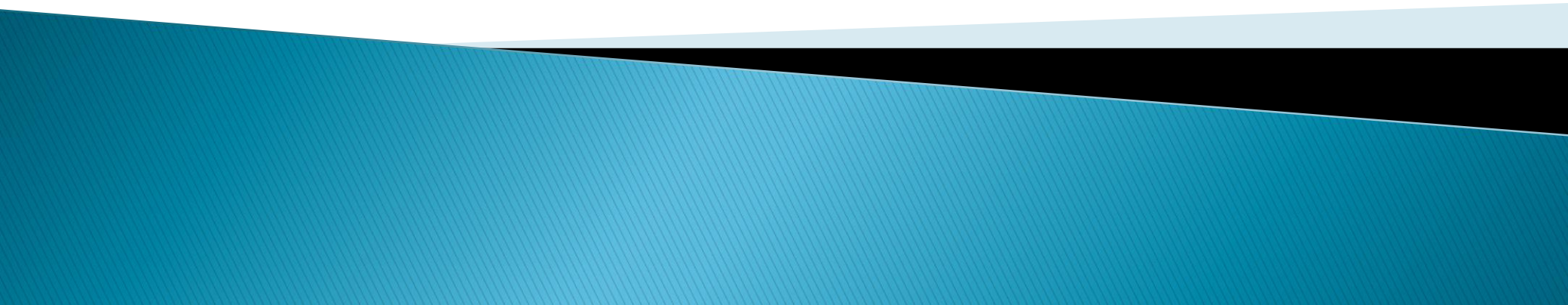


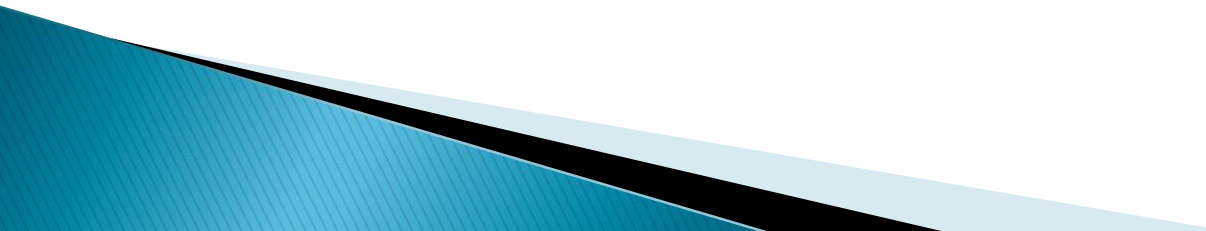
THE ANATOMY OF INSPIRATION

I: THE ART OF RHETORIC

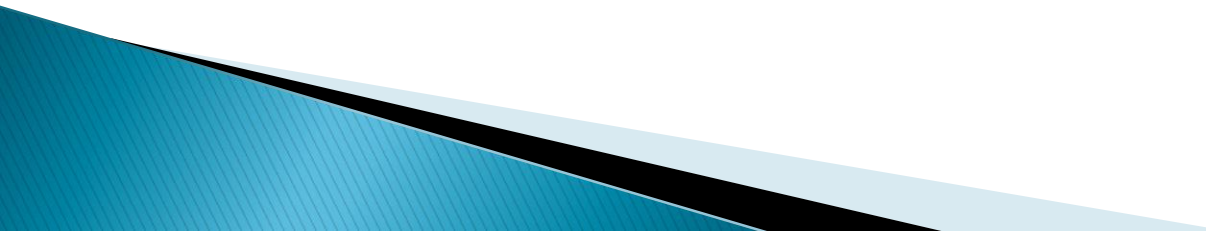
Stephen Bungay



SOME CONTEMPORARY REACTIONS

- ▶ ‘Ghastly’
 - ▶ ‘It was too long and he sounded tired’
 - ▶ ‘He was either ill or drunk. It was the poorest possible effort’
 - ▶ ‘It was like listening to a Bishop’
- 

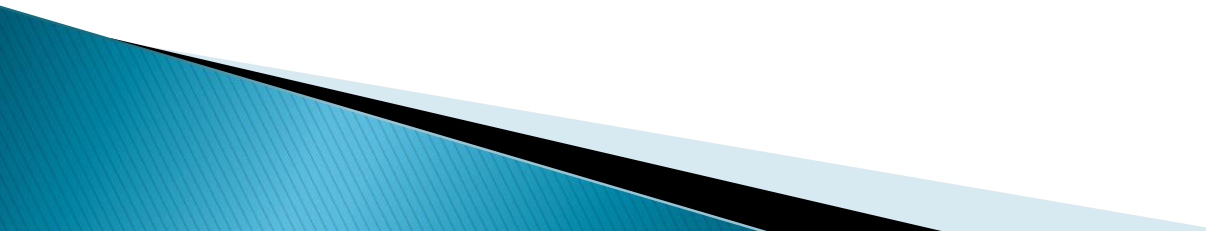
ARCHETYPES

- ▶ Overcoming the monster
 - ▶ The quest
 - ▶ Voyage and return
 - ▶ Redemption
- 

BASIC STRUCTURE

- ▶ Beginning (situation)
 - ‘What General Weygand called the Battle of France is over...’

