

THE PLAYBOOK OF PERSUASIVE REASONING

Everyday Empowerment and Likeability

Gavin F. Hurley
Lasell College

Series in Communication



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For my mother, Ettye, and my brother, Dean

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Foreword

I sit alone at a Belgian beer bar in Pittsburgh. I am in town for a Philosophy of Communication conference at Duquesne University, so I'm well dressed. I wear a suit—open-collared, no tie. Before me rests a glass of Petrus Pale Ale—a hard-to-find sour beer from Belgium. The frothy straw-colored beer fizzes in a stemware glass inscribed with “Petrus” in tasteful lettering. It is an aristocratic beer. Hell, I look aristocratic drinking it.

A man sits two seats down from me at the bar. He wears a heavy metal T-shirt and cargo shorts. He leans over, nudges me with his elbow, and begins to chat with me. While chatting, he wobbles and slurs his speech: clearly drunk. A more sensitive bartender probably would have cut him off a drink ago. The man's ideas are wildly erratic. Cautiously, I don't share much about myself with the man. Instead, I laugh with him at certain points and nod thoughtfully at other points. Finally, he asks what I do. I mention that I'm a professor.

Things shift.

He leans back and scoffs. “Liberal socialist,” he mutters, looking away. He laughs to himself—then smiling, he turns to me. He says that he really dislikes teachers. He doesn't have to explain himself, but I could tell what he meant: he *really* didn't like teachers who dressed aristocratic and drank aristocratic beers.

Once he learns that I teach, the guy doesn't seem to like me anymore. His tone changes; he stops talking. Instead, he stares up at the Pittsburgh Penguins game on the television. After a few minutes, I reengage him. I spend the rest of the hour recalibrating this man into liking me again. I ask him about the heavy metal band on his t-shirt. When an organic opportunity presents itself, I announce that I may look like an aristocrat—but I am actually a “metalhead.” He seems genuinely impressed. We talk some more about music, comparing bands and discussing live shows. I supply introduce some reasons why certain bands are better than other bands. Although he does not agree with all of my stances, he agrees with some of them. Here, we locate our common ground—not only in the topic of heavy metal—but also in exchanging positions about particular heavy metal bands. As an added flourish, I loosen up my delivery and word choices, mirroring the man's speech. I make my speech more casual, lightly swearing from time to time. The overall result? The once suspicious man likes me once again. He realizes that we have commonalities.

As you'll come to understand, locating commonalities is an important dimension to sustaining conversation—that is, keeping communication alive and inspiring listeners and readers to return back to you for future conversations. The importance of bridging commonalities may seem obvious—easy even. But it is harder than you may think. I have studied the art of written persuasion and argument for years. I have come to discover that the strategies of effective writing are not merely for writing. They can transfer into effective speaking. Reciprocally, strategies of effective speaking can help strengthen effective writing too. I soon came to discover that seeing the world through the lens of persuasion helps me become a better writer—but it also helps me become a better speaker. After my education, I became attuned to strategies that seek commonalities. I recognized that “reasoning” could supply a powerful tool of persuasion: one that should not only be for the college classroom but can inform every communicative interaction. From this epiphany, I integrate, practice, and habituate reasoning into everyday conversation. Now persuasive reasoning has become a part of me. And it can be a part of you as well.

This book is meant to do more than make you more likeable at local bars or family get-togethers. This book seeks to provide you a return on your professional investment. Whether you are an undergraduate student who is thousands of dollars in debt, a graduate student tens of thousands of dollars in debt, or a professional who “made it” but is still chipping away at that debt from college or grad school: I assume that you are looking to make a splash. And if you already made a splash, you are looking to make a bigger splash, reach that next plateau. And rightfully so. You want to earn your way to that hallowed position. Rise to that next level. Make *more* of a living.

