

DPI-802 MA
The Arts of Communication
January 2017

“Each speech has a job to do. Figure out what it is and make sure it gets done.”

Peggy Noonan

“The human mind is a pattern-seeking, story-telling device.”

Stephen Jay Gould

“The mind is a wonderful thing. It starts working the minute you’re born and never stops until you get up to speak in public.”

Roscoe Drummond

Instructor: **Holly Weeks**
holly_weeks@hks.harvard.edu

Office: Belfer 210

Office Hours: Friday 1/6 3:20-5:00, Wednesday 1/11 3:20-5:00, by appointment
Office hours also may be held in the classroom, Weil Town Hall Belfer Lobby (BL1)

Faculty Assistant: Derya Honca
derya_honca@hks.harvard.edu

Course Assistant: Kendall Spencer
spencerk2017@gmail.com

Class Meetings Belfer Lobby 1 (BL1) Weil Town Hall

This is a complex schedule. Please see the course calendar at the end of the syllabus.

Full-class meetings include a lecture/discussion on Tuesday January 3, 12:00-2:00, and a baseline workshop Tuesday January 3, 2:30-5:00; and lecture/discussions on Friday January 6, 1:00-3:00, and Wednesday January 11, 1:00-3:00 in Belfer Lobby 1 (BL1) Weil Town Hall.

Required workshops are *assigned* and are scheduled for half the class on the mornings *or* afternoons of Wednesday January 4, Monday January 9, and Thursday January 12. The other half of the class will meet (mornings *or* afternoons) on Thursday January 5, Tuesday January 10, and Friday January 13. Assigned workshops:

RED 1	1/4, 1/9, 1/12	9:30am—1:00pm	Belfer Lobby1 (BL1)
RED 2	1/4, 1/9, 1/12	1:30am—5:00pm	Belfer Lobby1 (BL1)
BLUE 1	1/5, 1/10, 1/13	9:30am—1:00pm	Belfer Lobby1 (BL1)
BLUE 2	1/5, 1/10, 1/14	1:30pm—5:00pm	Belfer Lobby1 (BL1)

In addition, **optional ungraded open clinics** are scheduled on Friday January 6, 3:00-4:50 and Wednesday January 11, 3:00-4:50 in Belfer Lobby 1 (BL1). During these optional open clinics, students are invited to deliver extra speeches, re-do speeches given previously in required workshops, and practice impromptu speaking.

Overview and Objectives

Today's leaders must have the ability to communicate clearly and persuasively, as well as analyze thoughtfully. This course is designed for potential leaders in politics and public policy as well as other professions. Its goal is to strengthen your capacity to present yourself and your ideas well, speaking with authenticity, eloquence, and authority. The course emphasizes how to find your voice, shape your speaking persona, structure an effective presentation for your listeners, and work with effective elements of persuasion. Speaking assignments require students to develop important messages that combine substance, passion, and commitment. Students will stand in front of their class section giving brief speeches, taking questions, and receiving—and, in turn, giving—feedback. The speeches will be available as streamed video on the course webpage for later review.

Course Outline

The module is highly compressed for January term and consists of four strands that run concurrently. Full-class lecture/discussions focus on critical aspects of public speaking in the context of leadership situations. Sections, which divide the class into four assigned working groups of eight, are the occasions for students to hone their speaking skills. Readings and video clips bring greater breadth and depth to students' understanding of the principles and characteristics of excellent and genuine public speaking. And optional clinics add opportunities for replay, impromptu speaking, and experimentation. This module differs from other DPI-802 classes in focusing exclusively on speeches, and does not include writing assignments.

Audience

There is no prerequisite for this course. It is designed to be useful to all students, with all levels of experience, interested in public communication in both American and international contexts. Enrollment is limited by the performance nature of the course. Students do not need to petition the professor for admission. Auditors are not permitted in DPI-802 MA.

Expectations

Time requirements for this course are likely to be medium-high; the scheduling is intensive but each section meets one morning *or* afternoon over the course of two days. (**Please see the course calendar as the scheduling is complex.**) The readings are complementary to the classroom and workshop sessions and are compacted by the nature of the schedule. Students are required to present frequently and participate professionally in feedback sessions. Grades will be based on the speeches and on class professionalism—particularly on contributing constructive spoken and written feedback on others' speeches. Since speeches and feedback are fundamental to learning, full attendance is required in all classes and assigned sections of this tightly scheduled module. **A**

doctor's written excuse is *required* for an absence. One or more unexcused absences will affect the final grade. There are no exceptions to this policy.