 - ▶ Middle (complication):
 - ‘Upon this battle depends the future of Christian civilisation...the lights of perverted science.’

 - ▶ End (resolution):
 - Let us, therefore, brace ourselves to our duties...’
- 

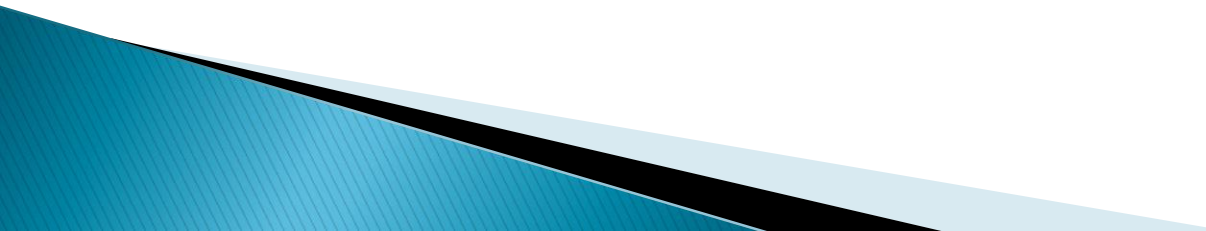
COMMON TECHNIQUES

- ▶ Simple syntax
- ▶ Lists of three and contrastive pairs
- ▶ Dominant vocabulary concrete
 - Abstractions to convey insight and authority
- ▶ Limited, but powerful imagery
- ▶ Movement from ambivalence to certainty
 - Posing a choice
 - Culminating in action

INTUITIVE SENSE MAKING

- ▶ Simple message
- ▶ Concrete imagery
- ▶ But analysis reveal complexity...and ancient models

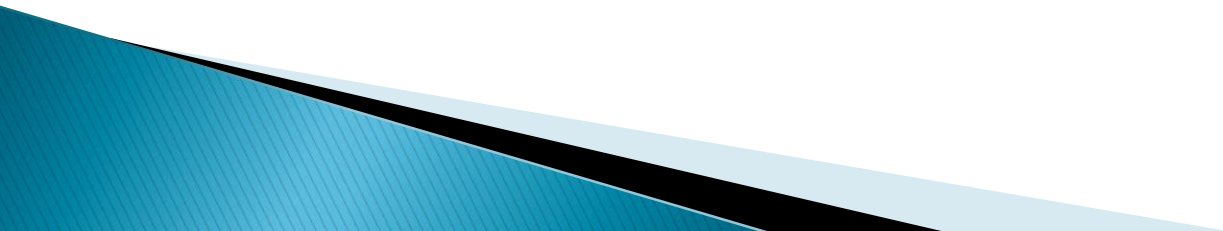
LEADERS AS STORYTELLERS

- ▶ Leaders set direction and release energy by
 - Creating sense making stories
 - Relating them at every opportunity
 - Embodying their stories
 - Attacking counter-stories
- 

RHETORIC

“Its function is not persuasion. It is rather the detection of the persuasive aspects of each matter”

