Course Description

In order to be a successful leader, in business or in any other activity, you must find your voice. Finding your voice means understanding your values, knowing what matters to you, allowing those values and convictions to influence your message, and then being able to convey your message to others in a meaningful and effective fashion.

In the first part of this course, you will identify your core values and use them to develop a leadership message, a message about some change you want to effect in the world. Then you will apply the confidence and techniques you acquired in formulating and conveying your leadership message to a business presentation.

Much of the class time will be spent listening to and critiquing the speeches of your fellow students. You will write evaluations of your own speeches and those of your peers, both of which will be factored into your grade for the course. You will also receive frequent feedback from the instructor, and your three major speeches will be filmed.

Reading

Required:

Course Pack, available at University Bookstore

Recommended:

Susan Weinschenk, 100 Things Every Presenter Needs to Know about People, New Riders, 2012.
Cliff Atkinson, Beyond Bullet Points, Microsoft Press, 2008
# Course Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Possible Points</th>
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<tbody>
<tr>
<td>“What Matters” Speech</td>
<td>200</td>
</tr>
<tr>
<td>“Change the World” Speech</td>
<td>250</td>
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<tr>
<td>“Change the Business” Speech</td>
<td>350</td>
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<tr>
<td>Slides</td>
<td>100</td>
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<tr>
<td>The Speech</td>
<td>125</td>
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<tr>
<td>The Speaker</td>
<td>125</td>
</tr>
<tr>
<td>Peer Evaluations (2 @ 50 pts. each)</td>
<td>100</td>
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<tr>
<td>Self-evaluations (2 @ 50 pts. each)</td>
<td>100</td>
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</tbody>
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Total possible points 1000
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar. 31</td>
<td>Find your voice: an introduction</td>
<td>Revealing your moment of truth</td>
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<tr>
<td></td>
<td>Defining moments</td>
<td></td>
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<tr>
<td>Apr. 2</td>
<td>Defining moments</td>
<td>Learning Charisma</td>
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<tr>
<td>Apr. 7</td>
<td>Telling stories</td>
<td>Using narrative as a tool…</td>
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<tr>
<td>Apr. 9</td>
<td>Give WM speeches</td>
<td>Sample self and peer feedback</td>
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<td>Apr. 14</td>
<td>Finish WM speeches</td>
<td>Persuasion I: The Basics</td>
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<td>Gates’ Harvard commencement speech</td>
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<td>Apr. 16</td>
<td>Give CtW speeches</td>
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<tr>
<td>Apr. 21</td>
<td>Finish CtW speeches</td>
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<tr>
<td>Apr. 23</td>
<td>Effective business presenting</td>
<td>Avoiding the road to PP hell</td>
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<tr>
<td></td>
<td>(lecture/discussion)</td>
<td></td>
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<tr>
<td>Apr. 28</td>
<td>Give CtB speeches (half in 456 PCAR)</td>
<td></td>
</tr>
<tr>
<td>Apr. 30</td>
<td>Finish CtB speeches (half in 456 PCAR)</td>
<td>Wrap-up and course evaluations</td>
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What Matters Speech

What single value is so important to you that you will/would teach it to your children as one of the most important foundations of a fulfilled life?

Create a speech on this topic, letting your audience know what value matters most to you and why. Give us concrete examples of how you have observed this value in action, whether in your own life or in the lives of others. Talk about the consequences of living or not living a life infused with this value.

You have 4 minutes for this speech. No formal visual aids should be used, although if you think it would be useful to show your audience a single picture or prop, you may.

It’s okay to write out a draft if you find that helpful as you plan your speech, but do not try to memorize it, and don’t get up and read it. Instead, talk to us from your heart. This is a speech about what matters most to you, and you shouldn’t need to rely on a script to get this across to us.

Grading Guidelines

Content: 80

Do you give us a clear and complete explanation of what matters to you? Do you offer concrete examples to illustrate your point? Do you effectively use appropriate charismatic leadership techniques such as figurative language?

