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POZIOM
B1-C2

Smart Brevity

The Power of Saying More with Less

dunk on sb: publicznie
z kogoś szydzić

taut: zwarty

twisty: zawiły

elongated: wydłużony

beset: nękać

triple digit: liczba trzycyfrowa

avail oneself of: skorzystać z

pop: wyjść na wierzch,
przebić się

toss: rzucać

We've rightfully dunked on
but business writing is at least
if you mean "price." Don't
"skill." Smart, taut writing
Verb. Object.

- An old city editor of
never call a banana
Yet when we're writ
- You'd never tell your s
temperatures besetting t
local highs nearing the trip
avail myself of the nearby air con
You'd say: "It's hot. I'm going inside."
- It doesn't have to be this way. There are s
tricks we've learned that can apply to any
from tweets to books.
- Your written work will pop compared to the w
salads your colleagues are tossing.

KSIĄŻKA O ROZWOJU ZAWODOWYM DO CZYTANIA PO ANGIELSKU

+
SŁOWNIK

SŁÓWKO
TECHNICAL

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WSTĘP

Być może nawet nie wiesz, ile twoich maili przepadło albo nie przyniosło pożądanego skutku tylko dlatego, że napisałeś je... źle. Może odbiorcy już na wstępie poczuli się znudzeni, urażeni lub nie zrozumieli, że to, co piszesz, ma dla nich znaczenie.

Jeszcze nigdy w historii ludzkości komunikacja nie była tak prosta... ani tak skomplikowana. Toniemy w gąszczu wiadomości, informacji, tweetów, powiadomień, e-maili, postów na blogach i linków. Jak sobie z tym wszystkim poradzić?

Z pomocą przychodzi *Smart Brevity. The Power of Saying More with Less*, bestsellerowa książka twórców witryn informacyjnych Axios i Politico, którzy z powodzeniem docierają do milionów czytelników na całym świecie. W zwięzły i pełen humoru sposób pokażą, jak sprawić, by twój przekaz był jasny, angażujący i trafił do właściwych odbiorców. Wskazówki autorów możesz wykorzystać w komunikacji nie tylko po angielsku, ale w każdym innym języku.

Niniejsze wydanie *Smart Brevity* zostało poszerzone o **słowniczek** trudniejszych wyrazów, który umożliwia lekturę już na poziomie **B1**. Większość z tych słów to wyrażenia używane na co dzień, a ich znajomość ułatwi swobodną i efektywną komunikację po angielsku. W utrwaleniu nowego słownictwa pomogą krótkie i urozmaicone **ćwiczenia** z kluczem odpowiedzi.



INTRODUCTION

The Fog of Words

SMART BREVITY COUNT:

969
WORDS

3½
MINUTES

The Fog of Words

velocity: prędkość

jam: zatkać

clog: zapchać

peck at: dziobać

pursuit: pogoń

frazzled: wyczerpany

scattered: rozproszony

inundated: zalany

skim: przebiegać wzrokiem

stat = statistics

zip on: pędzić dalej

Never in the history of humanity have we vomited more words in more places with more **velocity**.

WHY IT MATTERS: This new and exhausting phenomenon has **jammed** our inboxes, paralyzed workplaces, **clogged** our minds—and inspired us to create Smart Brevity . . . and to write this book.

Be honest: You're a prisoner to words. Writing them. Reading them. Listening to them.

- Slacked words. Emailed words. Tweeted words. Texted words. Memo words. Story words. Words, words, words.
- We spend our days listening, watching and reading them, **pecking at** our tiny screens in endless **pursuit** of more of them.

Our minds are **frazzled** by all of this. We feel and see it daily. We're more **scattered**, impatient, **inundated**. We scroll. We **skim**. We click. We share.

- Eye-tracking studies show that we spend 26 seconds, on average, reading a piece of content.
- On average, we spend fewer than 15 seconds on most of the web pages we click. Here's another crazy **stat**: One study found that our brain decides in 17 milliseconds if we like what we just clicked. If not, we **zip on**.

- We share most stories without bothering to read them.

Then we wait, **fidgeting**, chasing **instant gratification** or just *more*—a laugh, a provocation, a news **nugget**, a connection, a like, a share, retweets, Snaps. This pursuit makes it harder to focus, to resist checking our phones, to read deeply, to remember stuff, to notice what matters.