Aristotle, The Art of Rhetoric



THE PLACE OF RHETORIC

Dialectics

Rhetoric

Object

Truth

Convictions

Result

Knowledge

Beliefs

Goal

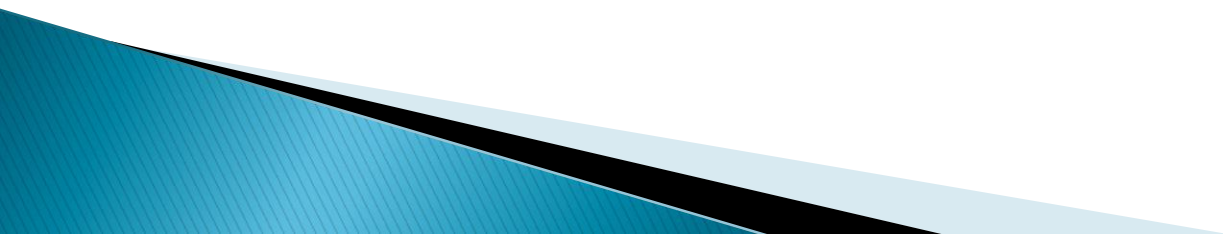
Understanding

Conviction transfer

Orientation

Present reality

Future action



LEADERSHIP: A FRAMEWORK

Three qualities

- ▶ Task competence
- ▶ Personal integrity
- ▶ Social competence

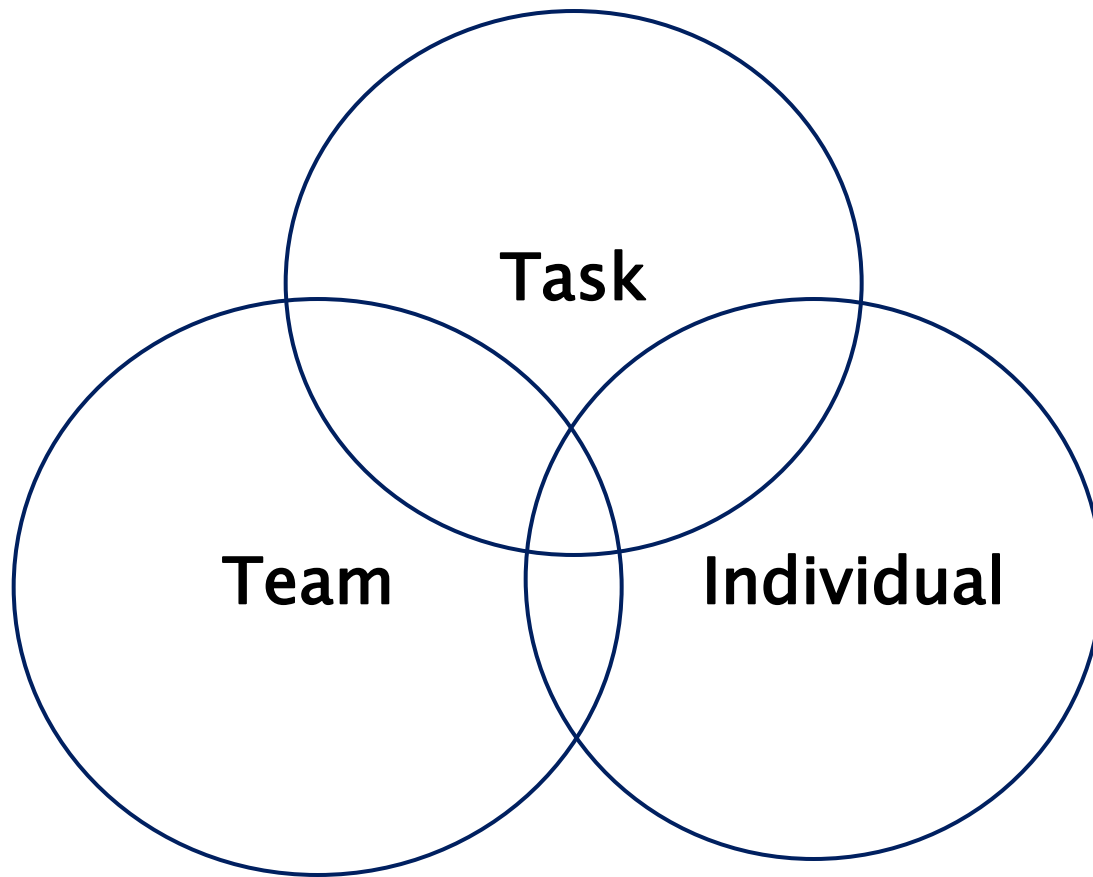
Three goals

- ▶ Achieve the task
- ▶ Build the team
