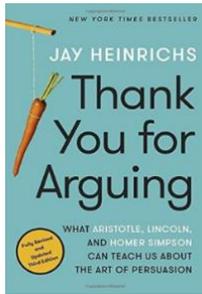


# CBODN: In The Know Recap

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July, 2020 In The Know Summary

## **Thank You for Arguing**

Jay Heinrichs

The notes below were prepared for the Chesapeake Bay Organizational Development Network (CBODN) Book Club. The notes are not intended to be a full book summary or review—rather they are highlights that guided the group discussion.

### **Book Notes Courtesy of [Jerry Edgley](#)**

#### **Objectives of book:**

- Lead you through the ill-known world of argument and welcomes you to persuasion.
- Enhance your image with Aristotle’s three traits of credible leadership: virtue, disinterest and practical wisdom.
- Smacking down fallacies and building airtight assertions.
- Master rhetorical tricks to make audiences eager to listen.

#### **1. Open your eyes**

- Rhetoric is the art of influence, friendship and eloquence, of ready wit and irrefutable logic. And it harnesses the most powerful of social forces, argument.
- Take a day not to be influenced or not to influence others.
- The grand prize of argument is consensus which is represents an audience’s commonsense thinking which is not based on logic alone and also requires the desire to act.

#### **2. Set your goals**

- In a fight, each disputant tries to win which inspires revenge or retreat. You argue to achieve agreement.
- You succeed in an argument, when you persuade you audience to do what you want and consider the results a consensus.
  - One way is to concede points that will not damage your case irreparably which can throw your opponents’ off balance.
  - Change the audience emotion puts them in the mood to listen.

- Change the options.
- Get the audience to do something or stop doing something by motivating by desire and convince them action is no big deal.

### 3. Control the tense

- According to Aristotle all issues boil down to core issues: blame, value and choice.
- Blame questions deal with past. Value questions are in the present. Choice questions are the future.
- If argument is spinning out of control then change tense. Use the future tense when possible because it is deliberative and promises a payoff. Keep the focus on a choice that solves problems to you and your audience's advantage.
- Argument rule number one never debate the undebatable, focus on the goals.

### 4. Soften them up

Aristotle's three most powerful tools of persuasion are argument by character (ethos), logic (logos) and emotion (pathos).

- **Logos**, ethos and pathos appeal to the brain, gut and heart.
- **Logos** most powerful tool is concession which allow for the opponent's ideas and preconception which is by "Yes and" which is accepting what the other persons says and building on it.
- **Pathos**, start with the audience's mood, do not contradict or deny the mood but sympathize with your listener's pathos through sympathizing.
- **Ethos**, argument by character which is the most important appeal of all even more than logos, it puts audiences in the ideal state of persuade-ability.

### 5. Get them to like you

- An agreeable ethos matches the audience's expectations for a leader's tone, appearance and manner which the Romans coined a word – decorum (which meant fit or suitable). You persuade a person only insofar as you talk their language by speech, gesture, tonality, order, image, attitude, idea, identifying your ways with them. To show proper decorum, act the way your audience expects you to act – not necessarily like your audience.
- Before you begin to argue, ask what do they expect and what does it mean? This is intended to make them comfortable. An ethos that fails to fit your actual personality is indecorous. People will pick it up. People who stick to their guns are the ignoble ones. Decorum is the better part of valor.

### 6. Make them listen

- Aristotle's three essential qualities of a persuasive ethos:
  - Virtue or cause. The audience believes you share their values. A virtue cause/virtual character stands for something larger than themselves. You may be seen as having the right values – your audience values and appear to live up to them.
  - Practical wisdom or craft. You appear to know the right thing to do on every occasion
  - Disinterest; Have a lack of bias. Impartial and caring about the audience's interests rather than your own.
- Actions to be taken to build ethos, have someone brag for you, reveal a tactical flaw and switch sides when the power to do so.

### 7. Use your craft

- When you seem to share your audience's value – to represent the same cause they believe, you will apply those values to whatever choice you help them make. They need to believe that

you know the right thing to do at that particular moment. This kind of trust is where practical wisdom comes in which entails the sort of common sense that can get things done.

- Techniques for enhancing your practical wisdom; show of your experience, bend to rules and appear to take the middle course.

### 8. Show you care

- Make your audience believe in your selflessness – by seeming either wholly objective or nobly self-sacrificing.
- Hype your objectivity to seem to deal reluctantly with something you are really eager to prove.
- Simply claim you used to hold your opponent's position.
- Act as if the choice you advocate hurts you personally.
- You want your audience to consider you a role model, the essence of leadership.
- Dubious – knowledgeable audiences tend to sympathize speakers and even mentally argue the case for the speaker. Lower the expectations which cause the opponent to underestimate you.

