

Soft Power.

Who am I?

**What do you
expect from COM?**



La Coruña

Lugo

Santiago de
Compostela

Orense

Pontevedra

Vigo

**This module is about
POWER!**

People follow orders based on

- Job title
- Salaries
- Financial incentives
- Pleasure
- Emotional blackmail
- Threats
- Violence...

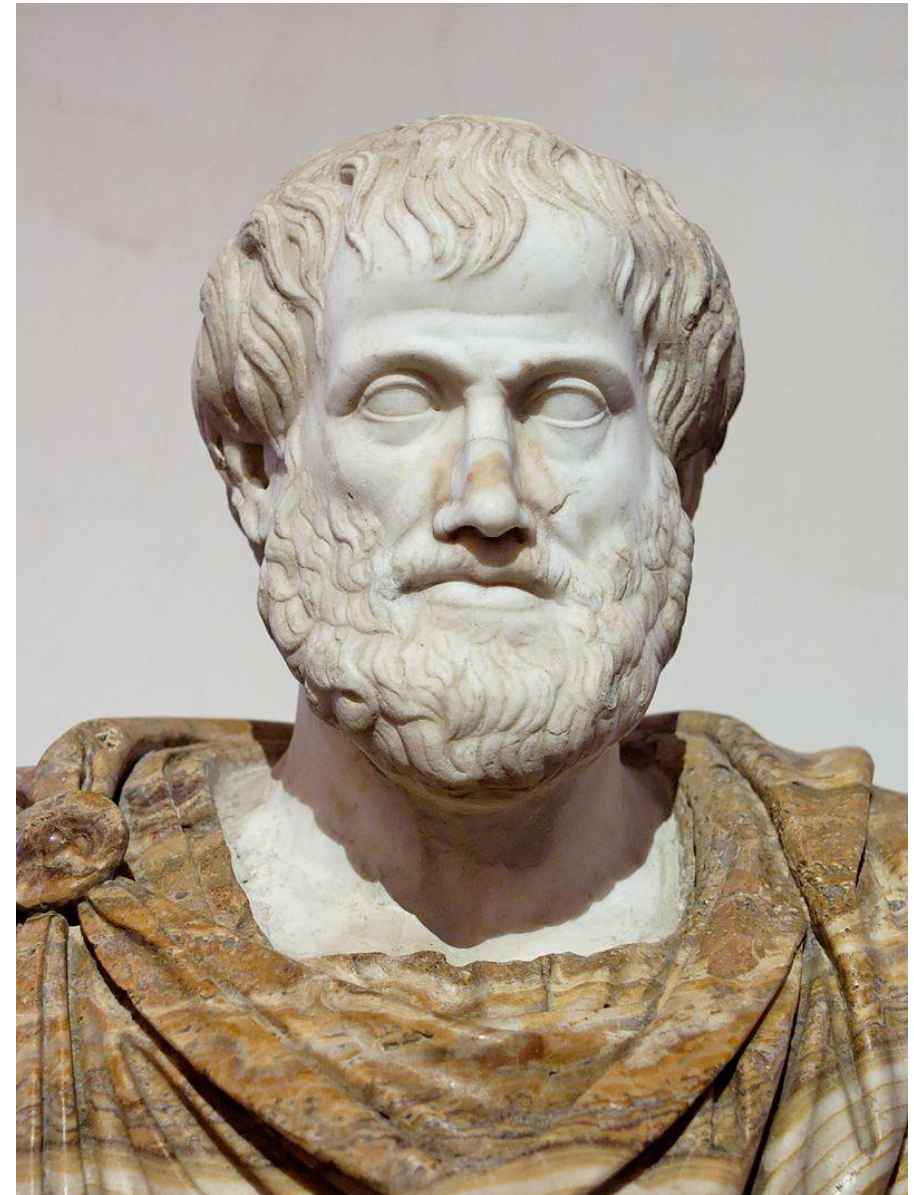
This session is about **persuasion**

Convincing people to do something
because it's good for them
(There is no such a thing as
a “informative presentation”)

Persuasion, the Soft Power

Persuasion is the quality that allows the speaker, through his **credibility**, his **emotional connection** and his **arguments and proofs**, to convince his audience of a point of view or a behavior, because it's **beneficial for both** of them (although maybe not in the same terms).

Aristotle (Greece, 384-322 BC)

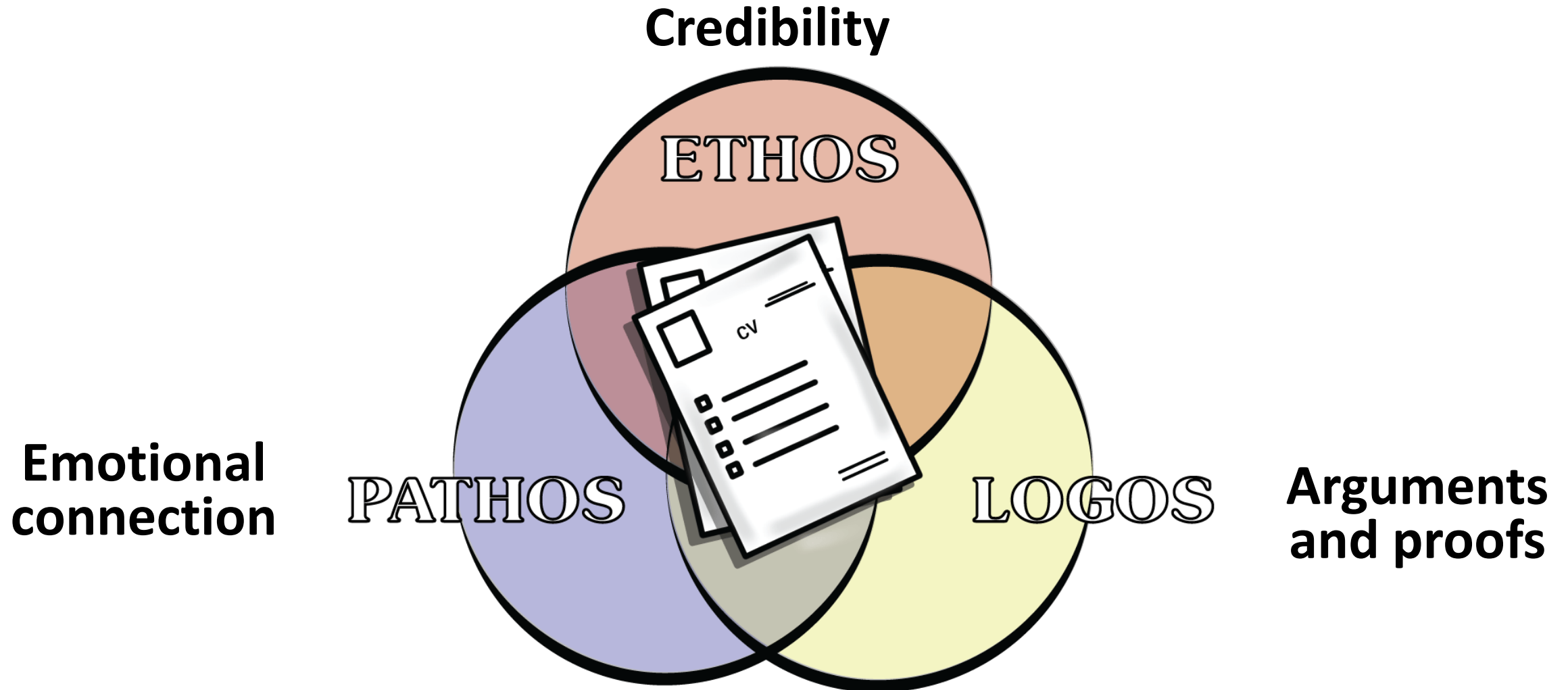


Altemps Museum, Rome

Persuasion, the soft power.