And what is making a “living,” really? What does “living” actually depend upon? Freedom, right? Freedom is a word that makes Americans feel good inside, maybe even tear up with joyful exhilaration. By ascending your way to a job or to the next job, you seek material-means to unlock more freedom. But you're limiting yourself if you stop there. Human-to-human connection can be capital as well. It can sometimes grant you more mobility than material wealth. Human connectivity can grant you the freedom to network, collaborate, dance within or between institutions. Human likeability can grant you the freedom to communicate persuasively—and from that communication, you can learn, and from that education, you can implement what you learn to build more. And become more. Not to dominate, but to exist more fluidly. Mercurial. Ascendant.

This book is here to help.

Skilled persuasive reasoning can unlock such freedom.

And if you're wondering what persuasive reasoning is? I just modeled it in these first several pages.

Considered yourself already persuaded.

The Playbook of Persuasive Reasoning is not a book that proclaims one perfect way to communicate. It is a book that acknowledges real world difference: different types of audiences, different contexts, and different social situations. There is not only ideal way to speak or write. Internalize this premise. It is the first step in becoming a pragmatically nimble communicator.

As we will discuss, being pragmatic does not mean that ethics should be overlooked. Television shows like Showtime's *House of Lies*, Netflix's *House of Cards*, as well as movies like Martin Scorsese's *Wolf of Wall Street* may have us believe that ethics and pragmatics mix like water and oil. But as you'll find out, being charitable within one's communication can heighten fiercely result-oriented programs. Seems counterintuitive, right? I get it. But it really shouldn't be. You may recognize ethical principles as you move through this book. And to do so, I'll be referring to philosophers from time to time. Why mention thinkers from thousands of years ago? Although they may not be featured on current talk shows and social media, the ancients were acutely perceptive—and still incredibly relevant. These ancient philosophers recognized that pragmatics and morality can cooperate in one way or another. So let's try to reconcile being a nice person with practical results: boosting our likeability (social capital), strengthening our reasoning (intellectual capital), and making more of a living (health, freedom, time, and financial capital) while doing it.

I could have chosen the word “handbook,” rather than “playbook,” for the title of this book. After all, handbooks of rhetoric existed throughout ancient, medieval, early modern, and modern Western history. Unfortunately, many of these historical handbooks remain untranslated—or have been lost to the sands of time.¹ Therefore, I figured I'd refigure this tradition—without blaspheming it. The word “play” in “playbook” is chosen deliberately. The way I see it, persuasive reasoning shouldn't be a chore; rather it should be an enjoyable challenge. “Play” indicates an extension into the real world: face-to-face

¹ See Thomas M. Conley's *Rhetoric in the European Tradition* for an informed list of these numerous handbooks.

interaction with real people in real time, getting one's hands dirty, achieving results. Don't get me wrong. This is still a thinker's book. This book will give you much to think about—but the thinking is not always an end-in-itself, rather it is often a means-to-an-end. Personal edification for its own sake is fantastic. But personal edification that can help you attain professional results? Hell, that can be even better—especially when you're trying to earn a living. This book will help edify your understanding of written and spoken communication. You will begin to open up “communication plays,” incorporating new levels of transparency in your speaking, writing, reading, and listening. The result? Your colleagues, teachers, supervisors, team members, clients, and consumers will love you for it.

I worked in a receiving warehouse for years for Kmart and then as a grocery manager at Target to pay for graduate school, so I understand the pragmatic grind of the world outside of comfortable academic institutions. I understand that the professional world can be ruthlessly competitive. Unlike the academy, the professional sphere is not composed of poetry readings, quiet libraries, and lightly buzzing coffee shops. The world is hard-hitting. The world requires doing. The world requires calloused hands and a vigilant mind. Professionalism requires an edge to move up in any arena: whether that is retail, academia, finance, business, or publishing. College degrees only open doors part of the way. And now that over one in three adults have college degrees,² college degrees have become much more commonplace, and can even be seen as trivial. Our current conditions demand that your cover letter for employment read like an oasis in the desert landscape, quenching the thirst of potential employers—and that your face-to-face interview be even more satiating. Our current conditions require that your eloquence and character surpass your competition as you compete for that corner office. Effective persuasive reasoning—and practical argumentation—can give you that edge.