- ▶ Develop individuals

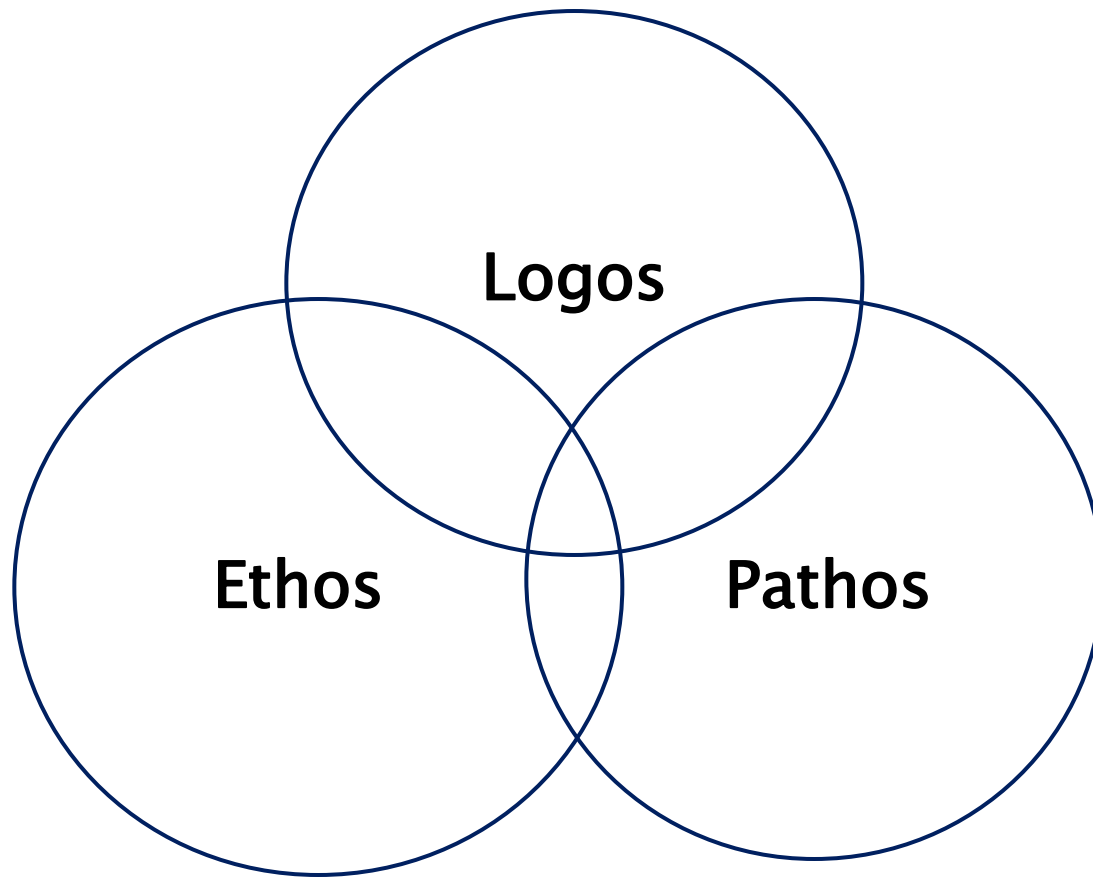
What leaders are

What leaders do

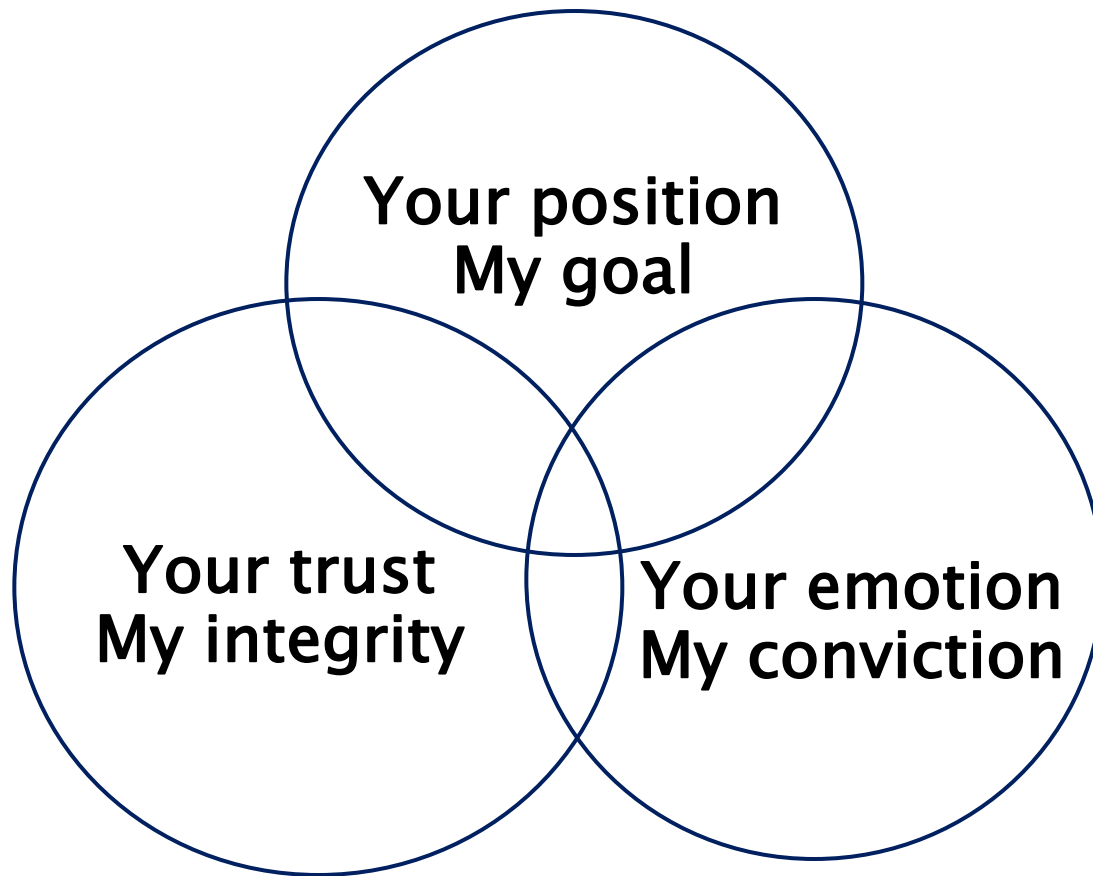
THE CHALLENGE OF LEADERSHIP



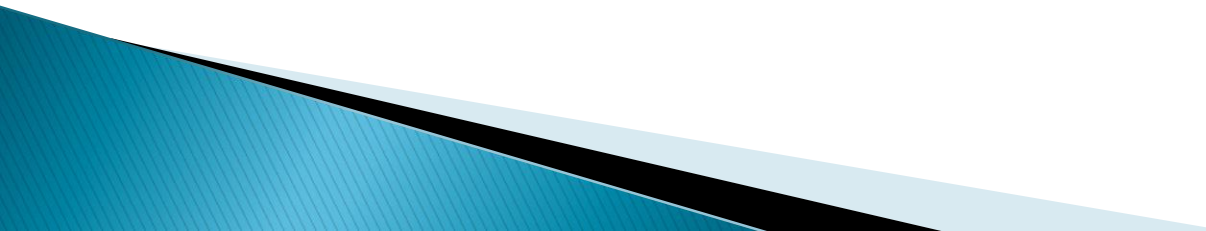
THE CHALLENGE OF RHETORIC



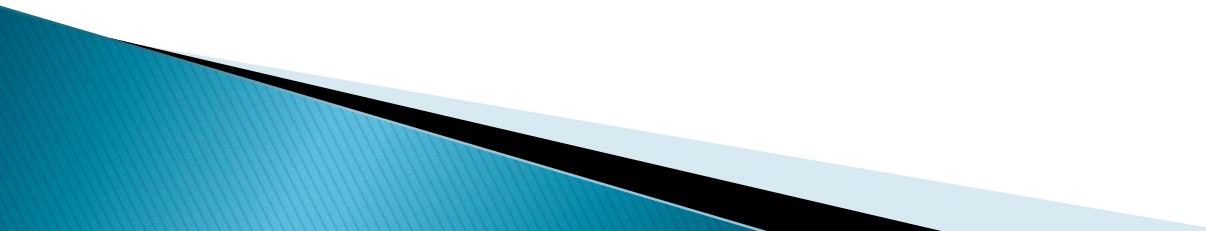
NECESSARY CONNECTIONS



THREE PRINCIPLES OF CONVICTION TRANSFER

1. Address the experience and beliefs of those appealed to – not the ego of the leader (logos)
