

Wharton Communication Program WHCP614

Management Communication: Persuasion and Communicating Change

Goal of the course: To prepare Wharton | San Francisco students to communicate effectively as business leaders. The goal of these 8 sessions is to apply the theories and fundamentals of persuasion to your roles as managers, entrepreneurs and thought leaders in your industries. You will prepare and present a short speech for each session and receive feedback from your instructor and peers.

**WHCP614
January 16 – February 27**

The four speaking skills covered in the course include:

1. **Persuasive Frameworks and Techniques:** Students will gain practice and insight into the fundamentals of persuasive speaking, speech structure and organization, and delivery.
2. **Impromptu Speaking:** Students will learn to be more effective in responding “on their feet” – particularly when dealing with challenging questions.
3. **Speaking Under Pressure:** Students will learn the foundations of speaking in a business crisis and practice responding to challenging questions during a mock TV studio interview. We will learn frameworks used by media trainers and receive individualized coaching.
4. **Using Data to Support an Argument:** Students will gain practice/feedback using a data slide during their Capstone persuasive speech.

The major components of this course include:

Class 1: Frameworks for Persuasive Speech development/ Impromptu Speaking

Class 2: Individual meeting with course instructor

Class 3: Speaking Under Pressure in Simulated TV Studio

Class 4: Capstone Speeches with Q&A/Data

Assignments and Grading

Communicating Change/Persuasion (Class 1)	15 points
Crisis Communication/Media (Class 3)	20 points
Communicating Change (Class 4)	35 points
Classroom Participation	<u>30 points</u>
	100 course total

Class 1: Communicating Change/Persuasion January 16th (Section 1 meets 9:30 AM, Section 2 meets 2:00 PM)

- Lecture/Discussion – theories of persuasion, structure and organization of a persuasive speech, “roadmaps,” governing message and problem definition.
- Student speeches, playback, feedback and critique

To prepare for Class 1

- Read assigned course pack readings for Class 1 from study.net
- View “The Persuaders” on Canvas
- Come prepared to deliver 2-3 minute speech on a self-selected topic of change (assignment below)

Assignment

Communicating Change/Persuasion

Think about a major opportunity or issue your company or industry faces and persuade us (an audience of decision-makers you identify) to adopt a specific change. If you would like to choose a previous company or a company other than your own, feel free to do so. You will not be able to use slides or visuals for this presentation (data slide can be used in Class 4).

Please keep in mind that any presentation or short talk needs to be organized and interesting and should therefore have a beginning, a middle, and an end. Aim for one overarching (governing) idea with some supporting points. Also, think about using vivid images to make your point, whether through the use of examples, analogies, stories, comparison and contrast, etc. The length should be 2-3 minutes.

Takeaways

- Identification of strengths and areas for development
- Techniques for dynamic delivery
- Techniques for logical organization of ideas

Class 2: Personal Communication Plan/Individual meetings with Instructor and Crisis Communication guest lecture

Individual Instructor meetings held January 29th for Section 1 and January 30th for Section 2. Sign up through Canvas link. Class 2 will also include a session with guest speaker Helio Fred Garcia, founder and executive director of the Logos Institute for Crisis Management and Executive Leadership held on the evening opposite your individual meeting with your instructor. While Section 1 meets individually with the course instructor in 30 minute intervals on 1/29, Section 2 will hear Fred Garcia’s lecture on speaking under pressure/crisis

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communication. The next evening, 1/30, we will reverse this order with Section 2 attending individual meetings with the instructor. The Fred's presentation will help you prepare for your crisis speech scheduled for Class 3 on Saturday Feb 13th.

Individual meetings with your instructor are intended to be value-added for the students, and will include:

- 1) Review of Class 1 speech to receive individualized feedback.
- 2) Review the individual goals and opportunities worksheet

This meeting is the student's time to get individual feedback and guidance, so please come to the session with questions and any personal objectives you have for your development.

Class 3: Crisis Speech, Data Presentations (guest speaker) February 13th (**Section 1** held from 6:20-7:20 PM; **Section 2** held from 5:15-6:15 PM. Then sections 1 and 2 will meet together from 7:30-8:45 PM to hear guest speaker Gene Zelazny from McKinsey & Co discuss data presentation in preparation for your Class 4 speech)

- Lecture/discussion: frameworks and best practices for when speaking when an organization is in crisis; handling difficult questions
- Simulated media interview on assigned crisis case
- Lecture: Say it With Slides – Gene Zelazny

To Prepare for Class 3

- Read selections for class 3 in course pack
- Read and prepare a crisis response based on your assigned case
- Review crisis video response examples on Canvas

Assignment

Business Crisis – Speaking Credibly and Persuasively

Part of leadership requires that you be able to speak confidently and articulately during a crisis.

Decide what your key message is. Prepare and deliver a 30-60 second opening statement and then take questions from the media. Case materials are found in Canvas. The context and objectives for your talk are as follows:

As a business leader, it's important to communicate your ideas succinctly and convincingly. In your speech we'd like you to:

1. Briefly describe the situation your organization is facing
2. Briefly explain your position regarding the crisis issue, and any changes you recommend to address these problems.
3. Respond competently to media questions.

Since most of your classmates won't have read your case, your briefing will provide them with the article basics. Our purpose isn't to test your expertise. We want to give you practice structuring and delivering a speech and answering tough questions— especially one in which you need to choose the information that supports your objectives.

In evaluating your speech, we'll focus on the following questions:

- Was the speech's objective clear and reasonable?
- Were key points well selected for the listeners?
- Were arguments well supported?
- Was delivery style and Q&A response effective?

Takeaways

- Structuring a message
- Using concise and clear statements
- Staying on message and answering questions

Class 4: Strategy and Structure for Strong Persuasive Messages February 27th (Section 1 February 27th 5:15-7:15 PM; Section 2 7:30 -9:30 PM)

- Speech on “Communicating Change” with optional data slide to support your position
- Feedback and critique
- Course summary and preparation for WHCP619 assignments

To prepare for Class 4

- Please read assigned course pack readings
- Review video examples on Canvas

Assignment:

Communicating Change

Whether a division head or CEO, you play a critical role in responding to change in the competitive environment. Think about a major opportunity or issue your company faces and suggest a specific change. If you would like to choose a previous company or a company other than your own, feel free to do so. You will speak for 5 minutes and will be asked questions, so be prepared to defend your position.

Some things to consider:

Your ability to explain the complexities of the change or issue is crucial, especially if it is very technical. You will need to determine the following: Who is your audience? What do they already know? What do they need to know? What do they want to know? For example, if you are an engineer addressing other engineers, for the sake of your audience, you will need to tell us some facts that will help us give you feedback.

Be sure to tell your audience your purpose (governing message). This doesn't have to be in the first sentence, but you need to be clear – early on – where you're going with your talk so that we know your expectations. Also, to help maintain the audience's attention throughout, emphasize the few key elements you want us to learn from your talk. Since this talk is persuasive, be clear of what you're persuading us. Since you can assume we're a sophisticated audience, you will want to address arguments counter to your claim.

You will also want to consider both your strategy and structure of this presentation. *Strategy* refers to how you will appeal to your audience (ethos – credibility; logos – logical structure; pathos – emotional appeals) and what you want the audience to think, feel and do as a result

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of your talk. *Structure* refers to how you set up your argument by using organization and various persuasive structures that you will find outlined in your course pack.

Takeaways

- Creating a message specific to a particular audience
- Organizing a persuasive argument following a particular structural pattern
- Considering Aristotle's 3 elements of persuasion (ethos/logos/pathos) as a strategy