For this book, I want to hang up the pretentious robes of the university, take you to the city bar, grab several rounds of drinks, and have a conversation with you. I want to offer five areas of effective argument and persuasion—based on a framework familiar to the thinkers and statesmen of ancient Greece and ancient Rome, a framework often overlooked in the 21st century. Don't worry: I have adapted and translated the framework for the contemporary context. Why did I choose to work with a framework from thousands of years ago? In short, the ancients prioritized the “human person.” They didn't focus on overspecialized knowledge; they had broadband wisdom. The ancients were not distracted by cell phones, Hollywood gossip, computer gram-

² According to the 2017 U.S. census. Adults are defined as 25 and older for this census result.

mar checks, and robot-writers. Instead, they studied human interaction broadly, passing down insights to each other, tweaking points here and there. Ancient thinkers distilled the important macro-level dimensions of effective communication. Similar insights that can be applied to today's professional sphere to sharpen your competitive edge. And while you're sharpening that professional edge, you can simultaneously heighten your personhood as well.

The Playbook of Persuasive Reasoning was conceived from my class notes and in-class activities accrued over the years of teaching writing, rhetoric, public speaking, and ethical reasoning at the university level. Class after class, I've found that many of my students, young and old, are excited to more fully understand practical strategies for speaking and writing well. So I felt that a book was warranted. That being said, there is no reason to worry about technical language in this book: the jargon will be minimized, the practical takeaways will be maximized. Remember, this book is about you. My goal is to help empower you—not to become a pretentious presence, or a belligerent arguer, or a sly trickster, but to become a conscientious communicator who commands strategic prowess.

Enjoy.

GFH

Introduction: What is persuasive reasoning?

... logical and persuasive reasoning can exercise a powerful effect, especially if they are developed through training and are lent further plausibility through the skillful use of language.

Epictetus, *Discourses*, 1.8.7

Over the centuries, numerous books describe the art of effective communication and effective writing. What makes *The Playbook of Persuasive Reasoning* any different than these previous books? First, this book borrows from a variety of traditions: mostly contemporary but also ancient and medieval traditions. Rather than ruling out older traditions as outdated, this book grants the freedom to extract any insight from any communication tradition as long as it helps one grow as powerful and professional speakers and writers. Uniquely, *The Playbook of Persuasive Reasoning* also does not isolate writing from speaking or speaking from writing. Both are communicative vehicles—and as such, each can inform the other. Each of the two mediums invites new ways of viewing the other through similarity and difference. Both mediums operate differently. One is primarily based on visual language cues (reading); the other is primarily based on listening and visual signal cues (listening/observing). However, despite the temptation to separately categorize these methods, each one is not mutually exclusive; many techniques can borrow from the other.

Essentially, this book addresses communication. What does communication mean? Communication offers unity. The Latin prefix “*com*” implies the process of coming together in a *com*-mon, *com*-munal manner. The “*mun*” part of “communication” stems from the Latin root meaning public service, duties, and functions. Consequently, “communication” can imply a united public function. As you will discover throughout the book, a persuasive speaker becomes united with his or her listener; a persuasive writer becomes united with his or her reader. With the communicator inside the audience’s brain—and with the audience inside the communicator’s message—the speaker or writer’s influence becomes optimized. It is an incredibly humanistic activity. Fundamentally, communication is a social activity

In short, communication facilitates the united connectivity between human beings through the relaying of messages. If you calibrate your compass toward the harmony of social cooperation, you may be surprised at how genuinely

effective and likeable you become as a communicator. You will ace that job interview, successfully pitch that client, and ascend to leadership positions. The clearer and warmer you communicate, the more effectively social you become—that is, the more people will be drawn to spend time with you. How do we relay the messages to attain the goal of becoming a social force? Through effective, strategic means of reasoning and persuasion. And this is exactly what this book is about.