You are expected to abide by the University policies on academic honesty and integrity as given in the Student Handbook. Violations of these policies will not be tolerated and are subject to severe sanctions up to and including expulsion from the University.

Assignments

Each student will be required to give one ungraded baseline speech of 2 minutes in the first class, and three speeches of 4 minutes followed by questions and answers during assigned workshop sessions. In addition, all students are expected to provide meaningful written and oral feedback to presenters in their workshop group. There is no final exam. All assignments are due on the date under which they are listed, without exception.

Grading

Speeches	85%
Class professionalism and written and oral feedback	15%

Attendance is *required* at each assigned workshop. Any assignment that remains unfulfilled receives a failing grade.

Course Materials

Copies of the Required and Recommended books will be on reserve in the HKS library. Other course materials will be available on the coursepage. They will include both practical and theoretical readings, and additional video clips and commentary.

There are eight books that students may wish to purchase at The Coop. There are also used copies available through vendors such as Amazon. Two are required reading and the others are recommended.

Required: Jay Heinrichs, *Thank You for Arguing: What Aristotle, Lincoln, and Homer Simpson Can Teach Us about the Art of Persuasion* (Three Rivers Press, 2007)
Annette Simmons, *The Story Factor* (Basic Books, 2006)

Recommended: Jay Allison and Dan Gediman, *This I Believe: The Personal Philosophies of Remarkable Men and Women* (Holt, 2006)
Lewis Copeland, *The World's Great Speeches, 4th Edition* (Dover, 2000)
Bob Elliott and Kevin Carroll, *Make Your Point!* (AuthorHouse, 2005)
Annette Simmons, *Whoever Tells the Best Story Wins* (AMACOM, 2007)
Gerry Spence, *How to Argue and Win Every Time* (St. Martin's Press, 1995)

Holly Weeks, *Failure to Communicate: How Conversations Go Wrong and What You Can Do to Right Them* (Harvard Business Press, 2008)

These websites contain a broad range of famous speeches—texts, audio, and video:
www.americanrhetoric.com and www.tcc.vccs.edu/lrc/guides/speeches.htm

Where to Find Readings

In this syllabus, readings are marked

- (B) a required or recommended **book** listed above
- (O) **online**, either through a public website or via the course page

Hard copies of the Required and Recommended books above will be on reserve in the HKS library.

Access to Course Website

Class communication of notes, announcements, readings, and changes will be made through the course page. The course page is found via CANVAS.

Class Schedule

Tuesday, January 3 **Taking Your Ideas to Your Audience**

12:00-2:00

Lecture and discussion in Weil Town Hall Belfer Lobby1 (BL1)

2:30-5:00

Baseline Presentation

Required readings:

- (O) Marshall Goldsmith, “Try Feedforward Instead of Feedback,” from *Leader to Leader*, No. 25, Summer 2002.
- (O) Harwood Group, *Meaningful Chaos: How People Form Relationships with Public Concerns* (Bethesda: The Kettering Foundation, 1993), pp 1-5, 7-9, 11-21, 23-25, 27-39, 41-51, III-VII.
- (B) Jay Heinrichs, *Thank You for Arguing*, chapters 1-13, Appendix 1.
- (O) Nick Morgan, “The Kinesthetic Speaker: Putting ACTION into WORDS,” *Harvard Business Review*, vol.79 issue 4, Apr 2001.

Recommended readings:

- (O) Edward Abbey, “The Cowboy and His Cow” from John Loughery’s *The Eloquent Essay*.

- (O) Jay Conger, “Inspiring Others: The Language of Leadership,” *The Executive*, Vol. 5, No. 1 (Feb., 1991), pp. 31-45.
- (O) Daniel Goleman, Richard Boyatzis, Annie McKee, pp. 45-55 and Appendix B: Leadership Competencies, pp. 253-256 from *Primal Leadership*.
- (O) Jason Salzman, “Develop a Simple Message,” in *Making the News: A Guide for Nonprofits and Activists*, 1998, pp. 9-10.
- (B) Holly Weeks, *Failure to Communicate: How Conversations Go Wrong and What You Can Do to Right Them* (Harvard Business Press, 2008).