- We check our phones 344-plus times each day—once every 4 minutes, at least. Behavioral research—and our own BS **detectors**—show we **underreport** our true usage.
- We **scan**, not read, almost everything that **pops up** on our screens.
- Mostly we're feeding a **jones** for **dopamine jolts** that come from yet more texts, tweets, googling, buzz, Slacks, videos, posts. *Click. Click. Click . . .*

fidget: wiercić się

instant gratification: natychmiastowa gratyfikacja

nugget: okruch; perełka

detector: wykrywacz

underreport: zaniżyć

scan: przebiegać wzrokiem

pop up: wyskakiwać

jones: ochota, pragnienie

dopamine jolt: skok dopaminowy



The Fog of Words

prone to: podatny na

distraction: rozproszenie; rozpraszacz

slapped silly: ogłupiany

yank away: wyszarpywać, odciągać

snap back: wrócić do

unfold: rozwijać się, następować

wallow in: nurzać się w

flop over: przewracać się

dab: odrobina, muśnięcie

jab: zastrzyk

open the floodgates: otworzyć drogę

WHAT SCIENCE AND DATA TELL US:

There is actually little evidence that this behavior is rewiring our adult brains. Rather, we've always been prone to distraction. It's just that now we are getting slapped silly with an explosion of minute-by-minute distractions.

- This exploits two human flaws at once: Most of us are terrible multitaskers, and we struggle to refocus once our attention is yanked away. It takes most people more than 20 minutes to snap back into focus after a distraction.
- No wonder the old ways of communicating fail to land amid this unfolding chaos.

THE BIG PICTURE: We're wallowing in noise and nonsense most of our waking hours. And flopping over in bed for little dabs and jabs while we sleep. It's the madness of the modern mind.

This growing fog of words has two root causes: technology and our stubborn bad habits.

1. The internet and smartphones opened the floodgates for everyone to say and see everything at scale, for free, instantly, always. We all won equal access to Facebook, Google, Twitter, Snapchat, TikTok. And boy, do we use and abuse it.

We can share our every thought. Post when proud—or pissed. Google when confused. Watch a video on any topic at any time.

2. But people keep **banging out** emails, letters, memos, papers, stories and books like it's 1980. Think about it: We know everyone has less time, more options, endless distractions—yet we keep **coughing up** the same number of words. Or more. Written in the same way we have been writing for generations.

This isn't new. Mark Twain, writing to a friend in 1871, confessed, "I didn't have time to write you a short letter, so I wrote you a long one."

- Everyone does this. We try to fake it—or show off our smarts—by **overindulging in** words. We see this at work, in personal emails, in the professional media.
- We're taught that length equals depth and importance. Teachers assign papers by word count or number of pages. Long magazine articles **convey gravitas**. The thicker the book, the smarter the author.
- Technology turned this obsession with length from a **glitch** to a stubborn, **time-sapping** bug.

The result is billions of wasted words:

- Roughly one-third of work emails that require attention go unread.
- Most words of most news stories are not seen.
- Most chapters of most books go untouched.

The problem is most **acute** in just about every workplace in America. It does not matter if you work at

bang out: trzaskać, klecić

cough up: wypluwać

overindulge in: pozwalać sobie na zbyt dużo

convey: przekazywać

gravitas: powaga, głębia

glitch: pluskwa, usterka

time-sapping = time-consuming: czasochłonny

acute: dotkliwy

The Fog of Words

Apple, a small business or a new start-up, it has never been harder to get people focused on what matters most.

profound: głęboki, istotny

vibrant: tętniący życiem

- The work-from-anywhere reality of a world changed by COVID-19 has turned communications into a **profound** and critical weakness for every company, every leader, every rising star, every restless worker.
- This problem will echo loudly through every organization because a **vibrant** culture, a clear strategy and swift execution rely on strong communications in a scattered world.
- Stewart Butterfield, the CEO of Slack, told us that, in a hypothetical 10,000-employee company that spends \$1 billion on payroll, 50 to 60 percent of the average employee's time is spent on communication of some sort. Yet no one provides the tools and training to do this well.



