 for the purchase of the microwave oven.</p> <p>xxxx</p>	<u>BRAND</u>	<u>MODEL</u>	<u>PRICE</u>	Philips	M903	Rs 8,800	Sharp	R-3R29	Rs 8,600	Sony	6145X	Rs 8,400
<u>BRAND</u>	<u>MODEL</u>	<u>PRICE</u>											
Philips	M903	Rs 8,800											
Sharp	R-3R29	Rs 8,600											
Sony	6145X	Rs 8,400											

Exhibit 5. Context: Sales promotion letter for security systems for office and home

A sales letter lacking in concreteness	Concrete version of the sales letter
<p><u>On Letterhead</u> Date Mr xxx Chief Executive xxx Private Ltd. 1, Shahra-e-Quaid-e-Azam Lahore</p> <p>Dear Sir,</p> <p><u>Reliable Security Systems for Office and Home</u></p> <p>I am pleased to introduce to you a range of state-of-the-art security devices to protect your office and home.</p> <p>The Defender equipment and devices range from door security to fingerprint access safety vaults. Our high-selling office and home security items include:</p> <ol style="list-style-type: none"> 1. Door Security Device. 2. Bar Door Security Brace. 3. Weatherproof Indoor/Outdoor Internet Protocol (IP) Camera. 4. Weatherproof Indoor/Outdoor Close Circuit TV (CCTV) Camera. 5. Eight-area Wireless Alarm System (with infrared technology). 6. Motion Detector. 7. Burglar Alarm System with Industrial Communication. 8. Personal Security Alarm Kit. 9. Wireless Window Sensor. 10. Car Camera Self Recorder. 11. Wireless Wallet Alarm System. 12. Wireless Key Finder. 13. Fire Detector Alert. 14. Water Detector Alert. <p>All of our products are imported either from Korea or Taiwan. Moreover, all products are supported with the following features:</p> <ol style="list-style-type: none"> a) 1–2-year cash-back warranty. b) Free installation and maintenance. c) Price discounts on bulk purchases. <p>All listed devices are available in ready stock.</p> <p>Please do visit us at xxxx, or call xxxx for our customer representative to visit your premises for detailing products and services.</p> <p>We look forward to meeting your office and home security requirements to your satisfaction.</p> <p>Truly yours, Mr xxx (Director Marketing)</p>	<p><u>On Letterhead</u> Date Mr xxx Chief Executive xxx Private Ltd. 1, Shahra-e-Quaid-e-Azam Lahore</p> <p>Dear Sir,</p> <p><u>Reliable Security Systems for Office and Home</u></p> <p>I am pleased to introduce a range of state-of-the-art security devices to protect your office and home.</p> <p>The Defender equipment and devices range from door security to fingerprint access safety vaults. The enclosed brochure provides information on the product types and models, country of origin, specifications, warranty, and list prices.</p> <p>Please do visit us at xxxx, or call xxxx for our customer representative to visit your premises for detailing products and services.</p> <p>We look forward to meeting your office and home security requirements to your satisfaction.</p> <p>Truly yours, Mr xxx (Director Marketing)</p>

Exhibit 6. Context: Announcement for the PhD dissertation defense

An email lacking in concreteness	Concrete version of the email								
Dear Faculty and Students,	From:								
This is to inform you that the following PhD Dissertation Public Defense is going to be held as per the schedule given below:	To:								
Title of Dissertation: xxxx	Dear Faculty and Students, I am pleased to share the particulars regarding the defense of PhD dissertation of Ms xxxx.								
PhD Scholar: Ms. xxxx	Dissertation Title: xxxx								
Program: xxxx	Department: xxxx								
Supervisor: xxxx	Supervisor: xxxx								
Date: Thursday, xxxx	Date: Thursday, xxxx								
Time: 10:30–12:30 p.m.	Time: 10:30–12:30 p.m.								
Venue: xxxx									
For the convenience of the faculty as well as the participants of MS/MPhil/PhD programs, the Office of xxx has made arrangements to attend the defense online through Zoom using the following link:	Faculty members, PhD candidates, and MS students are cordially invited to attend. To participate via Zoom, please use the following link and id:								
Join Zoom Meeting	Zoom Link xxxx								
https://zoom.us/j/xxxx=xxxx	ID xxxx								
Meeting ID: xxx xxxx xxxx	Password xxxx								
Passcode: xxxx	As per the standard practice, the defense will conform to the following time schedule:								
All faculty members, the participants of MS/MPhil/PhD, and staff are cordially invited.	<table> <tr> <td>Welcome and introduction by the Rector</td> <td>10 minutes</td> </tr> <tr> <td>Presentation by the PhD Scholar</td> <td>60 minutes</td> </tr> <tr> <td>Viva Voce</td> <td>30 minutes</td> </tr> <tr> <td>Question/Answer Session</td> <td>20 minutes</td> </tr> </table>	Welcome and introduction by the Rector	10 minutes	Presentation by the PhD Scholar	60 minutes	Viva Voce	30 minutes	Question/Answer Session	20 minutes
Welcome and introduction by the Rector	10 minutes								
Presentation by the PhD Scholar	60 minutes								
Viva Voce	30 minutes								
Question/Answer Session	20 minutes								
Following is the program structure for the defense:	Best Regards,								
Welcome and introduction by the Rector 10 minutes	xxxx								
Presentation by the PhD Scholar 60 minutes									
Viva Voce 30 minutes									
Question/Answer Session 20 minutes									
Best Regards,									
xxxx									

Exhibit 7. Context: Memo regarding issuance of salary slip

Inconsiderate version of the email	Considerate version of the email
Dear Sir/Madam,	Dear [NAME OF THE PERSON HERE],
Find your salary slip in attachment.	We are pleased to send you the salary statement for the Month of May, 20xx.
If you have any query please contact aaa@...	If you have any queries, please contact aaa@...
Thanks.	Best wishes, xxxx