 2. Create the belief that the group can trust the leader because of their personal integrity (ethos)
 3. Address the emotions of each individual making them willing to accept the burden of change and the sacrifices of the action it entails (pathos)
- 

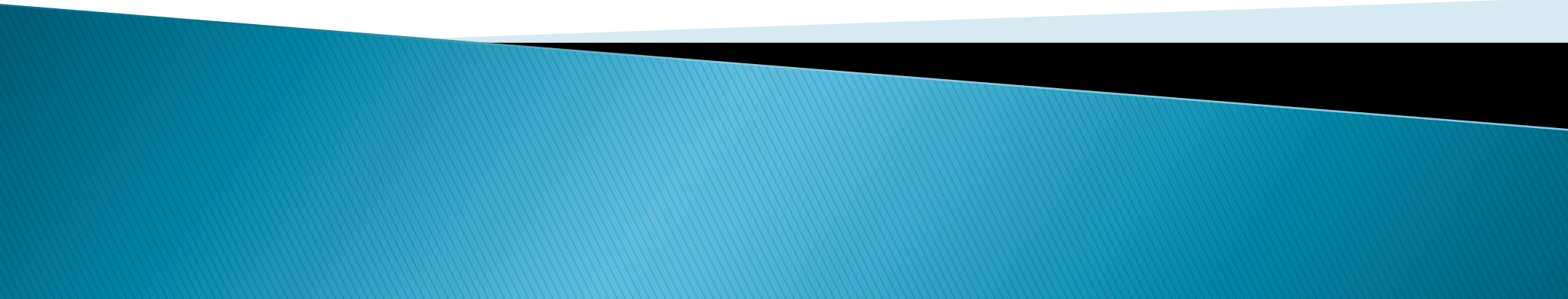
PAIRED ASSIGNMENT

- ▶ How does Churchill address logos, ethos and pathos?
 - ▶ What is the balance between them?
 - ▶ How does he make the necessary connections?
- 