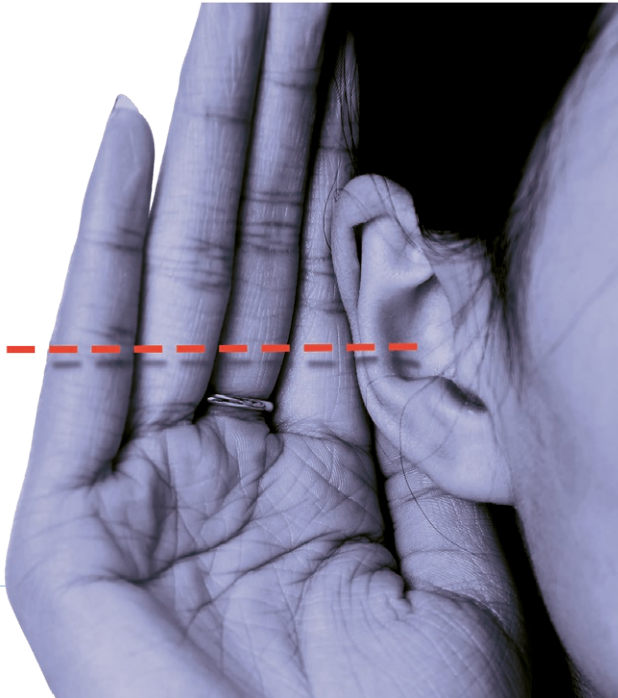
THE BOTTOM LINE: All of us confront an epic challenge: How do you get anyone to pay attention to anything that matters in this mess?

OUR ANSWER: Adapt to how people consume content—not how you *wish* they did or they did once upon a time. Then, change how you communicate, immediately. You can do this quickly by adopting Smart Brevity.

THE UPSIDE FOR YOU: You will learn to **punch** through the noise, be heard on what matters most to you and win recognition for your most important ideas. And you will learn that this new way of thinking and communicating is liberating, **contagious** and teachable.

punch: przebić się

contagious: zaraźliwy





4

Audience First

SMART BREVITY COUNT

1,837
WORDS

7
MINUTES

The Fog of Words

The very first—and two most important—words of our company’s manifesto can help you too: audience first.

parishioner: parafianin

go off the rails: zbaczać z torów

homily: homilia

nun: zakonnica

applaud: wyrazić aplauz

target: adresować (coś do kogoś)

zero in on: skierować uwagę na

single out: wyróżnić, wybierać

big-time: na wielką skalę

WHY IT MATTERS: If you think about serving your audience first—colleagues, students, parishioners, friends—and not your own ego, you will naturally cut down on waste.

- This might seem simple, but it’s where most people go off the rails. We tend to think too much about what we want to say versus what others need to hear.

THE HOLY FATHER AGREES: Pope Francis, in September 2021, told Catholic priests in Slovakia to cut homilies from 40 minutes to 10, or people would lose interest. “It was the nuns who applauded most because they are the victims of our homilies,” he joked.

- The pope did what you should do: Start any communication by thinking first of your very specific audience and what they need or want.

Picture in your head the person you’re trying to reach. This is easy if it’s a single individual, but if you’re targeting a group, zero in on a specific individual, a name, a face, a job.

- Always do this before you start communicating. If you try to speak to everyone, usually you reach no one. Singling out the person you want to reach clarifies things big-time.

THE NEXT RIGHT THING

It was late 2015, and all three of us were in a **bitter**, secret battle to leave Politico—our baby, our first start-up. Robert Allbritton, the owner, was making life miserable. We wanted to **punch back**, hard.

Jim sat **stewing** in the **pew** of Christ the King Church in Alexandria, Virginia, while David Glade, the pastor, talked about the difficulties of being good. He told a story about how his kids wondered, with all the chaos and challenge of life, how a person can choose to do the right thing, always.

- Pastor Glade wanted to **shrink** this big existential question into something more **digestible**. He offered to his kids nine words of wisdom that guided us through our departure—and shaped how we live our lives today: “All you can do is the next right thing.”

Think about how simple, direct and memorable that one line is. He could have **prattled on**, quoting Luke, **waxing poetic** in Hebrew or dropping C. S. Lewis wisdom, and he could’ve sharpened it even more: “Do the next right thing.”