Dialogue

Dialogue is a foundational element of communication. We engage in dialogue with one another all the time: face-to-face, on internet platforms, or through email. Even in a static written text, a writer can anticipate a potential dialogue to unfold from their readers, and they can craft their text accordingly. These kinds of hypothetical dialogues can inform a writer's writing decisions. Whether actual or anticipated dialogues, dialogue participants all seek a destination. Ultimately, dialogues—in all their shapes and sizes—are goal-directed. Some dialogue participants seek to give advice; some seek to inform; some seek to plan future action (Walton 95). *The Playbook of Persuasive Reasoning* looks to reveal the secrets behind effective *persuasive* dialogue: one that relies on different parties with different attitudes and values whereby each party attempts to persuade the other party to adhere to a particular position. However, opposing parties do not have to outwardly disagree in a persuasive dialogue. Certainly, a dialogue could involve a difference of opinion—but it can also merely involve a difference of understanding as well. For instance, one party could merely not understand a concept and the other party must persuade the other party to believe their claims about the concept. Consequently, you will notice that persuasion is often directed by educational goals whether implicit or explicit. Lawyers are not the only ones who consult the art of persuasion when they make their claims. Teachers and managers must often be persuasive to lead their teams toward sites of understanding.

Persuasive dialoguing can also involve subtle shades of negotiation or win-win bargaining. Seeking a win-win arrangement—that is, each stakeholder getting something out of the dialogue—can help guide persuasive goals. Such arrangements can help motivate the listener's or reader's investment in the dialogue. In other words, via negotiation, the other party can become more of a stakeholder in the dialogue—and can hang onto the speaker's or writer's every word. Some negotiation strategies can inform persuasive goals; however, goals of negotiation dialogues differ from the goals of persuasive dialogues. Negotiation competes argumentatively (Walton 88) whereas persuasive dialogue seeks understanding (Walton 95).

Persuasive dialogue involves the difference between parties. However, persuasive dialogue does not seek deliberative consensus or agreement; rather, persuasive dialogue persuades other parties toward a fuller understanding of a position and/or belief. Often this can involve resistant parties—parties that hold contradicting viewpoints who unfold what is traditionally understood as an “argument.” As you will discover, the argument does not necessarily lead to unlikeability. Argument is often incorrectly equated to only fighting or quarrelling. That is not “argument.” That is a bad argument. “Good” or effective argumentation can be performed much more intelligently and subtly. This book forwards this more productive position regarding argument. Furthermore, this is also why this book is entitled *The Playbook of Persuasive Reasoning*. The goal when persuasively reasoning is to be strategic and smart—not loud and emotional. The popular understanding of “argument” often evokes the later—which is not particularly effective. So it helps us think cleanly and smartly, we will be referring to the effective argument as effective reasoning. After all, if being the loudest arguer was genuinely effective, then a book like this would not be necessary. An instructional book like this is helpful because effective argumentation requires finesse, not aggression. The art of persuasive reasoning requires finesse.

So, let’s think of reasoning in a broad manner. In fact, as you will come to understand, all communication involves reasoning. Eliminating reasoning from communication is to eliminate communication itself. To know the moving parts—the advantages and disadvantages of reasoning-architecture—is to know the moving parts of communication. Observations, storytelling, proposals, research, sermons, news reports, and even fiction can be understood as reasoning. And as Enlightenment-era philosopher Francis Bacon famously proclaimed, “knowledge is power.” This slogan is worth remembering. The more you understand about reasoning—a process used by all forms of speaking and writing—the more equipped you will be to master versatile sets of communication skills. You will possess the skeleton key to unlock any communication situation. You will be empowered to communicate effectively, powerfully, and persuasively.

The advantage of reasoning

The Playbook of Persuasive Reasoning differs from other books about psychology, history, or business communication. Additionally, *The Playbook of Persuasive Reasoning* differs from *Harvard Business Review* articles about “influencing people” and “conflict resolution.” Are *HBR* useful essays? You bet. Read them. Hone your professional perspectives. Take their expert advice. So, I’m not dissuading you. Go check out other experts in the field of persuasion: Robert Greene, Dale Carnegie, or the *HBR* library. But read them alongside

The Playbook of Persuasive Reasoning. A useful list of additional resources can be found in the “Works Cited” and “Further Reading” sections at the end of this book.