THE ANATOMY OF INSPIRATION

II: TELLING STORIES

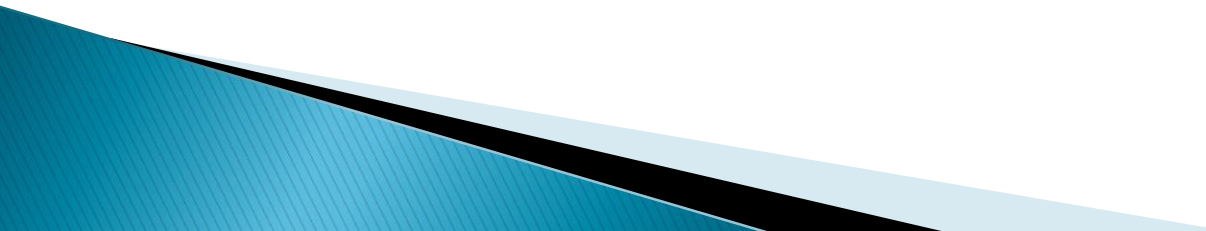
Stephen Bungay



WHY LINCOLN TOLD STORIES: HIS VIEW

‘I have found from long experience that common people...are more easily influenced and informed through the medium of broad illustration than any other way.’

‘With the fearful strain that is upon me night and day, if I did not laugh I should die, and you need this medicine as much as I do.’



WHY LINCOLN TOLD STORIES: OTHERS' VIEWS

‘It was natural for him to do so’ (Keith Jennison)

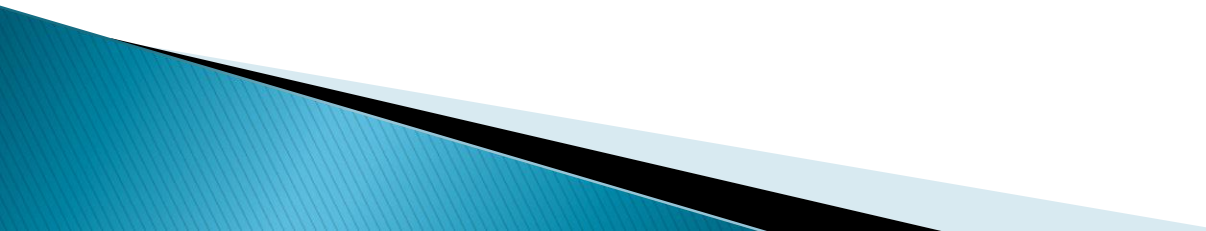
‘To create merriment’ (Joseph Ellis)

‘If he told a story or an anecdote it was to make clear or illustrate some point he wanted to impress’ (James Ewing)

‘To make listeners smile while understanding a serious point’ (Lois Einhorn)



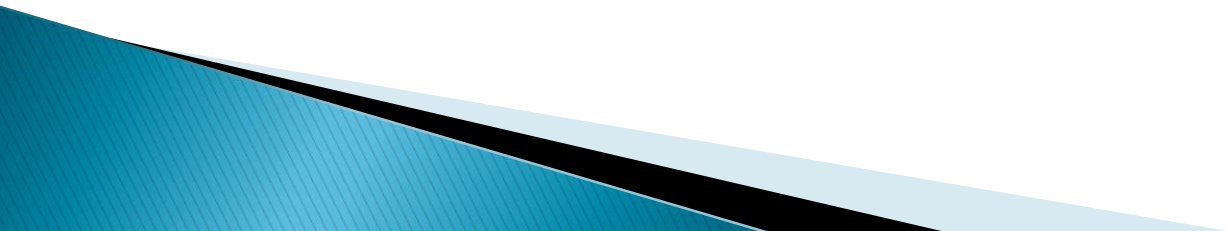
STYLE AND DELIVERY

- ▶ ‘He had a gift for mimicry, a mobile face which could assume comic expression and a split-second sense of timing’ (Mort Lewis)
 - ▶ ‘There was no acting in his manner, for he was not in the least degree histrionic’ (Joseph Gillespie)
 - ▶ ‘He knew how to whet curiosity just enough to hold the attention of all to the end’ (Newton Bateman)
- 

TELLING STORIES: LINCOLN AND THE OLD LADY

- ▶ Watch this clip of film and consider:
 - Why does Lincoln tell this story?
 - What strikes you about it?
 - What effect does it have?