- Pastor Glade **nailed** the single most important lesson of modern communications—short, smart, simple and direct can break through and **persist**.
- In a note to his congregation in October 2021, Glade quoted William Strunk’s *Elements of Style*: “**Vigorous** writing is **concise**. A sentence should **contain** no unnecessary words, a paragraph no unnecessary sentences, for the same reason a drawing should have no unnecessary lines and a machine no unnecessary parts.”

bitter: zawzięty

punch back: oddać (cios)

stew: gotować się

pew: ławka kościelna

shrink: skrócić

digestible: strawny

prattle: paplać

wax: rozpywać się, rozgadać się

nail: wypunktować, trafić w sedno

persist: trwać, utrzymywać się

vigorous: dynamiczny, żywy

concise: zwięzły

contain: zawierać

plea: prośba, apel

give sb pause: dawać komuś do myślenia

be all over the place: być niezorganizowanym/chaotycznym

keep sb in the loop: informować kogoś na bieżąco

stickler: pedant

comms = communications

JUST SAY IT

Lisa Osborne Ross—a wife, mother, CEO and counselor to CEOs worldwide—has a **plea** for everyone in her life: Just say what you mean, sincerely and short.

WHY IT MATTERS: “We hide our insecurity in additional words,” says Ross, US CEO of Edelman, the global communications giant. “Your message is lost, your sincerity is in question—and your competency **gives me pause, because you’re all over the place.**”

- Ross runs an international PR firm that uses Axios HQ and Smart Brevity to update the company—and also various departments—on strategy and planning. It is a primary way they **keep employees in the loop**. She is a **stickler** for applying the principles to cut through the business jargon and nonsense of traditional **comms**.

For instance, she mentions a CEO who, faced with shutdowns due to COVID, might simply explain: “We’ll go back to work when people feel safe.”

Then the legal team gets involved. The communications specialists intervene. Suddenly the CEO is **babbling** in response and sounds like a **corporate hack**.

Ross would tell her client: “You just answered this . . . Just say it.”

She explains that people “waste time **couching** it, framing it, conceptualizing it—rather than just saying what we mean.”

Her advice can make you a better communicator or leader, **regardless of** title or industry. “People want direct, clear, honest communication. If you try to **spin** or **bullshit** me, I’m out.”

Ross says that a **silver lining** of COVID is: “My time means everything to me.”

“We have to be more efficient because work and life now all **blend** together. And if you don’t engage me, I’m going to zone out.”

THE BOTTOM LINE: Ross says the “feminist nuns” who taught her in school were exactly right: “Just be yourself.” And don’t hide in a word **dump**.



babble: paplać

corporate hack: korposzczur

couch: ubierać w słowa, redagować

regardless of: bez względu na

spin: wkręcać

bullshit: wciskać kit

silver lining: jasna strona, pozytyw

blend: stapiać się, mieszać się

dump: hałda, śmietnisko

TIPS & TRICKS

plot out: planować

rookie: żółtodziób, nowicjusz

snark: złośliwie/sarkastycznie komentować

reliability: możliwość ułożenia się/odniesienia do siebie

ingredient: składnik

willing: chętny

social cues: sygnały społeczne

subconsciously: podświadomie

1 Focus on ONE person you are targeting.

2 Plot out ONE thing you want them to remember.

When Mike was a **rookie** at the *Richmond Times-Dispatch*, one of the veteran reporters, Michael Hardy, used to critique competitors' clumsy work by saying: "Think, then type!"

- He was **snarking**, but it's good advice.
- If you don't know exactly what you're trying to convey, the reader has *zero chance* of understanding it.

3 Write like a human, for humans.

Be simple, clear, direct. Be conversational. Authenticity and **reliability** are essential **ingredients**. They help people become more **willing** to hear you and remember what you said.

- Mike likes to think of his newsletter, *Axios AM*, as a breakfast conversation with a smart, curious friend.
- When we're sitting face-to-face, we have **social cues** that keep us from being boring. We **subconsciously** think: I want you to like me. So we don't repeat ourselves. We don't use fancy words. We don't tell people things they already know. We don't explain the obvious.
- And yet when we sit down at a keyboard, we do all those things.

HERE'S THE HACK: Talk to someone else (or yourself—no one will know) about the point you want to make.

- It'll be clearer, more interesting and more urgent than anything you'd ever come up with if you sat down to "write."

4 Then write it down.

Write down that *one* thing you want the reader, viewer or listener to remember if it's all they take away. Write that before doing anything else.

- Then try to shorten it to fewer than a dozen words—less is more. It should be a declarative statement or data point, not a question. Make sure it's new or essential. Scrub the weak words and delete any soggy verbs or adjectives.

5 Then stop.

If we don't *really* know what we want to say—or more likely, if we don't really understand what we're writing about—we paper over it by saying too much.