Instead of purely focusing typical subjects of professional communication, such as “influencing people,” “conflict resolution,” or “negotiation,” *this book specifically focuses on persuasive reasoning, which ultimately revolves around how to effectively reason in an everyday manner.* By looking at argumentation, you will learn some ways to blueprint, scaffold, and finesse persuasive content and delivery. You will equip yourself to manage differing levels disagreement and resistance.

This is where it gets tricky. As previously mentioned, the difference is fundamental to all communication. When someone communicates effectively, he or she engages certain elements of difference or disagreement. Is there the same type of resistance in every situation? Of course not. In a court case, a lawyer confronts a different type of resistance during the closing statements than she does when delivering opening statements; moreover, a lawyer reasons with a jury differently than she might reason with her friend about what movie to see at the movie theater—which can differ from reasoning with her spouse about leaving the toilet seat down. Contexts differ, as do the parties involved within the contexts. Consequently, there is not one way to speak, not one way to write—and, you guessed it—there is not only one way to reason. *By specifically thinking about communication through the lens of persuasive reasoning, this book opens up an agreeable understanding of argumentative communication: one that involves reading other people well and using those “reads” to communicate understanding in compatible ways.* Persuasive reasoning discerns the appropriate communication equipment from their toolbox—and applies it in a way that comforts and accommodates their social partner. It’s a very “giving” mindset. So, it is not enough just to know *how* to use each tool but *when* to use each tool—and *why* to use each tool. In the art of persuasion, nothing should be haphazard. Everything should play a clear role when attaining your goal—aiming toward clarity, likability, and unity.

Persuasive reasoning offers a unique set of tools. What do the tools build? What is the end goal? Clarity, likeability, and unity. Unfortunately, people often do not know how to calibrate their communication effectively or persuasively—and thusly, their spoken communication becomes a fistful of criss-crossed and “cross-crissed” wires; their documents read like castles in the sand. Why do people neglect reasoning as a means to achieve likability and persuasion? Regrettably, reasoning oftentimes dissolves, transforming into counterproductive “bickering.” Accordingly, the sets of appropriate tools of reasoning are ignored. Why? Partially, this is because people often do not fully know what the tools actually are and how they can work. Consequently, in-

stead of using a set of wrenches, they use a set of screwdrivers to try to tighten a nut. Or they use a set of wrenches, but they turn the nut the wrong way. Or the nut becomes stripped and does not move at all.

Refined methods of persuasive reasoning will become a set of titanium wrenches for you. And you are going to receive a set of titanium wrenches in the book—and more importantly, you learn how to choose which titanium wrench to use and how to use it. In short, unlike what some self-improvement gurus proclaim, disagreement does not need to be eliminated. The “baby” does not have to be thrown out with the “bathwater” merely because it requires effort to navigate. Instead, persuasive reasoning can be embraced as a productive toolkit of argumentation, and its accompanying power can steer disagreement toward authentic communication.

What do you construct with your extensive set of wrenches? You construct something larger than you. You construct exactly what your audiences, your partners, your supervisors want. And these desired deliverables are powerful. You will come to discover that if given the right amount of care and purpose, successfully navigating disagreement can actually maximize your social magnetism. Persuasive reasoning can serve an integral role in “influencing people,” “negotiating,” and “resolving conflict.” Therefore, by better understanding the strategic construction of your projected personal stances, you can emerge from social interactions as a more confident and magnetic person.

Artistic architecture

In his essay “The Uses of Rhetoric in a Technological Age: Architectonic Productive Arts,” twentieth-century rhetorician Richard McKeon describes effective civil discourse as an “architectonic productive art.” These terms are technical—but revealing. “Architectonic” relates to the principles of architecture: scaffolded, structured, and functional. “Art” refers to the free, creative, and expressive communication. And of course, the term “productive” implies that this architectonic art aims to get things done. This is how reasoning can be understood: structured but flexible—all as a means to solve problems, persuade others, and be creatively likeable in doing so.