- A power that respects listeners' freedom: they must take a decision
- From a leader with spirit of service
- The “contract” with the audience
- More pressure, more resistance
- “You didn’t understand me”???

Persuasion's three elements:

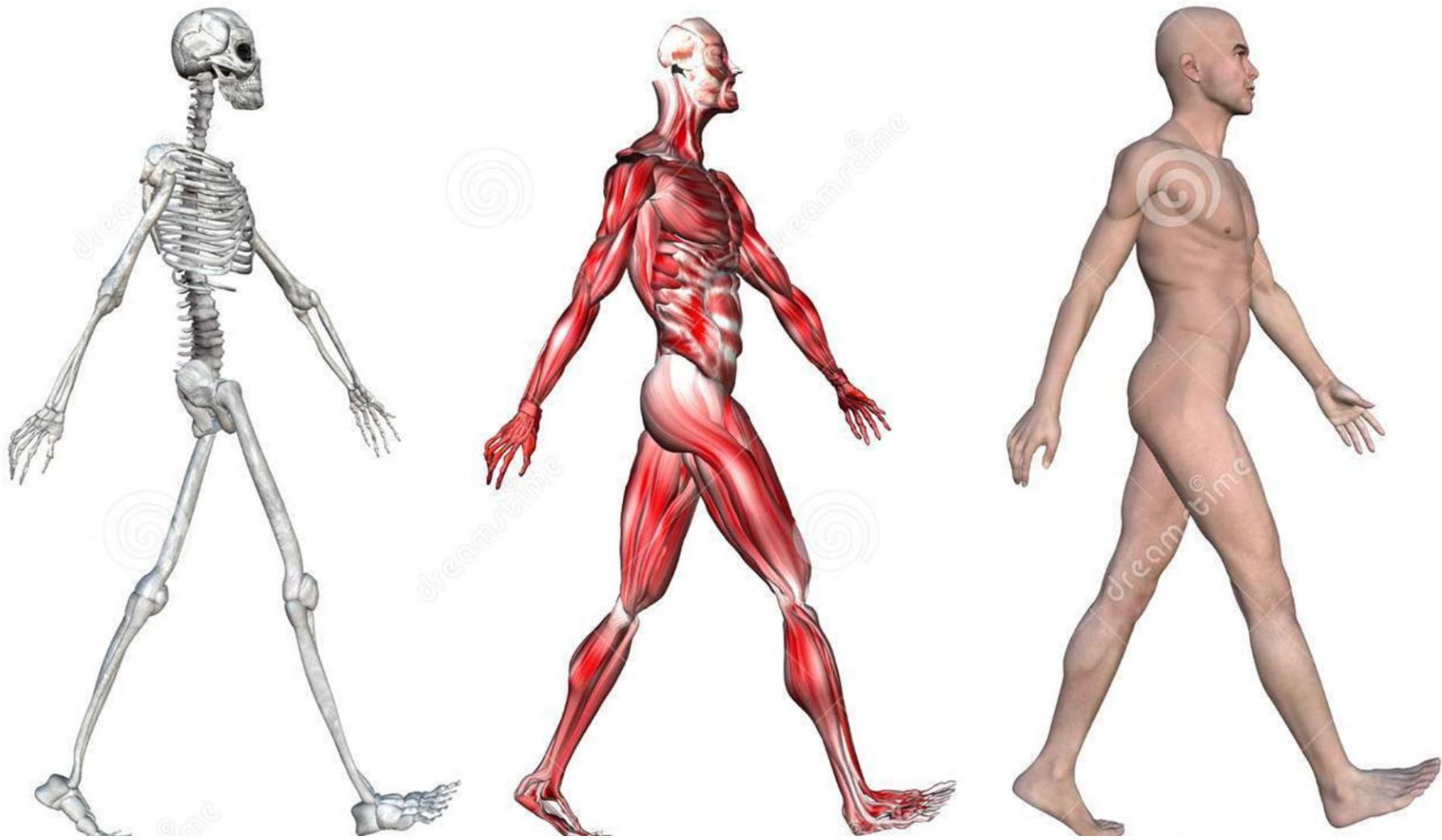


So, to make a mark, ask yourself...

- What kind of speaker you should be
- What arguments you should provide
- And what feelings you want to inspire
- So they do what you ask them to

**For/to
your
audience**

Structures



Logos:
the rational speech

The Rational Speech

- Beauty about proportions
- Goal: to make a proposition based on solid proofs
- The “expert’s speech”
- Its main component: reasons
- It requires that the speaker’s credibility has been established, and there is a positive emotional connection