Wednesday, January 4 / Thursday, January 5 Round 1: Presentations

Workshops in Belfer Lobby1 (BL1)

Wednesday:

AM: 9:30-1:00 **RED 1**
 PM: 1:30-5:00 **RED 2**

Thursday:

AM: 9:30-1:00 **BLUE 1**
 PM: 1:30-5:00 **BLUE 2**

Workshop assignment: 4-minute “problem/solution” speech + 2-minute Q&A

Friday, January 6 Carrying Your Point

1:00-3:00pm

Lecture and discussion in Belfer Lobby1 (BL1)

Readings:

(In-class handout) Neal Yanofsky, “Where We Are, Where We Are Going”.

Recommended readings:

- (B) Jay Heinrichs, *Thank You for Arguing*, chapters 14-25.
- (O) Marie Danziger, “Guidelines for More Effective Public Speaking.”
- (O) Susan Faludi, “Speak for Yourself,” NY Times.
- (O) Madeleine Kunin, *Living a Political Life*, pp. 61-70.
- (O) Deborah Tanner, *The Power of Talk: Who Gets Heard and Why*, HBS Case No. 95510.

3:00-4:50pm Optional clinic

3:20-5:00pm Office hours Location Belfer 210

Monday, January 9 / Tuesday, January 10 Round 2: Presentations

Workshops in Belfer Lobby1 (BL1)

Monday:

AM: 9:30-1:00 **RED 1**

Tuesday:

AM: 9:30-1:00 **BLUE 1**

PM: 1:30-5:00

RED 2

PM: 1:30-5:00

BLUE 2

Workshop assignment: 4-minute “frame argument” speech + 2-minute Q&A

Wednesday, January 11 Putting It All Together

1:00-3:00

Lecture and discussion in Belfer Lobby1 (BL1)

Required readings:

(B) Annette Simmons, *The Story Factor* (Basic Books, 2006)

Recommended readings:

(B) Jay Allison, ed., *This I Believe*, pp. 28-33, 37-39, 49-51, 62-64, 75-86, 97-102, 132-134, 144-146, 168-170, 175-177, 191-193, 197-200, 214-216, 235-240.

(O) Lilyan Wilder, “The Key: Being Real,” Chapter 2 from *Talk Your Way to Success*.

(O) Howard Gardner, “The Leaders’ Stories,” in *Leading Minds: An Anatomy of Leadership*.

3:00-4:50pm Optional clinic

3:20-5:00pm Office hours Location Belfer 210

Thursday, January 12 / Friday, January 13 Round 3: Presentations

Workshops in Belfer Lobby1 (BL1)

Thursday:

AM: 9:30-12:00

RED 1

PM: 1:30-4:00

RED 2

Friday:

AM: 9:30-12:00

BLUE 1

PM: 1:30-4:00

BLUE 2

Workshop assignment: 4-minute “story & values” speech + 2-minute Q&A

Date TBD

Make-up Class(es), if needed

9:00-1:00

&

1:00-5:00

Room TBD

DPI-802 MA January 2017 Calendar Holly Weeks

Sections are assigned.

	Monday	Tuesday	Wednesday	Thursday	Friday
	2	3	4	5	6
AM			9:30-1:00 Red 1 Presentation 1	9:30-1:00 Blue 1 Presentation 1	
PM		12:00-2:00 Lecture and Discussion 2:30-5:00 Full Class Baseline Presentations	1:30-5:00 Red 2 Presentation 1	1:30-5:00 Blue 2 Presentation 1	1:00-3:00 Lecture and Discussion 3:00-4:50 Optional Clinic 3:20-5:00 Office Hours
	9	10	11	12	13
AM	9:30-1:00 Red 1 Presentation 2	9:30-1:00 Blue 1 Presentation 2		9:30-1:00 Red 1 Presentation 3	9:30-1:00 Blue 1 Presentation 3
PM	1:30-5:00 Red 2 Presentation 2	1:30-5:00 Blue 2 Presentation 2	1:00-3:00 Lecture and Discussion 3:00-4:50 Optional Clinic 3:20-5:00 Office Hours	1:30-5:00 Red 2 Presentation 3	1:30-5:00 Blue 2 Presentation 3

Sections are assigned.