Organization: 40

Do you find an interesting way to open? Does your speech have coherence? A logical and/or emotional structure? Does your close resonate?

Delivery: 80

Do you convey your conviction? Your passion? Do you engage your audience (through the use of eye contact, variety of vocal and facial expression, movement and gestures)?

Total: 200
Change the World Speech

What do you consider the most important social issue we have to deal with as a community (world, nation, state, city, university, business school—you may choose any one of these)?

Create a speech on this topic, letting your audience know what social issue you feel most strongly about and why, and how you would go about dealing with this issue. Some questions to consider:

- What values and convictions made you choose this issue?
- What personal experiences influenced your choice?
- What gives you credibility on this subject?
- What concrete actions do you plan to take to help confront this issue?
- What actions will you ask of your audience?

You have 6 minutes for this speech.

Grading Guidelines

Content: 100

Do you give us a clear and complete explanation of what you hope to change? Do you effectively use analogy, metaphor, story, personal experience, and data to convey your message? Ethos, pathos and logos? Other charismatic leadership techniques?

Organization: 60

Do you find an interesting way to open? Does your speech have coherence? A clear structure that is easy to follow? Is your close memorable?

Delivery: 90

Do you speak in an authentic voice? Do you engage your audience (through the use of eye contact, variety of vocal and facial expression, movement and gestures)? Are you able to speak without an over-reliance on notes?

Total: 250
**Change the Business Speech**

Think about your last job. If you could have changed something significant about the way things were done in that company/organization, what would it have been?

Hypothesize that you’ve been asked to analyze a particular department, function, process, or other element in your former workplace, and come up with a recommendation for change. That analysis and recommendation will be the topic of this business presentation. In other words, it’s still a “Change the World” speech, but with a specific organizational context.

Unlike your two earlier speeches, this will be a more traditional business presentation, with an accompanying set of PowerPoint slides. However, *you will put to use all the techniques you’ve been learning about leadership communication, including conveying your own values and convictions, establishing credibility, using analogy and metaphor, telling stories, and delivering with passion.*

You have 10 minutes for this presentation.

**Grading Guidelines**

**Slides:** 100

- Do the slides provide relevant, useful information and/or images? Do they have message-oriented titles? Are they attractive, not cluttered, easy to absorb?

**The Speech:** 125

*Content:* Do you make a strong case for your proposal? Include enough evidence (of all kinds) to persuade? Make the future come alive? Convince us you understand potential pitfalls, opposition, why we might object (i.e., that you’ve listened to all the affected parties)? Use charismatic leadership techniques?

*Organization:* Do you use an effective opener? Are your Point A (the challenge your organization is facing), Point B (where you want the organization to go; your recommendation) and Call to Action clear from the beginning? Does your speech have a structure that’s easy to follow? Do you use internal linkages and transitional phrases? Do you close with a call to action?

**The Speaker (Delivery):** 125

- Are we convinced that you truly care about the change you’re advocating for? Do you engage your audience (through the use of eye contact, variety of vocal and facial expression, movement and gestures)? Are you able to speak without an over-reliance on notes or looking at the screen?

**Total:** 350
Self and Peer Evaluations

For both “What Matters” and “Change the World,” you will evaluate your own speech and the speech of a classmate. Use the Grading Guidelines in the syllabus to structure your peer and self-evaluations. You will, however, NOT be assigning points to yourself or your peers.

Keep your peer feedback constructive and polite, but don’t shy away from pointing out where your peers need to improve. And for your self-evaluation, be honest and be tough. Include as many concrete examples as possible to illustrate your general assessments.

In the course pack I’ve included examples of both self and peer evaluations done by past students as a guide to what I expect.

Email your peer evaluation to the classmate you’re reviewing, copying me. Email your self evaluation to me.

Self and peer evaluations are due 48 hours after the videos are available for viewing. Late evaluations will receive half credit.