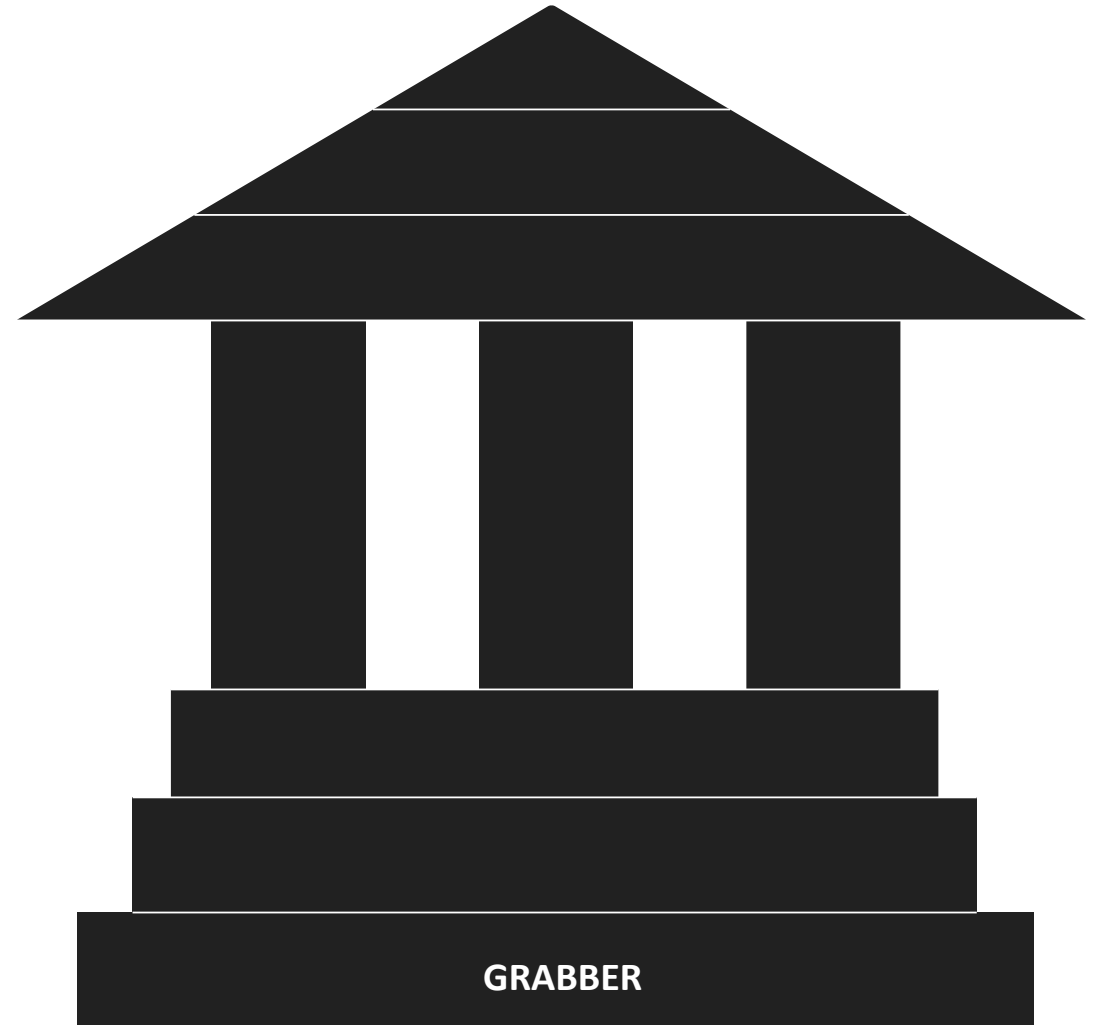


The GRABBER

To capture attention and dispell distractions

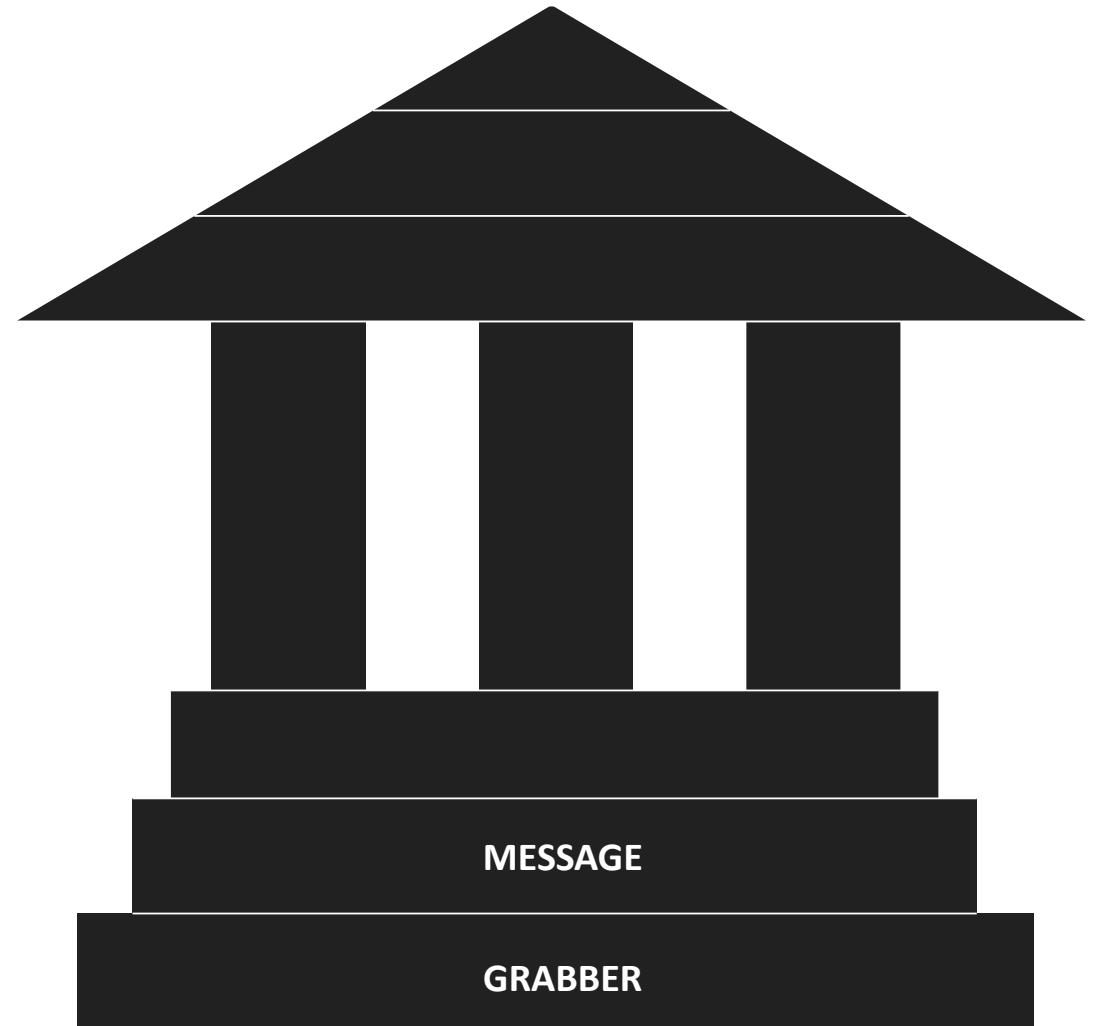
HOW:

- A question to the audience
- A surprising fact or figure
- A quote
- A story



The MESSAGE

- It's the heart of the speech
- A sentence of 12 words or less, explaining what the speech is about
- Brief
- Direct and in positive terms
- Then we improve it, playing with words to make it catchy