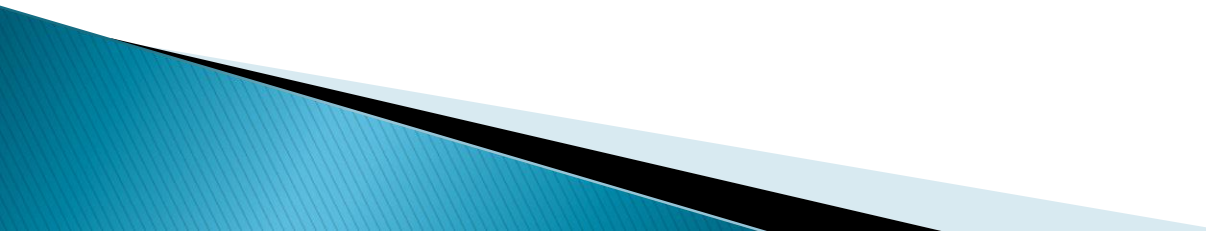
TELLING STORIES: LINCOLN

- ▶ Legality is complex and slippery – but the law can be used to do what is right
 - ▶ The story is personal (and reveals what kind of man Lincoln is) – and funny (and so releases tension)
 - ▶ It demonstrates – simply – the need for the 13th Amendment
- 

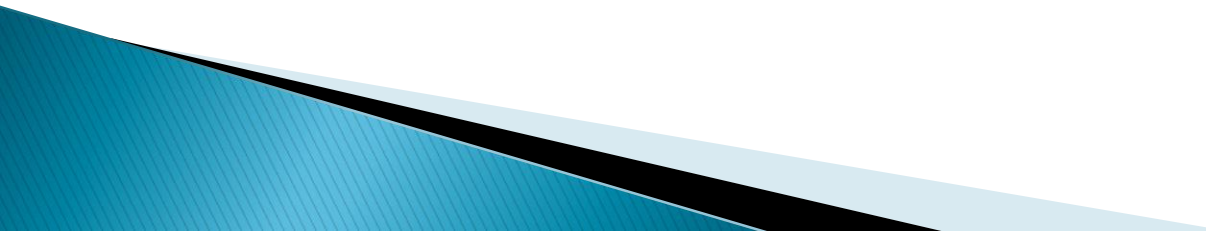
TELLING STORIES: LINCOLN AND ETHAN ALLEN

- ▶ Watch this clip of film and consider:
 - Why does Lincoln tell this story?
 - What strikes you about it?
 - What effect does it have?

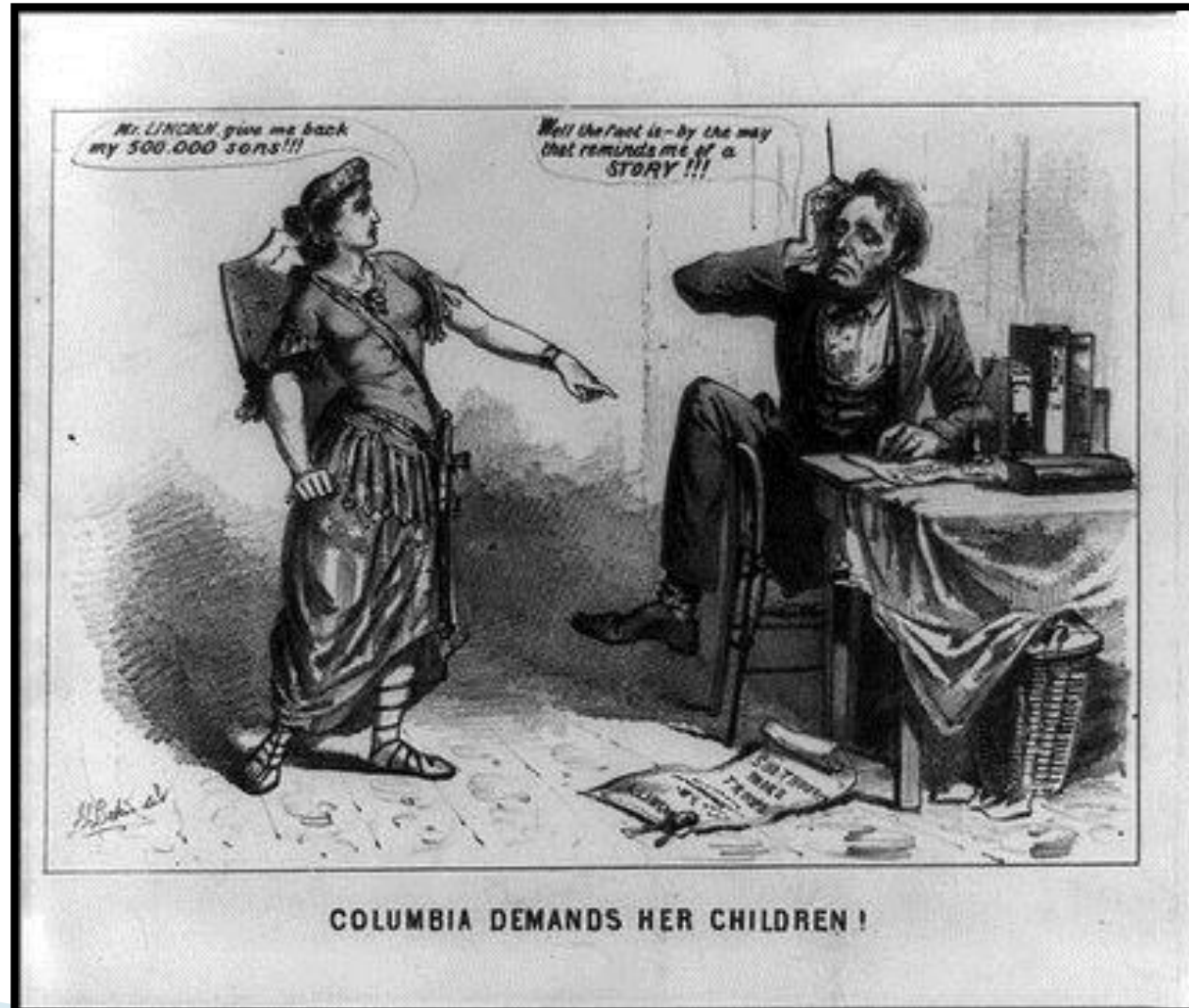
TELLING STORIES: LINCOLN AND ETHAN ALLEN