### 9. Control of mood

- Aristotle observed that reality looks different under different emotion. Emotions come from beliefs, about what we value, what we think we know and what we expect. The more vividly you give your audience the sensations of an experience, the greater the emotion you can arouse.
- To a change mood, tell a story.
- When you argue emotionally speak simply. Most emotional words are all have four letters.
- When you need to make the audience understand what you want and trust your character start with logos and ethos and let emotion build gradually.
- Humor can change their emotion and their minds but the persuasion stops there.
- Joy, love, esteem and compassion work better at persuasion. Anger, patriotism and emulation will make them want to do something.
- The best way to bridge the gap between someone's mind and getting them to act is to dangle the carrot of desire.

### 10. Turn the volume down

- Passive voice results in cognitive ease which is the happy state where the brain is on autopilot, your audience is most open to your persuasion, least likely to challenge you, and most likely calm down.
- The way to use the autopilot mind with an angry person is to keep everything simple, use simple language and avoid jargon that will confuse a person, they will start thinking.
- Make you audience feel powerful by giving sense of control.
- Just smiling will help the autopilot engage and will reduce thinking. People frown when they are thinking.
- Humor works to assuage anger by relieving anxiety but you have to use the right kind.

### 11. Gain the high ground

- To shift people's point of view, start from their position, not yours. This is called the commonplace, a view point your audience holds in common public opinion, rules of thumb. In order to convince an audience, you have to start with what they believe, values or desires – commonplace. While the decision is up to the audience, the burden of proof is on you.

- You can use it as your argument's jumping-off point. It is an argument shortcut that skips what prevailing wisdom already agrees with
- Commonplace presents opinion, not truth, and everyone has a potential counter commonplace
- When you stop hearing a commonplace it means the common ground of public opinion is beginning to shift.

## 12. Persuade on your terms

- Reframing entails refusing to accept the opponent's definition of what the issue is about and then substituting your own. You define the issue in your terms. Define the issue in the broadest context then deal with specific problems at hand using the future tense.
- Your job as a persuader is to find the commonplace words that appeal to your audience – or if you are on the attack repel them
- You want to attach favorable words and connotations to people and concepts, practice labeling Techniques for labeling.
- Do not accept terms your opponent uses. Use your own.
  - Accept your opponent's terms while changing its connotation.
  - If your opponent's terms actually favor you, use them.
  - Use terms that contrast with your opponent's creating a context that makes them look bad.

## 13. Control the argument

- Formal logic starts with something true, follow it with another truth, and you must reach a conclusion that also must be true.
- Enthymeme starts with something true followed by the conclusion.
- Every deductive statement starts with premise (proof) and ends with the choices you want your audience to make is the conclusion.
- Spot the proof by the word "because." The commonplace is the proof.
- Inductive start with a specific, works to the general. Start with fact or comparison or story. Proof is a set of examples.

## 14. Spot fallacies

Ask three questions to see the fallacy hidden in an argument:

- **Does the proof hold up?** Three sins: false comparison, bad example and ignorance as proof (asserting that the lack of example proves something).
- **Not given the right number of choices?** The False choice; offering just two choices when more are actually available or merging two or three issues into one.
- **Does the proof lead to the conclusion?** Results in the tautology (in which the proof and the conclusion are identical), the red herring (a sneaky distraction), or the wrong ending (in which the proof fails to lead to the conclusion).

**Tautology:** "We won't have trouble selling this product because it is easily marketed"

## 15. Call a foul

- Strangely enough, while logic forbids illogical thinking, rhetoric allows it. Aristotle's notion is that logos follows the audience's beliefs and expectations. You can persuade an audience with actual facts. The problem with truthiness is that its logos is based on pathos not how people feel about the facts.
- Fallacy of power; another logical mistake.
- Logic has many rules, argument has but a few.

- To get the audience on your side switch to the future tense. If you stick to the present tense when you are supposed to make a choice or if you talk only of right or wrong when the argument should be about what is the best choice, you have committed a foul. It is simply more difficult to use the present tense to make a choice about the future.
- The right way precluded a choice: without choice you have no argument.
- Rhetorical out of bounds: Innuendo, humiliation, threats, nasty language or sins, utter stupidity and truthiness.

### 16. Know whom to trust

- The same ethical tools that a persuader uses to sway his audience can serve you a readymade gauge for trustworthiness which includes disinterest, virtue and practical wisdom.
- Ethos starts with the audience need which the persuader makes you believe they can meet those needs, manipulation part happened when the marketer makes you believe that their solution meets those needs
- The disinterest disconnect is where there is a gap between your interests and the persuader
- When this occurs do not trust without verifying
- Aristotle's definition of virtue "A state of character concerned with choice, lying in a mean."
  - State of character is not permanent, but only during the argument.
  - Concerned with choice. Virtue comes out of the choices the persuader makes or tries to sell.
  - Lying is a mean - the sweet spot for every question lies in the middle between extremes which lies smack in the middle of the audience's value.
  - Evaluate a persuader's virtue is to ask "How does he describe the mean."
  - There is virtue in moderation.

