Advanced Leadership Communication
Section A

Classes 3 & 4

February 10 & 16, 2016
## Preview of our class today

<table>
<thead>
<tr>
<th>Agenda</th>
<th>Purpose</th>
<th>Importance</th>
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</thead>
<tbody>
<tr>
<td>Leadership Brand Exercise</td>
<td>▶ Practice public speaking; practice active listening</td>
<td>▶ Practice = improvement</td>
</tr>
<tr>
<td><strong>Break</strong></td>
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</tbody>
</table>
| Motivating through Speech       | ▶ Analyze readings, discuss and compare persuasion and inspiration | ▶ Solidify your understanding of persuasion  
▶ Increase your skill set to include motivating others  
▶ Prepare for upcoming assignment |
Exercise: Leadership Brand Stories

- In two minutes, share your leadership statement and the story that informs it to an audience of your peers.

- One of your classmates will act as your leadership coach and state back to you what s/he thinks your leadership statement is, ask clarifying questions, and offer advice on how you might refine it.

- Then the rest of your audience will offer feedback on how to improve the clarity and impact of the statement and story.
Conger’s 4 steps of persuasion:

1. Establish credibility—expertise & relationships
2. Frame for common ground. WIIFT?

Source: Conger, J. “The Necessary Art of Persuasion”
Persuasion requires rigorous audience analysis:

Consider these questions:

- Who is your audience?
- What are their biases?
- What do they know? (Head)
- How do they feel? (Heart)
- How do they feel about you?
- How do they learn?
Direct structure is appropriate in persuasive presentations:

<table>
<thead>
<tr>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Answer first)</strong></td>
<td><strong>(Answer last)</strong></td>
</tr>
<tr>
<td><strong>Advantages</strong></td>
<td></td>
</tr>
<tr>
<td>Improves comprehension; shows results thus is audience-centered; saves time</td>
<td>Step-by-step explanation allows audience to buy-in; may soften resistance</td>
</tr>
<tr>
<td><strong>When to use</strong></td>
<td></td>
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<tr>
<td>Almost always; positive/neutral message; positive/neutral bias; results-oriented audience; high credibility</td>
<td>If it's the norm in organization; negative message; negative bias of audience; analysis-oriented audience; low credibility</td>
</tr>
</tbody>
</table>
Inspiring others: Creating the message

Frame the mission

Share values
- Use stories

State beliefs
- Repeat your message
- Employ metaphors

Source: Conger, J. “Inspiring others: The Language of Leadership”
Inspiring others: Delivering the message

- **volume**: how loud or soft
- **rate**: how fast or slow
- **inflection**: how high or low

Source: Conger, J. “Inspiring others: The Language of Leadership”
Persuasion and inspiration...

Be credible
Frame the message
Use evidence + stories
Persuade
Inspire

Appeal more strongly to emotions through content and delivery

Source: Conger, J. “The Necessary Art of Persuasion,” and “Inspiring others: The Language of Leadership”
## Clarifying the metaphor:

<table>
<thead>
<tr>
<th>Definition:</th>
<th>A figure of speech in which a word or phrase literally denoting one kind of object or idea is used in place of another to suggest a likeness or analogy between them (as in drowning in money)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business example:</td>
<td>Growth metaphors, e.g. companies put down roots, seeds are planted or sown, businesses can flourish and spread and profits are reaped.</td>
</tr>
</tbody>
</table>

Metaphors in business (cartoons)...

Cartoon removed due to copyright restrictions: Roy Delgado. “I know you’re the heart of the organization, but we’re getting a transplant.”

Source: Jantoo Cartoons: [http://www.jantoo.com/cartoons/keywords/heart-transplants](http://www.jantoo.com/cartoons/keywords/heart-transplants)
Metaphors in business (cartoons)...

Cartoon removed due to copyright restrictions: Carpenter, Dave. “Are we watching business news or sports news?”

Source: http://www.cartoonstock.com/
Don’t over do it...

Cartoon removed due to copyright restrictions: Sizemore, Jim. “Fair warning, Norton - one more sports metaphor and you're fired!”

Source: http://www.cartoonstock.com/
Assignment Details: The Motivational Speech

- Create, rehearse, and execute a **5-minute** motivational or visioning speech to a business or nonprofit audience and then assess your presentation in an e-mail. Appeal to your audience’s emotions as well as to logic and facts. Visual aids are optional.

- Submit, in a hard copy, a typed Presentation Planner for Motivational Speech at the time that you present.

- E-mail your Self-assessment to the facilitator of your lab 72 hours post-presentation.
Grading Criteria: The Motivational Speech

- **Strategy and structure:** Were your strategy and narrative structure appropriate to the audience and situation you described in advance? Did you articulate an overarching goal?

- **Language:** Did you use language that created a concrete, sensory vision that painted a picture of what the future could be? Did you use effective stories, metaphors, and analogies?

- **Delivery:** Did your delivery reinforce the message in the talk? Did you look and sound credible and confident?

- **Visual aids:** If you used them, how well did your visual aids contribute to your message? How well did you interact with your visual aids?
Advice if you use PowerPoint

Design of slides: clean, clear, no competing messages

► Message titles with stand-alone sense
► Readable text and graphs
► Slide numbers

Interaction with slides: Keep in supporting role
Exercise: Brainstorm Motivational Scenarios

- Discuss the substance of your Visioning or Motivating speech and the emotional appeal you plan to use. How might it affect your audience?

- **Examine the motivational task**: Who is your audience and what do you want them to know, feel, and do? How might you go about this? What language, stories could you use?

- Find two others and discuss ideas. If one person is stuck, help him or her generate ideas.