Exhibit 8. Context: Email regarding issuance of foreign degree equivalence letter

Inconsiderate version of the email	Considerate version of the email
Dear Applicant,	Dear [NAME OF THE PERSON HERE],
Your application No. xxxx/xxxx/2022/233 for foreign degree Equivalence is approved and you have been issued Provisional Equivalence Letter.	Congratulations! Your application No. xxxx/xxxx/22/233 for the Foreign Degree Equivalence is approved.
Provisional Letter is attached or you can download it by logging in from your account on xxxx.xxx.xxx.xx	The Equivalence Letter is attached.
Regards,	In case you have any queries, please contact us on xxxx.xxx.xx
Foreign Degree Equivalence Team.	Best wishes,
	Foreign Degree Equivalence Team
*Please do not reply to this email. This is a computer-generated email.	*This is an auto-generated message, please do not reply.
*For any queries, please visit onlinehelp.xxx.xxx.xx	

Exhibit 9. Context: Recommendation for relieving a senior manager from the company service

Inconsiderate memo	Considerate version of the memo
<p>To: Chairman (BOG) From: General Manager (Production Supply Chain) Date: January xx, 20xx Subject: <u>Recommendation for Relieving Mr xxxx xxxx from Employment with the ABC Company</u></p>	<p>To: CEO From: General Manager (Production Supply Chain) Date: January xx, 20xx Subject: <u>Recommendation for Relieving Mr xxxx xxxx from Employment with the ABC Company</u></p>
<p>Mr xxxx xxxx is serving as a Senior Manager, Department of Production and Supply Chain. Currently, he is overseeing new supplier approval.</p>	<p>Mr xxxx xxxx is serving as a Senior Manager, Department of Production and Supply Chain. He was inducted in year xxxx as Manager. He was promoted to the current position as Senior Manager just over two years ago. Currently, he is overseeing the new supplier approval process.</p>
<p>Sir, based on my initial interaction with Mr xxxx and several subsequent meetings with him, it is clear to me that he seriously lacks in professional grooming necessary for a senior management position, especially for a company of our stature and reputation. In fact, I find him abrasive and unkempt. I have also sought opinion of Mr xxxx xxxx (Deputy Manager Production and Supply Chain) on this issue. His views reinforce my assessment of Mr xxxx.</p>	<p>Sir, based on my interaction with him, particularly during his elevated role as Senior Manager it is becoming increasingly clear to me that he seriously lacks in both professional capability and personal grooming necessary for a senior management position. On a number of occasions, I have found him unable to perform his duties with the required skills and due diligence. Moreover, with respect to his overall personality and demeanor, he mostly appears rough and untidy.</p>
<p>Sir, once we have your go-ahead Mr xxxx xxxx (Deputy Manager Production and Supply Chain) and I will proceed to induct a competent professional to replace Mr xxxx. This will ensure smooth conduct of Production and Supply Chain operations and related departmental activities. In fact, replacing Mr xxxx with a competent and presentable Senior Manager will help uplift the profile of both the Production and Supply Chain department and the Company.</p>	<p>I have raised the stated concerns with Mr xxxx regarding the lack of due diligence at work and personality issues on a few occasions over the last two months. However, I believe that he has largely ignored my concerns and advice.</p>
<p>Thank you.</p>	<p>I have also sought opinion of Mr xxxx xxxx (Deputy Manager Production and Supply Chain) on this issue. His views reinforce my concerns and assessment of Mr xxxx. Please allow me to add that both Mr xxxx xxxx and I recommend relieving Mr xxxx xxxx from his services. I understand that this action will be of serious concern for Mr xxxx xxxx. However, I believe that such an action will be in the best interest of our company. I am sure you will appreciate that we need both a competent and well-groomed Senior Manager to streamline our Production and Supply Chain operations to achieve our departmental goals effectively and efficiently. Moreover, a competent and presentable Senior Manager will help uplift the profile of the Company.</p>
	<p>Sir, in consideration of the foregoing observations, I most humbly request your kind intervention and the final decision. Thank you.</p>

Exhibit 10. Context: An outline on the ways to stem the rat race**Introduction**

It is important to give an overview of the menace of the rat race to gauge the gravity of the problem and to form the basis for suggesting ways to stem it. Unchecked, the rat will nibble away, and eventually destroy, the human race! There are stark indicators that the doomsday is nigh. Consider these facts: (a) the right is might is a way of life since times immemorial; (b) The richest 1% own about 46% of the world's wealth (Credit Suisse Global Wealth Databook, July, 2021); (c) In 2021, Luxembourg had the highest GDP per capita (USD 118,000), compared to USD 760 for Burundi (International Monetary Fund --- GDP per Capita, April, 2021); and d) the nuclear arsenal and other weapons of mass destruction in possession of the U.S., Russia, China and others can destroy our mother planet several times over. And, then there is the element of 'race' and cut-throat competition in everything we do, particularly in the developed and the developing countries. The watchwords seem to be the 'pro' and 'the winner takes it all!' Add to all this the syndrome of 'keeping up with the Joneses.'

The Proposed Solution

Although a myriad of solutions may be put forward to stem the potentially lethal onslaught of the menace of the rat race, the following three interventions seem promising:

1. Healthy competition versus cut-throat competition --- biologists and other experts of genomics should consider altering the severity of competitiveness in the human DNA. Alter the thinking pattern --- to the right is might.
2. Let us find or become the Nelson Mandela of Save the Planet Initiative.
3. Forge a team of active anthropologist, psychologists, sociologists, and others to persuade the leaders of the G-20 group of countries to 'rethink and deescalate.'

Each of the above points is briefly substantiated below.

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