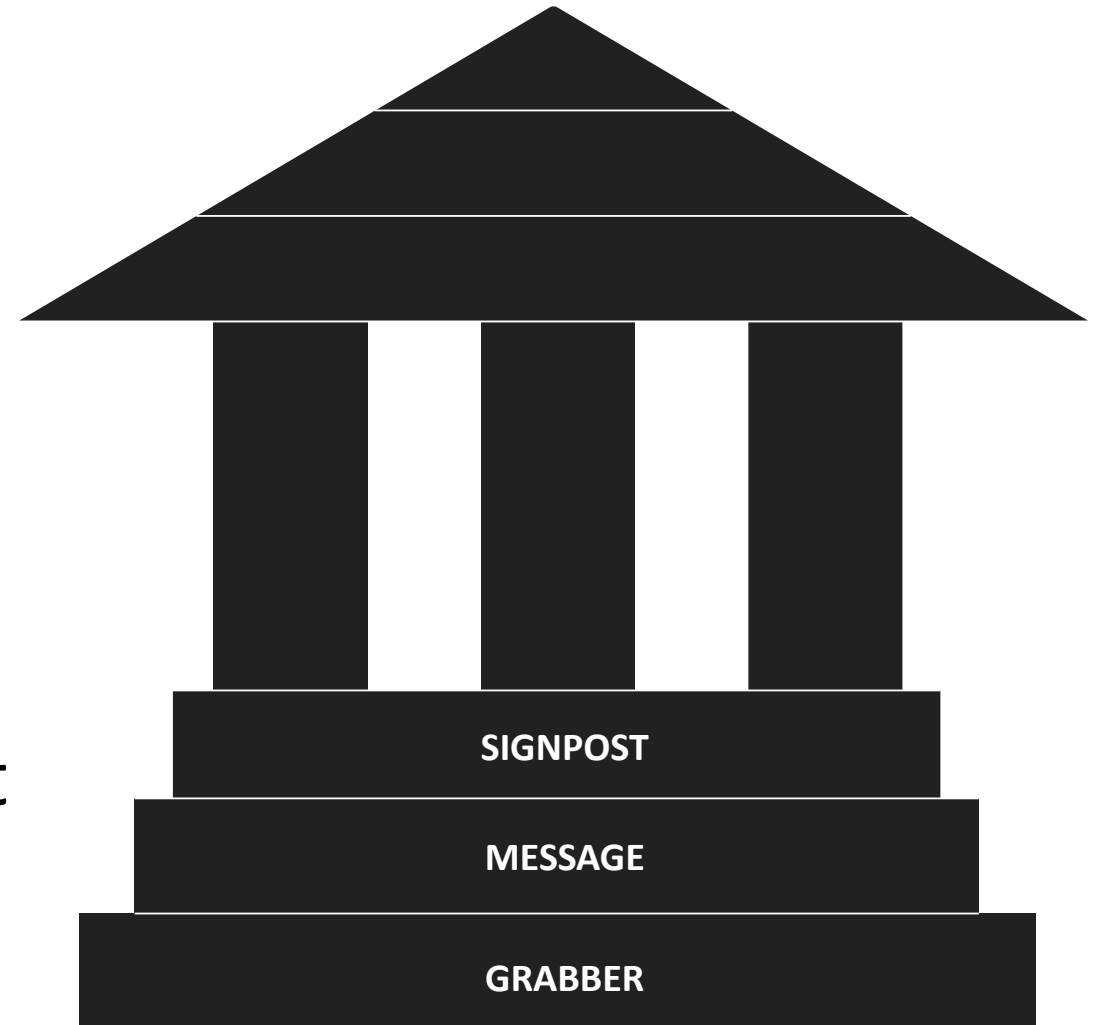


The SIGNPOST

- To give your audience the map of their journey

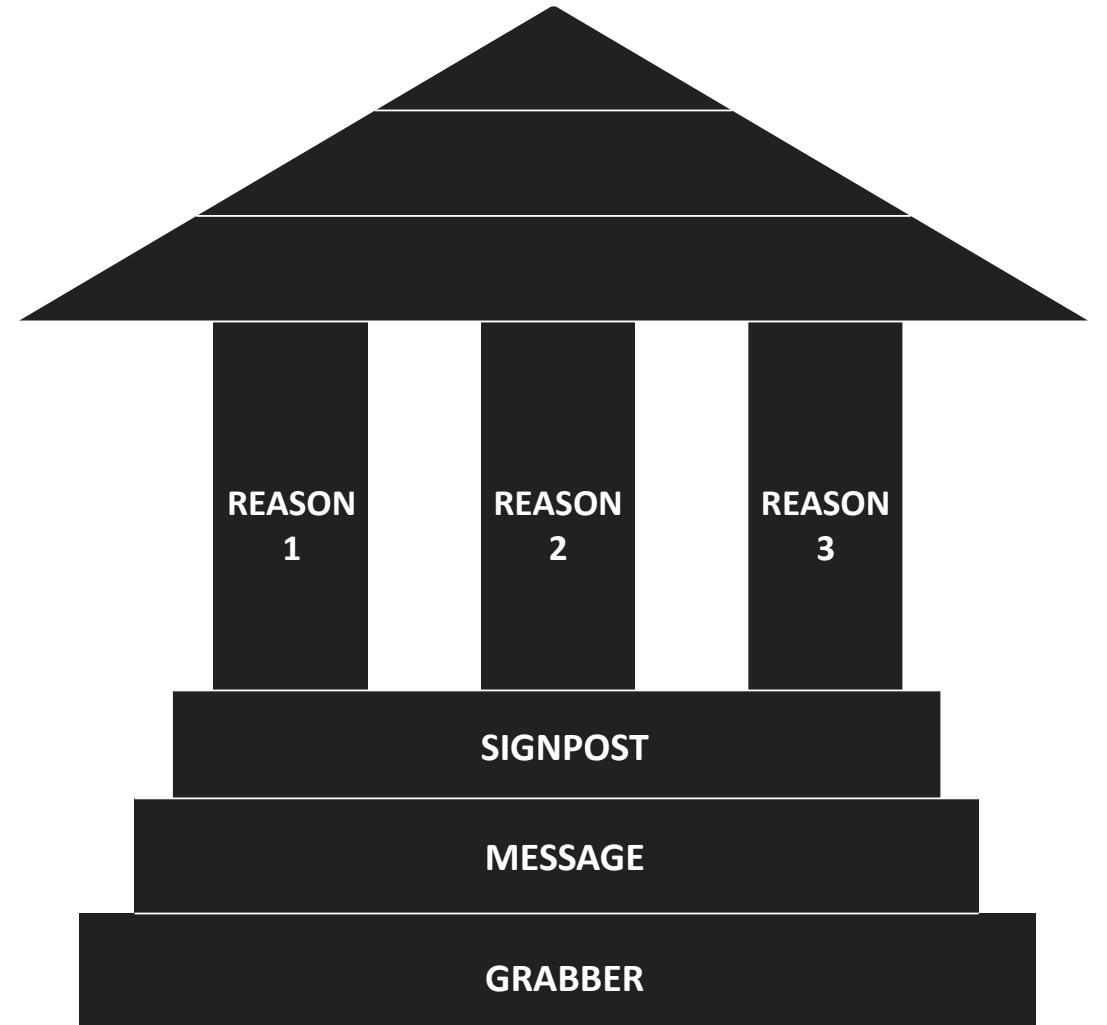
HOW:

- Name the three points you will explain
- If possible, summarize each point with one word
- Make it easy to remember



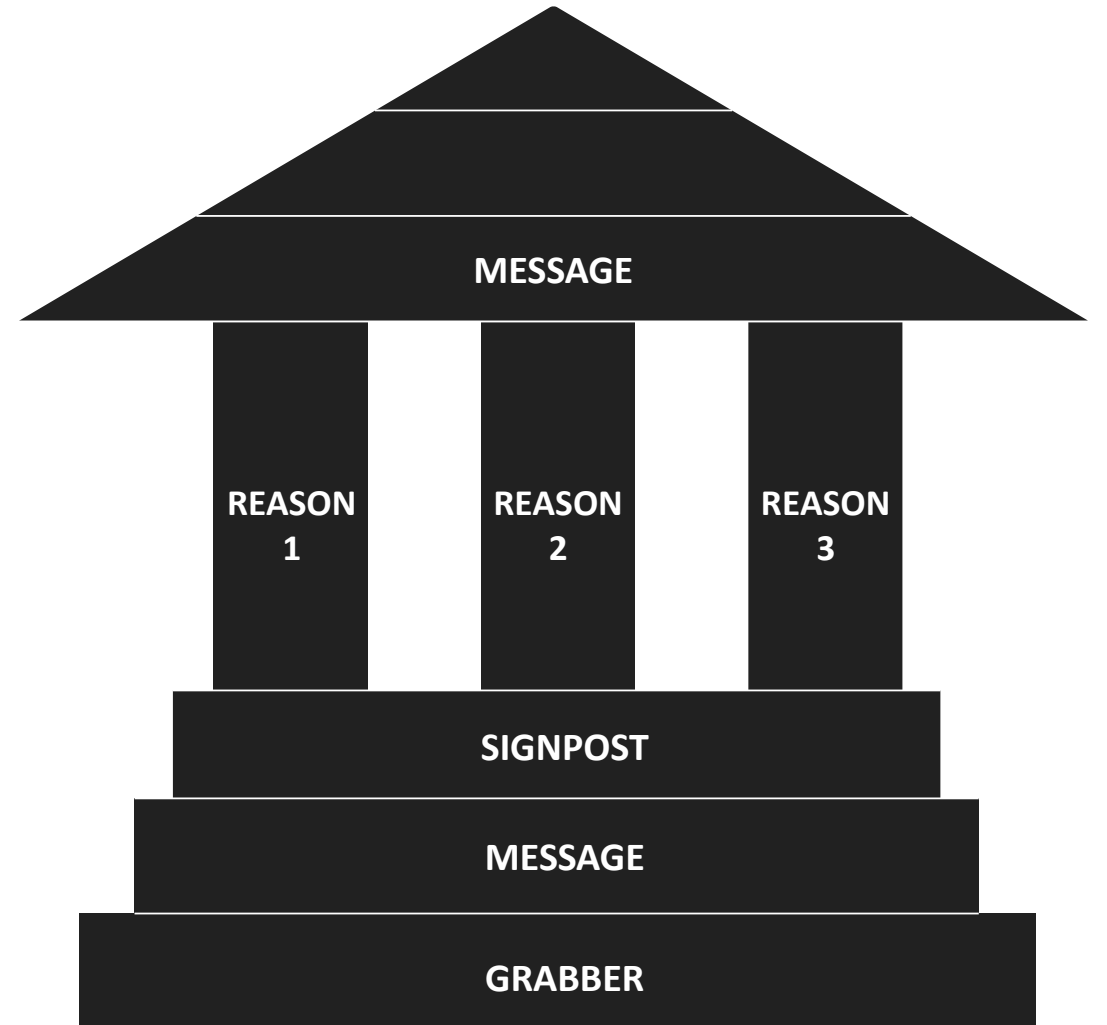
Three arguments and proofs

- The most important part of the logos speech
- The best reasons supporting your proposition...
- ... according to your audience
- Rule of three



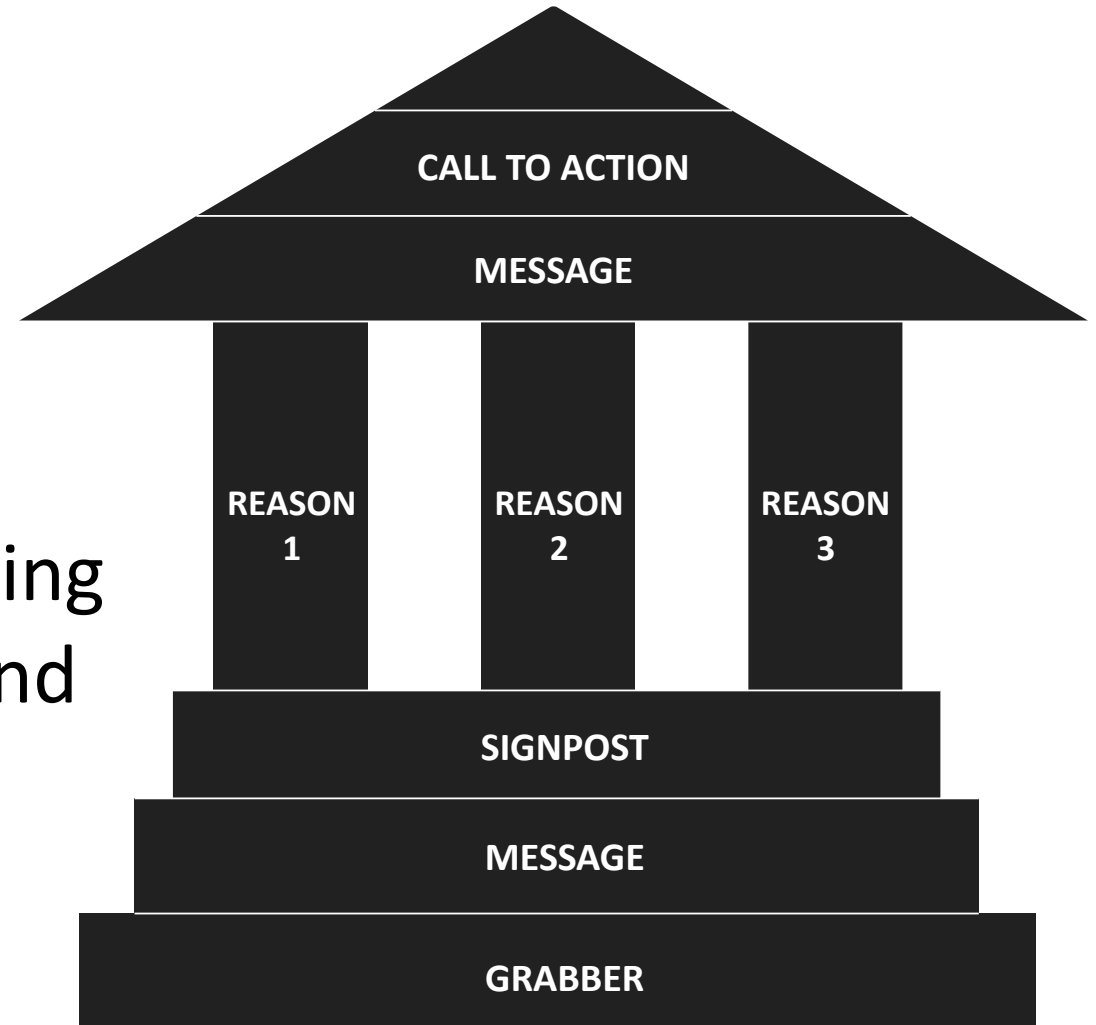
The MESSAGE

- Repeat the message:
- “For these three reasons, A, B and C, I propose...”
- As a summary of the speech



