

Study Guide

Day 1

- What is the importance of the ‘response’ in the communication loop, and what are its three dimensions?
- What role does “ethos” play in the diagram of the communication loop discussed in class?
- What are the four problem-solving steps?
- What is the core structure of a story joke? Why is that structure important for other kinds of communications as well?

Day 2

- What role can a tactical concession make in an argument? Can you give me an example from the *Thank You for Smoking* film clip we watched?
- Why is the Aaron Eckhart character’s attempt to deflect the audience’s anger from him toward the politician seem plausible?
- What is a commonplace? Can you give me an example from the *Thank You for Smoking* clip we watched?
- When is “seduction” ok, and when is it not?
- What’s the difference, according to JH, between fighting and arguing?
- Describe the difference between yin and yang as it applies to business communications.
- Describe the difference between reactive and proactive.
- Describe the difference between static and dynamic.
- What does 1st, 2nd, & 3rd person refer to?
- What is the difference between nominative and accusative cases?
- Know the three steps in determining whether who or whom is correct in a sentence.
- Give me an example of “than” used correctly as a “conjunction” in a sentence.
- What do the terms carrots v. sticks refer to in the context of motivation?
- In the clip from *The Verdict*, why did the Newman character’s approach fail? What different approach would you advise him to take?
- In the clip from *Up in the Air*, what are some key elements about Ryan’s approach to Jim that made it more likely to succeed?
- What should the crux issue be in the Goodwin message situation?
- Why do both Goodwin messages 1 & 2 go astray?
- How can a proactive dimension be added to the Goodwin messages?

Day 3

- What is the important thing to remember about prepositional phrases when pronouns are the object?
- Since ‘like’ is a preposition, what is a common mistake people make using it?

- What is the link between ‘ethos’ and ‘character’?
- What tenses do Forensic, Demonstrative, and Deliberative arguments correlate with?
- What is Logos and what are its limitations?
- What is Pathos, and why is it important in making good arguments?
- What is Ethos, and what role does it play in shaping a person’s thinking?
- Pacino locker-room speech: What is the core value that defines the team? Why does he present himself as a loser at the beginning?
- What’s the difference between situation analysis and document analysis?
- What is a key question to ask yourself when trying Define Issues in a situation analysis?
- Defining Audience
 - What’s the difference between the primary and secondary audience?
 - How do you make the decision to put someone in the “To” line vs. putting her in the “cc” line?
 - “Vanilla vs. chocolate” clip: Why doesn’t it matter that Joey isn’t persuaded? Is this an ethos argument or a logos argument?
 - What is the role of tone in communications?
 - What are the three components of “ethos” in the context of situation analysis?
 - Why is there no point in saying anything if you have little or no credibility?
 - What does audience “need”?
- Defining Goals: What is the difference between primary and secondary goals

Day 4

- What is the connection between decorum and ethos, and how does it affect credibility?
- JH chaps 5-8
 - Comment on this quote from JH: “You persuade a man insofar as you can talk his language by speech, gesture, tonality, order, image, attitude, idea, identifying your ways with his.” (p. 47)
 - What’s the point of JH’s discussion of *8 Mile*? The story of the bumper sticker? (pp. 48-49)
 - Do you agree with this statement on p. 54: “ But persuasion doesn’t depend on being true to yourself. It depends on being true to your audience.”
 - Does being virtuous mean doing the right thing? Was Atticus Finch in *To Kill a Mockingbird* virtuous?
 - Was Abraham Lincoln’s use of “darkie jokes” a sign that he lacked virtue?
 - What is the “tactical flaw”? (p. 63) Can you think of some examples of its use in the film clips that we’ve watched?
 - What are the three characteristics of “practical wisdom”, according to JH?
 - Why does Bluto in *Animal House* have poor ethos?
 - Is there a connection between practical wisdom and high IQ?
 - How do you establish your practical wisdom cred?

