

## Study Guide

### Day 1

- When learning anything new, is it enough just to remember? What other aspects are important to learning?
- 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 a film clip we watched?
- What is a commonplace? Can you give me an example from a film 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 1<sup>st</sup>, 2<sup>nd</sup>, & 3<sup>rd</sup> 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 "conjunction" in a sentence
- What do the terms carrots v. sticks refer to in the context of motivation?
- Newman clip: Why did he fail to convince the nurse to testify for him at the trial? If you could give him advice about how to be more persuasive, what would you tell him?
- Clooney Clip: What are the key things about his approach that helped him 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?
- How does 'ethos' link to 'character'?

- What tenses do Forensic, Demonstrative, and Deliberative arguments correlate with?
- Key points from “The Righteous Mind”
  - What is Hume’s quote about reason?
  - Why don’t people listen to reason?
  - What is ‘parochial altruism’?
  - What are the author’s three steps to break through the ideological walls that separate us?
  - What are the core Democrat values vs. the core Republican values?
- 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?
- 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 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

- 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?
- What is the emotional appeal of the student court speech given by “Otter” in the *Animal House* clip?
- What does the *Animal House* character “Otter” have that “Bluto” does not?
- What does the memory curve tell you?
- What are the three elements that structure the opening of a direct informative message?
- What are some tools to help a writer in his exposition?
- What are some tools to help a writer in her synthesis?
- Where is the primary objective usually stated? The secondary objective?

### 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?

#### Emotional Intelligence of Groups:

- Be familiar with table on p. 87 and material about the article presented in the Day-5 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

- 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.)

- Be familiar with the use of the semi-colon when used before clause introduced by conjunctive adverbs. (See website under entry for April 10.)
- Know how to identify and correct a dangler.
- How do you know whether a clause is restrictive or non-restrictive? Which clause uses commas to separate it out, 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 in the passive voice?
- 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

- 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:
  - Most of the time effective persuasive speakers work with the prevailing ethos of their audiences.
  - Does Gordon Gecko do that in this speech? 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 Chap 11, 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?
- This clip an example of dueling commonplaces. At the end of the clip what commonplace does the senator deploy and how does Nick use a commonplace to make his counterargument?
- In 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

- 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 the 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?