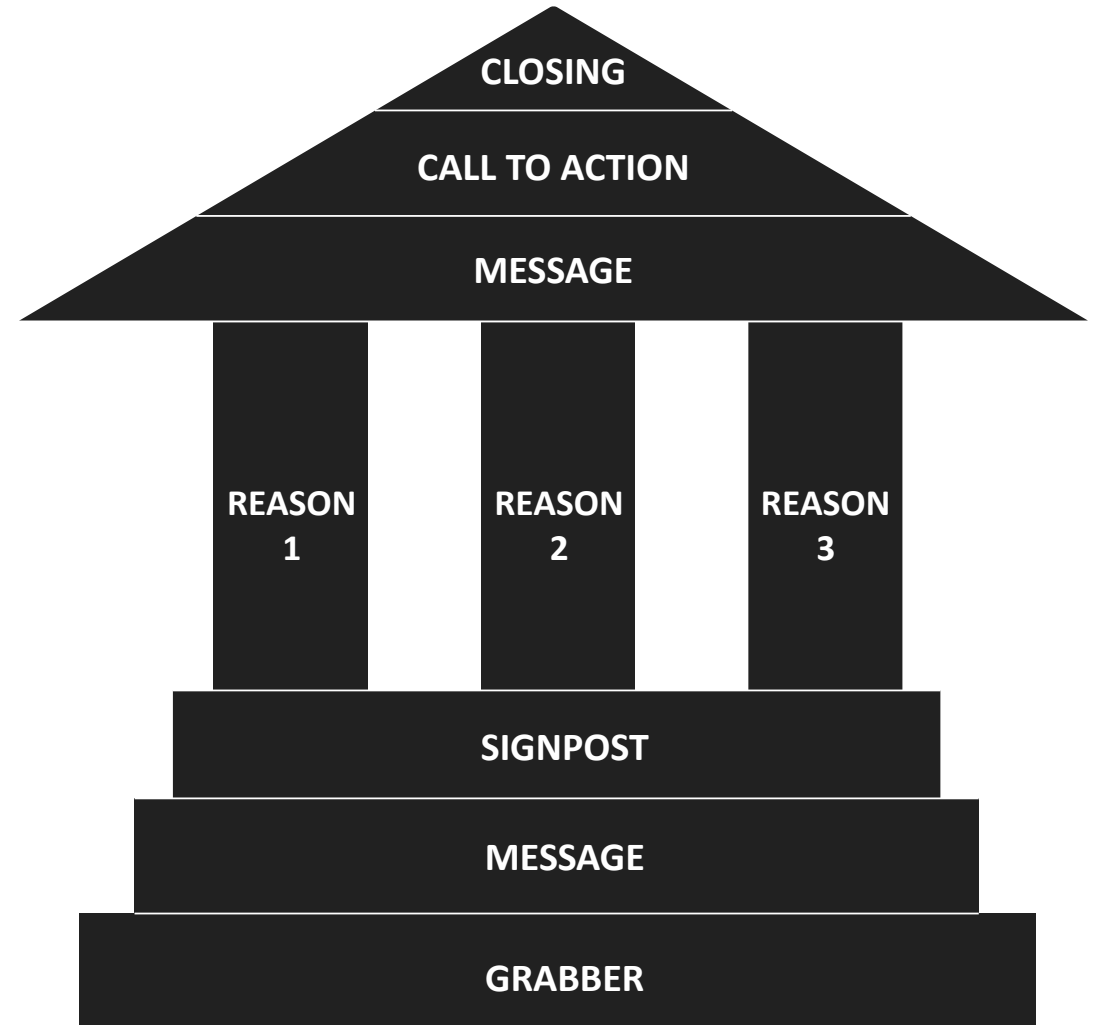
The CALL TO ACTION

- We aim to make a change: no change, useless speech
- Explain how to implement your proposal
- Decide how far you can go, according to your audience's state of mind and time available
- **Point X:** “when I stop speaking, people will do ...”



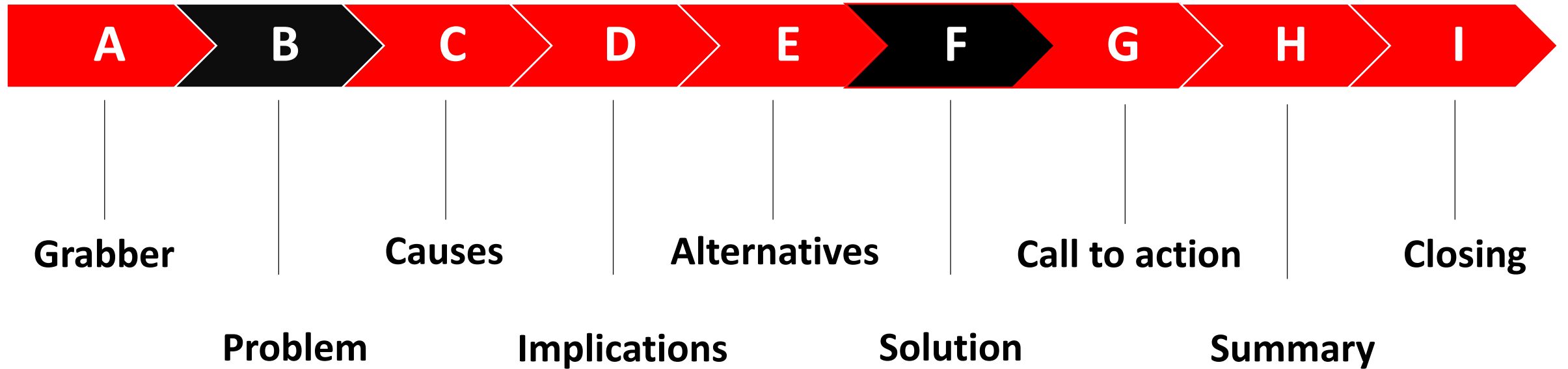
The CLOSING

- Finish your speech in an elegant memorable way
- It requires preparation: no improvisations!
- Connect it to the grabber (“closure in Omega”)



The problem-solution speech

The **(Problem – solution)** structure



First, the problem.