- What does this statement mean: “Rhetoric is most effective when it leads an audience to make up its own mind.”
- Can you give me an example of the “reluctant conclusion”?
- Why is ‘goodwill’ essential for persuasion?
- Definition of strategy: How you organize your resources to accomplish your objectives.
- What’s a freewrite? How do you know if it’s working?
- Why did I say that “journaling” or keeping a diary is a good idea?
- What does the memory curve tell you?
- What are the three components of the opening for a direct informative message?
- When do you use a preview?
- What are some expository tools for use in the body of a message?
- What are the three tools used for synthesis in the body of a message?
- Where in the typical message should you state your primary objective? Where do you state the secondary objective, if you have one?
- What are the characteristics of full-block style?

Day 5

- From the Daniel Pink RSA video watched in class: What is the difference between intrinsic and extrinsic motivation? Why do you think intrinsic motivation is more important for higher level or creative work? Why do you think using extrinsic motivators can backfire when you want high-concept, creative work?
- Be familiar with the uses of commas, semicolons, and colons discussed in class. See Day 5 slides.
- What is the connection between decorum, punctilio, and etiquette?
- JH Chapter 9
 - What does JH mean when he says reality looks different under different emotions?
 - What’s the role of ‘experience’ and ‘expectation’ in shaping an audience’s emotional response?
 - Why are stories a good tool for evoking emotion?
 - What does JH mean when he says, “when you argue emotionally, speak simply”? Why does a quiet voice but furious eyes communicate emotion more intensely than shouting?
 - Is it better to start a message with pathos or end with it?
 - Why is humor so good at improving your “ethos”?
 - Why are appeals to emotions like sorrow, shame, and humility often rhetorically ineffective?
 - Why are anger, patriotism, and emulation usually more effective?
 - What does JH mean by ‘emulation’ anyway?

- JH Chapter 10
 - What rhetorical tools are useful when you want to cool your audience down?
 - What is the rhetorical effect of passive voice?
 - What's the point of the backfire technique? In what situations is it best used?
- Building the Emotional Intelligence of Groups:
 - Be familiar with table on p. 87 and material about the article presented in the Day-5/6 slides.
 - What are the three characteristics of emotionally intelligent groups?
 - Why does a group with emotionally intelligent individual members not necessarily make up an emotionally intelligent team?
 - What is the key characteristic of an emotionally intelligent individual, according to Daniel Goldman?
 - What's the difference between personal competence and social competence?
 - What are some tools discussed in the article that are useful in diffusing negative emotions in an individual group member?
 - When three out of four group members agree, what are the tradeoffs to consider in working with the holdout to get consensus vs. just going ahead with the majority decision? Is the goal consensus or something else?
 - Does emotional intelligence require that group members always be warm and caring?
 - Can you think of examples from the article (or a film clip) that might be described as "tough love"?
 - When is teasing destructively passive aggressive, and when can it be constructive?
 - *What are the three norms for regulating group emotion?
 - How do norms become norms? Can you just snap your fingers to establish them within a group? What are the obstacles groups face in developing emotionally intelligent norms?
 - How can you make your team charter real rather than just aspirational fantasy?

Day 6

- Be familiar with the use of the semi-colon when used before clause introduced by conjunctive adverbs. (See website under entry for January 24.)
- Know how to identify and correct a dangler.
- How do you know whether a clause is restrictive or non-restrictive? Which uses commas, and which is introduced by 'that' and 'which'.
- What are the characteristics of the default business communications style?
- Is it always wrong to use a 'yin' style?
- What are the three basic elements in every active-voice clause?

- What are the three basic elements in every passive-voice clause?
- What is the past participle test?
- What are the eight forms of the verb 'to be'?
- Is every sentence with a 'to be' verb passive?
- How do you know if the verb in a sentence is in the passive voice?
- What's a hidden verb? What are the suffixes or endings that indicate a verb hiding in a noun?
- How do you identify a 'gerund'? Are gerunds yin or yang?
- Be familiar with the charts on pp. 79 & 87 of the article "Building the Emotional Intelligence of Groups".