- We do the same thing when we're breaking up, asking for a raise, confessing bad behavior. We keep talking. It's human nature. And it kills relationships—and communication. So just stop.

declarative statement:
zdanie oznajmujące

scrub: zrezygnować

soggy: brejowaty; obojętny

paper over: maskować,
tuszować

Exercises

1. Match the words with their definitions.

- | | |
|--------------------|----------------------------|
| 0. velocity | a) addict |
| 1. verbatim | b) awful, hopeless |
| 2. frazzled | c) craving, desire |
| 3. fidget | d) deep |
| 4. jones | e) exhausted |
| 5. gravitas | f) exhausting |
| 6. profound | g) to move about aimlessly |
| 7. junkie | h) novice |
| 8. burdensome | i) seriousness, solemnity |
| 9. lousy | j) to skip |
| 10. surge | k) speed |
| 11. rookie | l) sudden growth |
| 12. omit | m) word-for-word |

2. Match the parts of expressions.

- | | |
|-------------------|-------------------------|
| 0. instant | a) a roll |
| 1. dopamine | b) gratification |
| 2. open | c) haywire |
| 3. go | d) in the loop |
| 4. attention | e) jolt |
| 5. rise to | f) pause |
| 6. be on | g) prominence |
| 7. go off | h) span |
| 8. give somebody | i) the floodgates |
| 9. be all over | j) the place |
| 10. keep somebody | k) the rails |

3. Odd one out.

jam; clog; **peck**; block

1. skim; read; scan; spin
2. taut; fluff; concise; succinct
3. prattle; babble; gab; bolt
4. succinct; gripping; arresting captivating
5. omit; skip; stew; ignore
6. disguise; paper over; unfold; dumb down
7. poll; revenue; survey; research
8. seize; surge; grow; spiral

4. Change the words to make other parts of speech as in the example.

brief [adjective] ⇔ brevity [noun]

1. expand [verb] ⇔ [noun]
2. pursue [verb] ⇔ [noun]
3. distract [verb] ⇔ [noun]
4. voracity [noun] ⇔ [adjective]
5. salience [noun] ⇔ [adjective]
6. notorious [adjective] ⇔ [adverb]
7. burden [noun] ⇔ [adjective]
8. constituency [noun] ⇔ [noun]
9. applause [noun] ⇔ [verb]
10. deliberate [verb] ⇔ [noun]

Answers:

- 1) 1 m, 2 e, 3 g, 4 c, 5 l, 6 d, 7 a, 8 f, 9 b, 10 l, 11 h, 12 j
- 2) 1 e, 2 i, 3 c, 4 h, 5 g, 6 a, 7 k, 8 f, 9 j, 10 d
- 3) 1. spin 2. fluff 3. bolt 4. succinct 5. stew 6. unfold 7. revenue 8. seize
- 4) 1. expansion 2. pursuit, pursuer 3. distraction, distractor 4. voracious 5. salient 6. notoriously 7. burdensome 8. constituent 9. applaud 10. deliberation

Książka o rozwoju zawodowym do czytania po angielsku. Zawiera słowniczek oraz ćwiczenia, które pozwolą ci zrozumieć trudniejsze fragmenty. Dzięki temu rozwiniesz swój angielski, nie tracąc czasu na szukanie definicji i tłumaczeń, jednocześnie ucząc się nowych rzeczy. Wydanie ze słowniczkiem umożliwi lekturę już na poziomie B1.

Ile razy twoje maile zostały zignorowane, a prezentacje przeszły bez echa? Czy zdarzyło ci się stracić projekt przez niejasną komunikację? Czy twoje posty mają mało reakcji mimo ciekawych treści?

W dzisiejszym świecie, gdzie liczą się ułamki sekund, musisz pisać tak, by od razu przyciągnąć uwagę.

Smart Brevity to praktyczny przewodnik z zestawem narzędzi, dzięki którym:

- unikniesz nieporozumień i jałowych dyskusji
- przyciągniesz uwagę odbiorców i zatrzymasz ich na dłużej
- twoje maile, newslettery i prezentacje będą wzbudzać entuzjazm
- zainspirujesz i zmotywujesz swój zespół do działania
- zdobędziesz przewagę w biznesie, budując transparentną i angażującą markę.

**Spraw, aby twój przekaz był jasny, angażujący
i trafił do właściwych odbiorców!**