- No problem awareness, no change
- Connected to your audience's needs and frustrations
- Better if you use a story
- Be proportionate (you don't want people to despair)

Second, the analysis.

- Serious research!
- Honest analysis
- Don't blame anyone
- But tell the ugly truth

Third, your solution.

- Anticipated refutation (if needed)
- “Their” solution (your solution to their problem)
- Goal: guide your audience to take a decision
- More benefits than features

Fourth, your call to action.

Specific

Measurable

Achievable

Relevant

Time-bound

When to use this speech.

- There are objective proofs available and the speaker has credibility (common elements with the Logos speech)
- But the audience is not aware there is a problem, or those who are aware have their own ideas on how to fix it
- So the speaker should first explain how the problem will have an impact on the audience, then discard all other options, and finally present his or her proposal

THIS IS A TRANSITION FROM LOGOS TO ETHOS

The leadership speech

Trust:

Trust as a personal trait:

A. assured reliance on the character, ability, strength, or truth of someone or something. B. : one in which confidence is placed.

Cambridge Dictionary

Institutional trust:

“The intention to accept vulnerability based on positive expectations regarding another's conduct.”

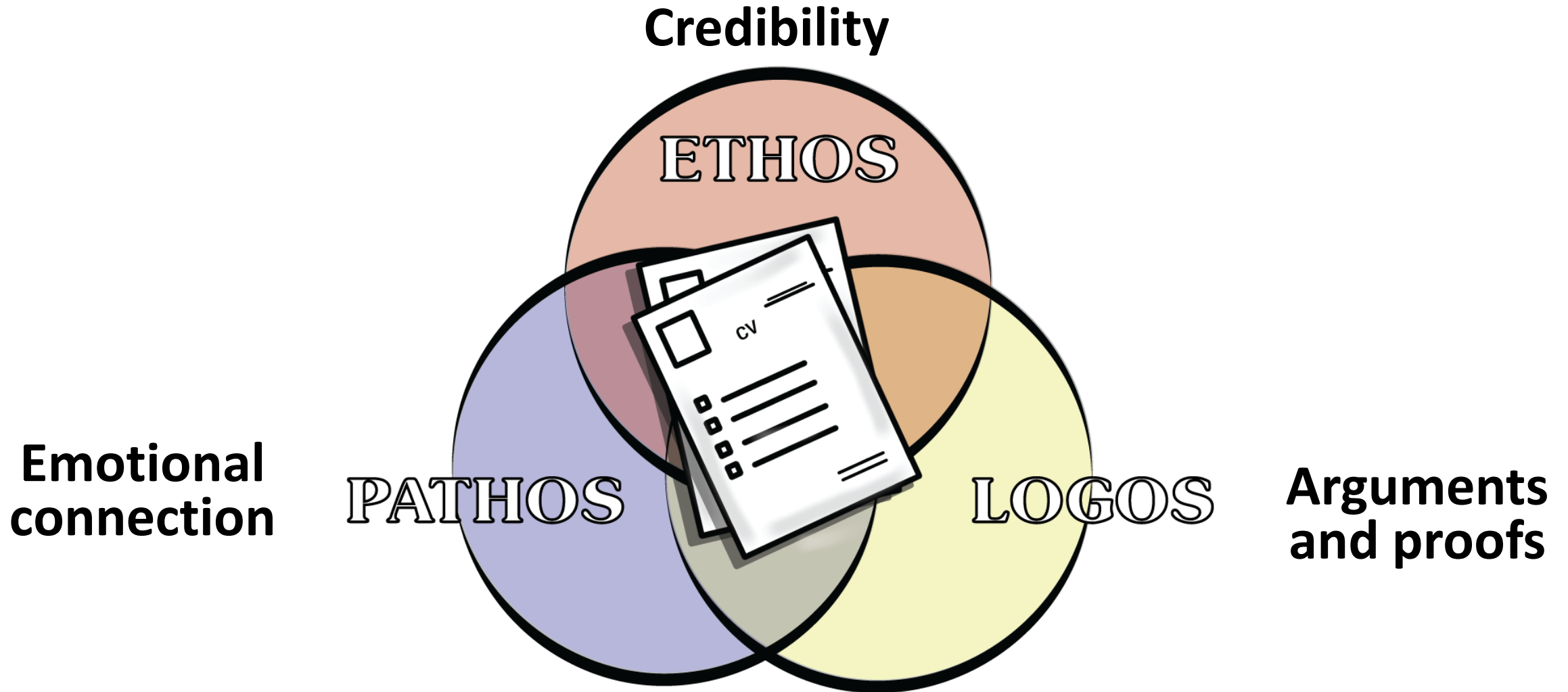
Davis, Mayer and Schoorman 1995

Qualities & values we want to see in leaders:

Bravery
Humility
Sincerity
Sense of humor
Vulnerability
Competence
Internal harmony
Loyalty
Resilience
Generosity
[Realistic] optimism
Tolerance
Flexibility
Calmness
Good manners
Listener
[Reasonable] order
Empathy
Wisdom



Persuasion's three elements:



The LEADERSHIP SPEECH:

- When the main ingredient for our speech is credibility
- The best option in uncertain circumstances
- When arguments and proofs are not conclusive
- Or there are no objective criteria to decide
- The base for its persuasiveness is the personality of the speaker: his or her knowledge, experience, trustworthy character and solid values
- In a nutshell: “trust me”

Elements of the ETHOS SPEECH:

- Show **CREDIBILITY**
- Show the **WAY**: indicate the (hard but attainable) solution
- Provide an inspiring vision **OF THE FUTURE**

At the end, the question is:

How do you earn your audience's trust?

Examples of arguments based on **credibility**:

“I’ve dedicated over 40 years of my career to studying infectious diseases and their large-scale effects, so I can assert with full confidence that widespread vaccination is crucial for public health.”

“I’ve been an art critic for over 30 years and during that time I’ve never come across a contemporary work of art that has as many layers of meaning as this one.”

“While I wasn’t born in a particularly well-off family, by age 22 I was already the CEO of a 100-million-dollar company. I know what it’s like to go from zero to hundred when it comes to entrepreneurship, so you can rest assured that what I’m about to say is backed up by lived experience.”

“Having trained in culinary schools around the world and worked in Michelin-starred restaurants, I can assure you that the art of cooking is much more than just following recipes.”

How do you earn your audience's trust?

- In business situation, quite often what is missing is credibility
- Persuasion is not a technique
- It's NOT what we say, it's what we do
- There is no shortcut: to become a more credible speaker you need to be a credible person

Example of an ETHOS SPEECH:

“I have nothing to offer but blood, toil, tears, and sweat.”

“You ask, what is our aim? I can answer in one word: It is victory, victory at all costs, victory in spite of all terror, victory, however long and hard the road may be; for without victory, there is no survival.”