Day 7

- Jim Collins (Big Think) clip about motivation: What does "disagree and commit" mean in his Intel example? What's his point about demotivating team members by not being clear about your decision model? What are the three basic decision models that I discussed in relation to this clip? (See website under entry for April 10.)
- Can you give me two examples of the use of a 'climax' from film clips we've watched in class?
- What are the two rules of thumb regarding parallel structure when using lists?
- Gordon Gecko Greed Speech:
 - Does Gordon Gecko work with the prevailing ethos of his audience? How does he work with ethos?
- Know how to identify a passive construction in any given paragraph with a mix of sentence types.
- Know how to flip a passive voice sentence or clause into active voice or an active to a passive.
- Know when and when not to use passive voice.
- In JH Chap11:
 - What is the point of the example JH discusses about Annie trying to persuade Kathy not to vote for Bush?
 - What does JH mean by the "pre-fab consensus"?
 - Why are clichés a useful tool in most arguments?
 - Why is understanding that most audiences have ambivalent set of values important when you are making an argument?
 - How does this idea relate to our discussion of the commonplace?
- Senate Testimony Clip:
 - When does Nick use the tactical concession, and why does that give him an advantage?
 - What is a *reductio ad absurdum*, and how does Nick use it in this clip?
 - How does Nick use irony in this clip?
 - At the end of the clip what commonplace does the senator deploy and how does Nick use a commonplace to make his counterargument?

- JH chap 12,
 - The author discusses the sequence: facts, redefine terms, unimportance, relevance. Can you tell me the example he used to illustrate how it works?
 - Is there a connection between “relevance” as JH talks about in chap 12 and Nick’s argument about cheddar cheese in the Senate testimony clip?
 - ‘Redefining terms’ is a powerful tool: Can you give me some examples of its use in the clips we’ve watched in class or from the book?
 - What’s the difference between denotation and connotation?
 - Can you give some examples of “framing” the issues from current politics or current events?
 - What are the three steps the author gives for framing an issue?
 - Can you give me other examples from film clips that we have watched about how the main character reframes the argument?
- Know the cheeseburger strategy for a bad news message and what each part is designed to achieve.
- Know the three objectives of a bad news message and which parts of the cheeseburger are used to accomplish them.

Day 8

- Jim Collins (Big Think) clip about motivation: What does “disagree and commit” mean in his Intel example? What’s his point about demotivating team members by not being clear about your decision model? What are the three basic decision models that I discussed in relation to this clip? (See website under entry for April 10.)
- Referencing the communication loop discussed in Class 1, what distinguishes an informative message from a request message?
- What is the difference between a direct request and a persuasive request?
- What is the difference between a direct informative message and an indirect informative message?
- Why is pathos more important for effective persuasion than logos?
- What is the goal of the opening of a sales letter?
- What is the goal of the Interest section of a sales letter?
- What is the goal of the Desire section of a sales letter?
- What is the goal of the Action section of a sales letter?
- What are the three parts of the Desire section of a sales letter?
- Analyze the Jason Street clip (selling dithering Joe the car in the auto dealership) according to AIDA: which parts did he emphasize or skip over?
- What does P.R.E.S. stand for?
- Tell me the five steps involved in collaborative decision making.
- Why bother with this method? What problems does it solve?
- What’s the minimum investment amount you need to ask investors for in the business plan project? Is there a ceiling? How much time do you have to make the presentation?

- JH chap 18 & 19:
 - What is “code grooming”? What is its goal as a rhetorical tool? Can you give me some examples of it?
 - What is JH’s point about how former President Bush uses code grooming? Does it have to make logos sense?
 - What “tense” does code grooming happen in? In which form of rhetoric?
 - What are “reverse words”? Can you give me an example?
 - What’s the difference between demonstrative and deliberative rhetoric?
 - What is the point of “identity strategy”?
 - JH’s story of winning the debate about how to spend Thanksgiving is an example of winning the battle but losing the war. (That’s what a Pyrrhic victory is, btw)
 - How can irony be used as a code-grooming tool?

