## Management Speak

### Task 1: Rhetorical formats

Clark, T. & Greatbatch, D. (2011) 'Audience perceptions of charismatic & non-charismatic oratory: the Case of management gurus.' *The Leadership Quarterly*. 22, (2011): 22-32

Research by Greatbatch & Clark (2003, 2005, 2010), reported in the above article, indicates frequent use of the following seven rhetorical formats employed by speakers to elicit positive audience reactions:

1. **Contrasts**: where two juxtapositioned sentences (opposed in words, sense or both) are presented to emphasise messages by making the core assertions twice – through positive & negative forms

2. **Lists**: where three or more items are repeated

3. **Puzzle-solution**: speaker puzzles the audience – before making statement to offer solution

4. **Headline-punches**: speaker indicates intention to make pledge, declaration or announcement – then makes it

5. **Combinations**: any combination of 1-4 above

6. **Position taking**: speaker describes state of affairs, then praises or condemns it (thereby taking a position)

7. **Pursuits**: re-completing/re-summarising a previous point

***Look at the example below. Which rhetorical formats does the speaker employ here?***

"Those things that suddenly spring, up looking as though they happened over night, really are the results of an immense amount of team work, flexibility and planning and re-planning that allow people to persist even when top management is losing faith in order to make a valuable new idea come into being. I think these skills, these lessons, these learnings can produce masters, not victims of change. That is, people who are producing and anticipating and leading the changes, rather than simply reacting to somebody's else's."

### Task 2: Role Congruity Theory: Perceived Manager Communication Styles

*Since the 1970s, research into the perceived links between race and gender in management communication styles has led to remarkably similar results. Which category of manager do you think each of the styles in the box below have been typically associated with over the past forty years? The words/phrases may be placed in more than one category.*

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**Communication Styles**

articulate | polite | emotional | forceful | aggressive | talkative | dominating | blunt | hesitant | lacking in humour | argumentative | powerless | inappropriate | straightforward | less socially appropriate | apologetic | loud | effective | bullying | gentle |

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**Manager Categories:**

| White Female | Black Female | White Male | Black Male |
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