Sir Winston Churchill, May 13, 1940



Ethos speech structure:



Elements of the ETHOS SPEECH:

- Start with a story or an example
- Success or failure story
- That shows “you have been there” [or someone had the same problem]
- The hard road ahead
- Realistic, not utopian or naive
- Exciting image of the future

Why telling stories?

HOW STORYTELLING AFFECTS THE BRAIN

NEURAL COUPLING

A story synchronizes the listener's brain with the teller's brain.

MIRRORING

Mirror neurons enable listeners to mirror experience

CORTICAL ACTIVITY

Two areas of the brain are activated when processing facts. Stories activate many additional areas such as the motor cortex, sensory cortex and frontal cortex.



DOPAMINE

The brain releases dopamine in response to an emotionally-charged event, resolution of conflict, or even recognition of a pattern, creating a pleasurable response and ease of memory and recall

CORTISOL

The brain releases cortisol when it experiences conflict which increases attention and memory

OXYTOCIN

The brain releases oxytocin in response to characters that increases empathy and connection as well as compassion and trust

Audience-centric thinking.

CONCLUSION: Our brains are wired in narratives

Because of that...

- Our community traditions are told in stories
- Our corporate culture as well
- social connection
- Images trigger our imagination

In public speaking:

Normal stories

to grab the attention

Or to recover it after a distraction

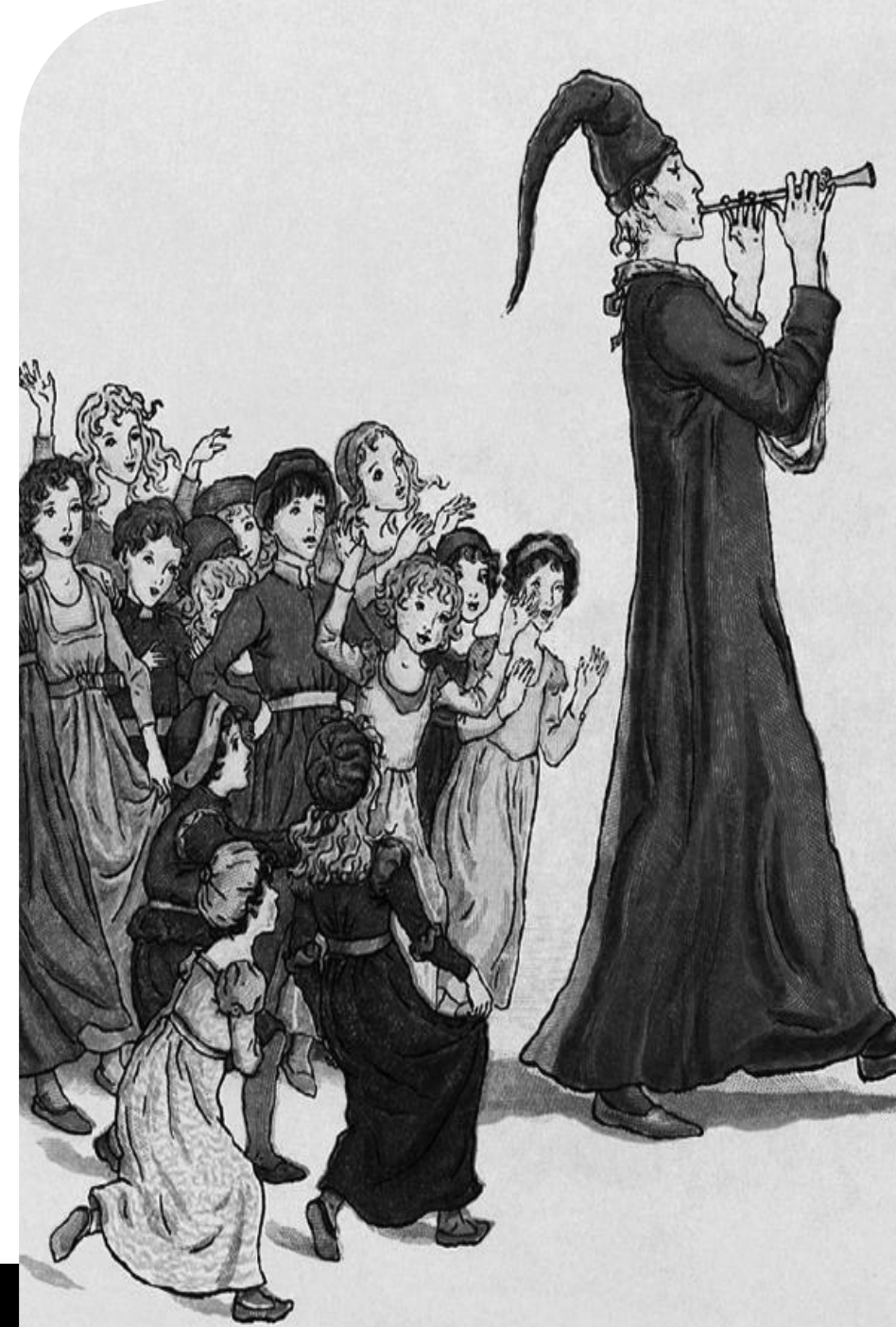
To illustrate a point

Or just to entertain

Strategic stories though...

To transmit identity and values

And motivate action based on beliefs

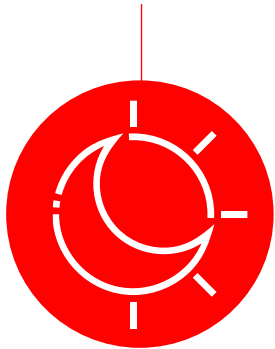


Structure of a good story

Structure

1

**SPECIFIC TIME
AND PLACE**



- 1) When I turned 30...
 - 2) Ten years ago...
 - 3) On September 11, 2001...
- Describe the place

2

**ORDINARY
LIFE**



Describe the situation, the main characters and the relationships between them

3

SURPRISE



Describe the unexpected event

4

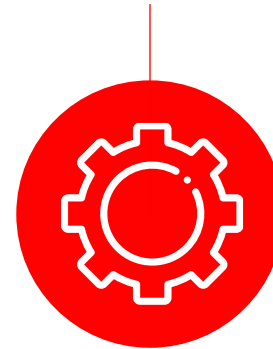
TENSION



Risks for the others
Risks for me
Describe how you felt

5

ACTION



Who did what, and how he or she did it

6

RESULTS



Success stories and failure stories

7

TAKEAWAY



For me/for them
Provide an interpretation, not a command

Not stand-up comedians:

- First, choose the message
- Then, the story that illustrates it
- Frame it inside the time available
- And “perform it”

Watch out: it's all about you!



The mortal sins of storytelling

Most repeated mistakes in telling a story

- Insufficient presentation of characters
- Going back because of disorder
- Weak conflict, no suffering
- No sensations
- More than one plot
- More than one takeaway



Q & A