Day 9

- Be able to recognize by name examples of the epiplexis, hypophora, and erotesis.
- What is the point of JH’s and my discussion of “Bushisms”?
- When do you use a letter and when a memo?
- What is letterhead?
- What is the inside address in a letter?
- What is the problem for which a ‘work plan’ is the solution?
- Heinrich, chapter 20: It’s interesting reading, and feel free to learn and work with the great number of figures that JH talks about in this chapter, but mainly focus on the ones that I talk about in class.

Day 10

- Know how to identify the repetitions: anaphora, epistrophe, and symplece.
- When do you deploy figures of speech. What is the point of using them?
- Persuasion is about moving the audience from x to y. What are x and y?
- What is the point of a common-ground theme in the opening of a persuasive request?
- Why do you not get into solution development until after the problem development?
- What is the difference between a primary and secondary benefit?
- What does it mean to neutralize objections?
- Exposition is a means to an end. What is the end?
- What does signal vs. noise mean?
- When you are answering someone’s question what is your goal? Don’t say to answer the question—what are you doing when you answer the question?
- Know the seven steps in “raising sensitive issues”. What are the goals of each?
- Know the three steps you need to take when on the receiving end of criticism
- JH chap 21:

- What does the Greek word *kairos* mean
- How does “occasion” affect one’s persuasive capabilities?
- What does JH mean by a “persuasive moment”?
- JH Chap 22:
 - What does JH mean when he say *kairos* is only half of an occasion? The other half is what?
 - Don’t worry to much about what JH says about the different media, but remember this:
 - Logos-centric messages, no matter what the media, are cool or yin, and the less obvious they are, the cooler they are.
 - Pathos- and Ethos- centric messaging tends to be hot or yang.
- GR chap 1
 - If it’s true that people can’t read and listen at the same time, how should that affect the way you design your slides?
 - What’s the point of the bento analogy?
 - What is the Zen ‘ethos’ as GR describes it?
 - What’s the difference between ‘approach’ and ‘method’?
 - What are the six right-brained-directed aptitudes?

Day 11

- Know how to identify triad, tricolon, and synathroesmus and other list/cataloging techniques. (Know how to spell the last one.)
- What is the difference between approach and technique?
- What does Daniel Pink mean by ‘high concept’ and ‘high touch’?
- Be familiar with the six senses of “high touch”?
- JH Chap 23: pages 247-54
 - What are the five Ciceronian canons? Be familiar with them enough to use them effectively in the Persuasive Talk assignment.
- GR Chap 2
 - What does GR mean by “design thinking”?
 - What does he mean by ‘beginner’s mind’? What are some of its characteristics? How is it different, for instance, from the expert mind?
 - What is the ‘art of working with restrictions’? How is Pecha-kucha an example of this principle in practice? Can you relate P.R.E.S. to this theme?

Day 12

- *West Wing* clip: Why does a story like the one told by Leo have more power than saying simply: “Don’t worry. I’m not going to fire you.”
- Know how to recognize the antithesis, climax, chiasmus, polyptoton, and syllepsis.
- What is the logos, pathos, ethos rhythm of a persuasive talk? In which part of the talk is each dominant?

- Cicero talks about introduction, narration, division, proof, prolepsis, and close. How do these steps correlate with the AIDA strategy taught in Class 10?
- GR chap 3:
 - Relate this chapter to what JH has to say about Cicero's "Invention" in chapter 23.
 - Play with GR's suggestions about "going analog"; don't follow them slavishly. The main point is to refuse to let the software become the tail wagging the dog.
 - What did Jobs mean when he called the computer "a bicycle for our minds"? (What does it suggest about what it ought not to be?)
 - What's the difference between busyness and being busy? Clue: What's the difference between being quick and being rushed?
 - What does crafting the story require from you? Is it about the facts or is it about something else?
 - What is the question you should be asking one another during your content rehearsal? Clue: See heading on p. 62.
 - What's the elevator test? Do you think PRES is a tool that might help you pass it?
 - Why should you never give your slides to your audience before the presentation?
 - If you need to give your audience something, what should it be?
 - What is a slideument?
 - What would you do if a conference asked you to send your PowerPoint deck to be published in a conference binder?
 - What's the point of the story about 'Jim from Singapore' on p. 71? Why wasn't his time wasted preparing a presentation he never got to give?
 - What does the phrase 'core message' mean to you? ? Are you sure you have identified it ? Are you always as clear about yours as you need to be?
- Chap 4:
 - What is SUCCES mnemonic for?
 - Be able to say something insightful about each of the sticky ideas characteristics—particularly the first three.
 - Are all stories fictional?
 - What's the difference between internalizing your narrative as opposed to memorizing it?
 - Can computers give us meaning? Where does meaning come from, anyway?
 - After reading this chapter can you see why I stressed the importance of telling the Hotz story to Dr. Reed?
 - What are the connections between steps 1 & 2 in the process GR outlines on pp 86-88 and steps 1-4 in the process I outline in the coursepack on pp. 56? [I wouldn't start GR steps 3 & 4 until after step 4 in the process I outline in the coursepack.]

