

Advanced Leadership Communication Section A

Classes 3 & 4

**February 10 & 16,
2016**



Preview of our class today

Agenda	Purpose	Importance
Leadership Brand Exercise	▶ Practice public speaking; practice active listening	▶ Practice = improvement
<i>Break</i>		
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?**

3.

**Provide
evidence.
Data
+ stories.**

4.

**Connect
emotionally.
Match tenor of
your audience.**



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:

Direct ▲

(Answer first)

Indirect ▼

(Answer last)

Advantages

Improves comprehension; shows results thus is audience-centered; saves time

Step-by-step explanation allows audience to buy-in; may soften resistance

When to use

Almost always; positive/neutral message; positive/neutral bias; results-oriented audience; high credibility

If it's the norm in organization; negative message; negative bias of audience; analysis-oriented audience; low credibility

Inspiring others: Creating the message

Frame the mission

Share values

State beliefs

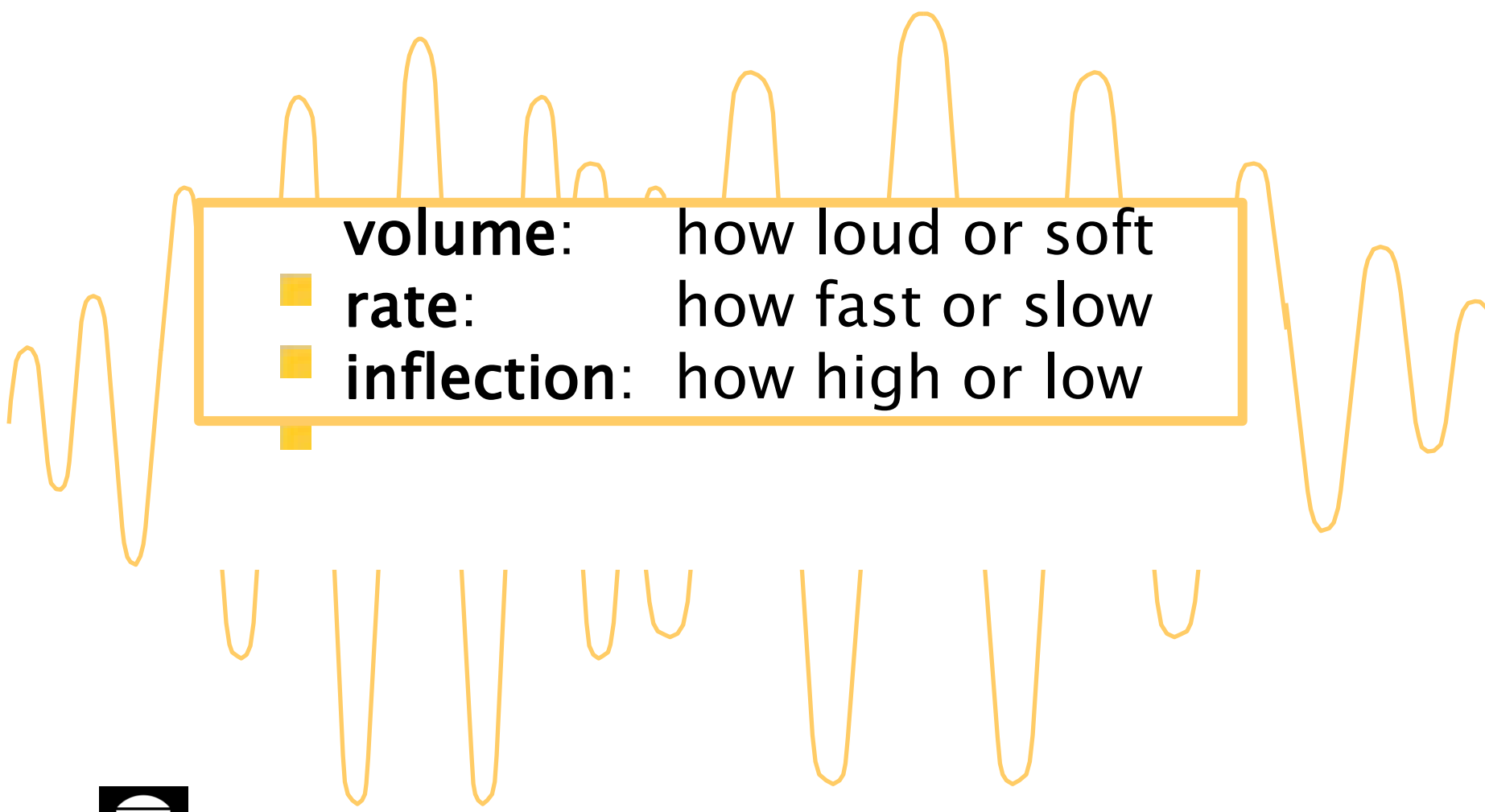
Use stories

Repeat
your
message

Employ
metaphors



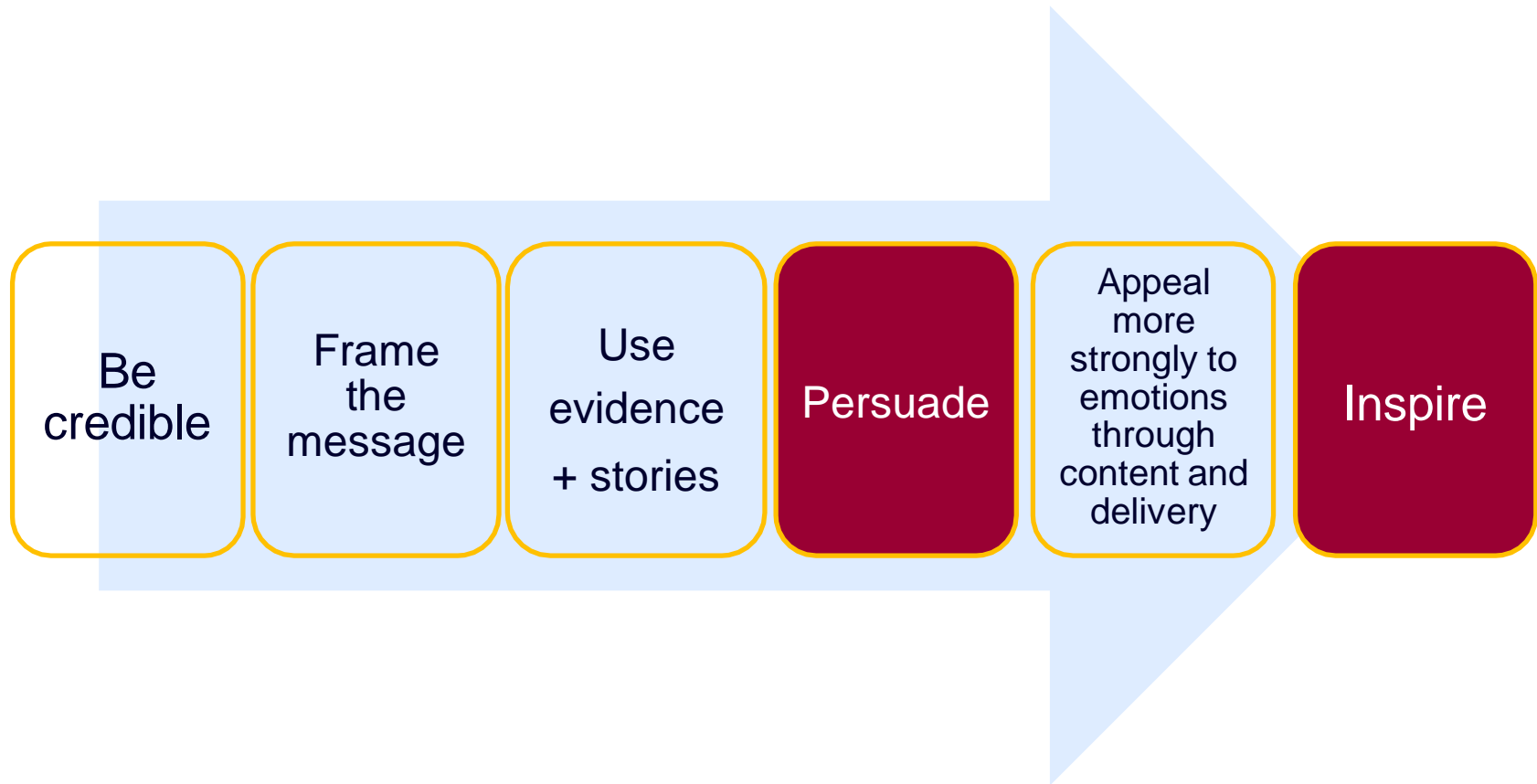
Inspiring others: Delivering the message



volume: how loud or soft

- **rate:** how fast or slow
- **inflection:** how high or low

Persuasion and inspiration...



Clarifying the metaphor:

Definition:

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)

Business example:

Growth metaphors, e.g. companies put down roots, seeds are planted or sown, businesses can flourish and spread and profits are reaped.

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>

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.

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15.281 Advanced Communication for Leaders
Spring 2016

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