### 17. Find the sweet spot

- The sweet spot lies in the mean.
  - First you want to hear "That depends." The trustworthy persuader matches their advice with the particular circumstances instead of applying a one size fits all rule. Practical wisdom is the compelling trait of good politics.
  - Second you want to hear after "that depends" is a tale of a comparable experience and good judgement: caring (have the needs and interpret them same way), cause (share same value) and craft (ability to predict based on evidence and that of making decisions that produce the greatest probability of happiness). The key trait of practical wisdom is sussing ability, the knack of determining the real issue.

### 18. Deal with a bully

- More often the best outcome of a disagreement is an improved relationship if not with your opponent, then with bystander.
- When being bullied or heckled, try to spot the onlookers who might sympathize with you. They are your real audience.
- Ironic love: a bully wants you to cower or blush or run away in embarrassment. Reverse the power by try to pretend deep affection with just a little bit of pity.
- Excellent goal or strategy for dealing with a bully: be the better person.

### 19. Get instant cleverness

- Figures of speech help you become more adept at wordplay: the clichés seem clever and can add rhythm and spice to conversation. They have a psychotropic effect on the brain by imprinting images and emotions that make people more susceptible to persuasion.
- For example:

- **Antithesis**, weigh things side by side, look at result and come to a reasonable conclusion.
- **Edit yourself aloud**, interrupt yourself aloud, and pretend you cannot think of what to say or correct something in the middle.

## 20. Change reality

- **Tropes swap one image for another.**
  - Metaphor the pretend trope, my car is a beast.
  - Irony the acting tropes, nice try pal.
  - Synecdoche the scaling trope (white house swap a thing for a collection of things).
  - Metonymy the sharing trope (Red for red headed person, c-suit, roomful of suites).
  - Hyperbole, the inflating trope (He wasn't just big, he was the size of a planet).
  - Profanity, by god – defying trope.

## 21. Speak your audience's language

- Demonstrative rhetoric is our instinct for forming tribes and rivalries and fear of being an outsider. The more people find themselves divided, the more they engage in demonstrative gestures to bring themselves together – a great speech like the Gettysburg address. They call it code grooming which kids and presidents do.
- Robert Frost called the “sound of sense.” The meaning you intuit from hearing people speak in the next room. We pick up the sense from the speakers' rhythms and tone and from an occasional emphasized word.
- Avoid denying-type words which trigger a bad response. Avoid harmful words is especially important when you fend off an accusation. “I am not a crook,” which actually strengthens it in the audience's mind.
- The reverse works – repeat the terms that express the opposite of your weakness or your opponents' stance. Bush, we are welcomed. But it was not a peaceful welcome.

## 22. Make them identify with your choice

- Deliberative arguments are about choice and future tense.
- Demonstrative argument is what we value are in present tense.
- Identity strategy employs a skilled mix of deliberative and demonstrative rhetoric, getting your audience to see your choices is something critical to your relationship with them. They will identify with what you want and see the alternative choice, the one you oppose as something alien to the relationship.
- In the identity strategy, logos can be distractive. Instead of weighting premises and offering compelling reasons, identification language simply brings your audience and your choice together in into one tight happy tribe.
- In rhetoric the persuader speaks the language of the audience. That may not be easy.
- Code grooming can work beautifully when you want to repair relationships or get your audience in sync with your mood and ethos. When over-used it can create group think. So you need to watch out of the particular codes that appeal to the groups you identify with.

## 23. Recover from a screw up

- Key steps
  - Set your goals past the screw up.
  - Be first with the news.
  - Switch to the future.
  - Enhance your ethos which have been hurt.

- Do not apologize. The problem with an apology is that it belittles you without enlarging your audience. Belittling yourself fails to un-belittle the victim. When you own up to falling short of your own expectations you emphasize your high standards. Focus on the standards and you can actually make your ethos bigger in your audience's eyes.

**24. Seize the occasion**

- Kairos – Means doing the right thing practicing your decorum offering the perfect choice, making the perfect pitch at the right time. The art of seizing the perfect instant for persuasion.
- When you disagree in the past or present tense, you are not having an agreeable moment. The future tense is the one you want.

**25. Use of right medium**

- The medium can make or break a persuasive moment.
- You should consider several factors in choosing medium: the sort of gestures you want to make, timing, and the kind of appeal (ethos, pathos and logos).
  - What is the timing? Has fast and how long the response.
  - Which combination ethos, pathos and logos would persuade best with each medium favors one appeal over the others?
  - What gestures literally and figuratively will help the appeal? Smile to shrug.
- Sight beats sound, pathos tends to trump logos. That is why TV leans toward pathetic

**26. Give a persuasive talk**

- Cicero's five canons of persuasion: Invention, arrangement, style, memory and delivery.
- **Invention:** What do I want? Is my goal to change the audience's mood, its mind, or its willingness to do something? What kind of rhetoric: Past, present or future? Is it simple or complex (break into smaller issues). What are the audience's values?
- **Arrangement:** Ethos first, then logos, then pathos.

**27. Capture your audience**

- Compared President Obama speaking to President Trump

**28. Write a persuasive essay.**

**29. Use the right tools.**

**30. Run an agreeable country.**

**About the CBODN In the Know Book Club** In this monthly book club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).