- Why don't texty slide decks work for oral presentations or as takeaways to read later?
- Kawasaki clip: Is it about the point size or about the amount of text you put on the slide?
- As a rule of thumb, what should each slide deliver one of?
- What are two basic rules for using text with images?
- What is the rule of thirds?
- Be familiar with the design principles discussed in GR chapter 6: simplicity, contrast, repetition, etc.
- GR: chap 5
 - What is the difference between being simple and simplistic?
 - Is it possible to be too simple?
 - Is the 'zen aesthetic' (characteristics like subtlety, elegance, suggestiveness, and stillness) yin or yang?
 - Do you know what the word 'aesthetic' means? If not, did you look it up? If not, why not?
 - Did you catch the PTO mistake on p. 115? If not, why not? (Too late to get the points, BTW)
 - Which do you think is more important in the communication of any message: quantity or quality?
 - What does "amplification through simplification" mean? Can you give an example?
- GR: chap 6:
 - "It depends" is an important rule of thumb. JH makes the same point see p. 181 in *Thank You for Arguing*. Can you relate it to our discussion of 'decorum'?
 - If 'design' is not decoration, what is it? Do you think the information in the coursepack on p. 26 has any connection to what GR means by design?
 - Is signal noise ratio a principle that must be applied rigorously in every situation? Can you give me an example of an exception?
 - 3-D charts: thumbs up or down? Why?
 - What does the phrase 'picture superiority effect' mean?
 - What virtues, if any, do symmetrical images have? What virtues do asymmetrical images have? What is the rule that is associated with asymmetrical images?

Day 14

- Be familiar with the "word play" figures of speech discussed in class.
- What is the fundamental 'visual story' for a line chart? Horizontal bar chart? Vertical bar chart? Pie chart?
- What do I mean when I say don't let the software be the tail wagging the dog when creating charts and slides?

- What is the difference between a message title and a topic title for a chart? Which one is yin, which one yang? Which is used (mostly) in business, which (mostly) in academia?
- How do you make a decision about when to use a table and when to use a chart?

Day 15

- When delivering an oral presentation, self-consciousness is your biggest enemy. What is my suggested tactic for overcoming that enemy?
- What does the phrase “trust your preparation” mean?
- GR chap 8:
 - Make the connection to our previous discussion of *Kairos* when reading this chapter.
 - The goal is to make your presentation look easy and natural. Does that come easily and naturally?
 - Why must you put aside hopes for success and fear of failure when delivering a presentation?
 - When playing music, is technical perfection the most important thing? What is? Is that idea translatable to giving presentations (or any performance)?
 - Can you connect what GR is saying in the chapter to what I’ve been saying about the difference between “memorizing” a part and “knowing” it?
 - I’m not going to ask you to memorize the five principles of judo, but I recommend your thinking about them and how to apply them in any challenging situation.
 - Why is asking and answering the question “How can I make a contribution?” more likely to get you appreciated than asking the question “How can I get appreciated?”
 - What have been your experiences of making a contribution? When have you been at your best in that regard?
 - Why is the fear of making a mistake the biggest obstacle to developing mastery of any skill or capability?