- ▶ We are all Americans; remember the greater cause
 - ▶ Historical parallel; takes them back to origins of national identity
 - ▶ Funny; relieves tension; prepares for news of the sacrifice involved in taking Wilmington
- 

MULTIPLE PURPOSES

- ▶ Skirt laborious explanations
 - ▶ Avoid long discussion, disarm people
 - ▶ Help others to see things from your point of view
 - ▶ Reveal yourself to others
 - ▶ Soften rebukes
 - ▶ Let others down more easily
 - ▶ Serve a broader purpose
- 

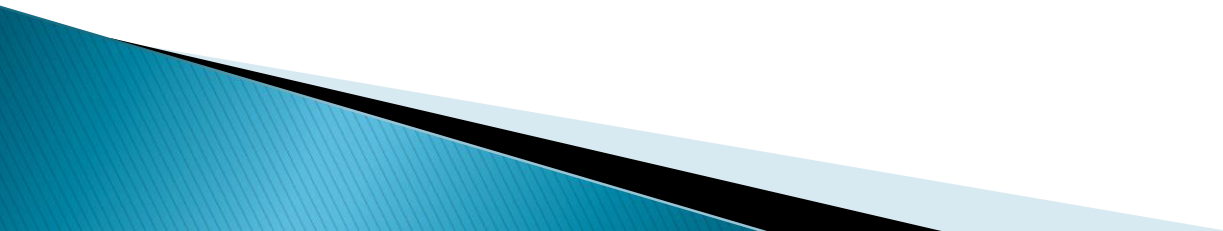
A STORY TOO FAR?



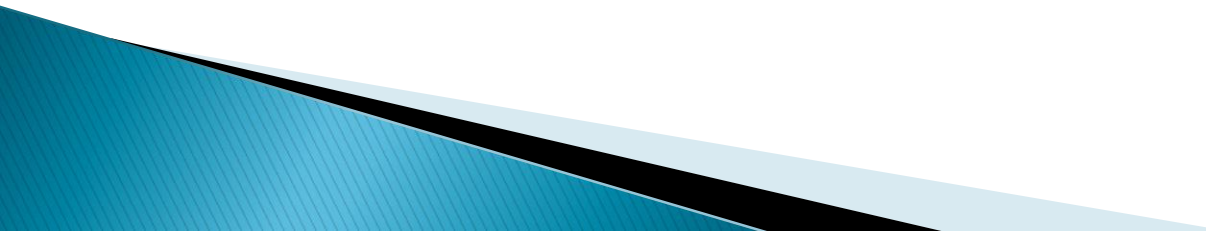
LEGITIMACY

The legitimate use of rhetoric is in transferring conviction about a future course of action


The illegitimate use of rhetoric is in replacing knowledge of reality with convictions about appearances



YOUR EXAMPLES

- ▶ Business leaders you have encountered who have successfully
 - Addressed reality
 - Appealed to shared values
 - Released emotional energy
 - ▶ And ones who have not...
- 

WHAT DO BUSINESS LEADERS NEED TO KNOW?

- ▶ We are hard-wired to respond to sense-making through stories
 - ▶ Effective storytelling is part of the ancient art of rhetoric
 - Archetypes, plots, techniques
 - ▶ Leaders who transfer conviction effectively
 - Address logos, ethos and pathos
 - In a manner which is natural to them
 - And connects them to their audience
 - ▶ They focus on the persuasive aspects of the matter
 - Not on 'selling a message'
- 

FINAL THOUGHT

“Rhetoric was no guarantee...doubts could be swept away only by deeds.”

Winston Churchill