Ultimately, productive architectonic art requires balance. Being too orderly when communicating can come across as an incarnation of a calculator or a computer: cold or less human. Think about Mr. Spock in the *Star Trek* movies and television shows. He thinks purely logical, communicating his positions with orderly precision. However, Spock does not come across very human—and therefore, he is not particularly likeable. In fact, the creators of *Star Trek* surely made Spock an alien character for this very reason: he is a Vulcan alien lifeform and not human. When is Mr. Spock most likeable? When he explores friendships, emotions, and love. When he outwardly acts more human. Op-

posed to a character like Mr. Spock, comedians like Robin Williams, Amy Schumer, Seth Rogan, or Kevin Hart often play comedic characters that are extremely warm, approachable. These characters are almost *too* warm, almost *too* human. Their roles are humorous and creative; viewers may even see themselves being friends with such likeable comedic characters; however, despite all of the humor and warmth, such communication can be nonprofessional or buffoonish. Why can this be a problem? Such likeability in these comedic films often lacks the serious orderliness that helps optimize communication.

So which side should we gravitate toward? We may not want to be too rationalistic like Mr. Spock because the approach is too coldly distant. But we also may not only want to embrace warm likeability because that can neglect orderly reasoning. Persuasive reasoning, however, can provide an optimal position. The qualifier “persuasive” utilizes the warm humanness of the interaction; the following term “reasoning” utilizes the calculations of logical thinking. Balancing both of these dimensions can be a professional boon. It may help to think about persuasive reasoning as Douglas Walton, a champion of practical reasoning suggests in his book *Plausible Argument in Everyday Conversation*. We should consider communicating *plausibility* to our listeners/readers, which is to some degree opinion-based and always evolving (3-4). If we can get our listeners or readers to see our reasoned beliefs as plausible, then we have built warm and solid relationships. And that can be a helpful aim—especially within the professional sphere.

The Playbook of Persuasive Reasoning aims in this more comfortable direction; it offers artistic, load-bearing architecture. The book begins with the larger conceptual building blocks of persuasive reasoning (that is, the reasoning itself) and moves chapter by chapter into smaller micro-level nuances of the practical persuasive arts. You will notice that references to ancient thinkers and philosophers become more frequent as the book progresses. This escalation is done on purpose. As you read this book, you will gain momentum chapter by chapter, gradually becoming more familiar with ideas of persuasion and reasoning. By the last chapter, you will be prepared to converse with historical, philosophical viewpoints productively.

Chapter One, “Invention: The Fundamentals of Persuasive Reasoning,” features the “raw materials” that build persuasive reasoning. Chapter One establishes that every utterance is a truth claim with underlying reasoning and evidence. The section explores how to adjust the quality of claims and reasons to maximize clarity and influence. This chapter includes subsections that establish invention as a concept, the machinery of reasoning, and various strategies about how to use evidence and counter-stances. This chapter establishes a crucial foundation upon which the following chapters build.

Chapter Two, “Arrangement: positioning your influence,” discusses the calculated placement of theses, reasons, and evidence within conversation and social interaction. Chapter Two more fully discusses how to optimize movement between evidence and claims within communication. The chapter describes how the purposeful architecture of claims, reasons, counterarguments, and evidence can more profoundly impact different audiences. Moreover, it offers strategies by which to begin and conclude social interactions and written documents.

Chapter Three, “Style: clothing your reasoning,” discusses the persuasive charm that can “dress up” claims and reasoning. This chapter features more micro-level language strategies (such as verbs, pronouns, figurative language, use of clichés.) that can be applied to reasoning as a means to maximize likeability and influence upon audiences.

Chapter Four, “Memory: persuasion as second skin,” discusses the active role that memory and memorizing plays in persuasive reasoning. Subsections include “An Arsenal of Argumentation,” “Memorizing Your Audience,” “Flexing Forethought,” and “Growing Your Vocabulary.” Additionally, the chapter discusses a memory-based system to help communication preparedness.

Chapter Five, “Delivery: commanding attention,” features the physical strategies to use when verbally delivering everyday claims and reasons. Topics include: controlling the emotions, eye contact, the use of silence, and the role of inner peace. The chapter closes with a discussion about how delivery—an element commonly associated with verbal communication—applies to persuasively writing emails.

As a companion piece to the introduction, the final chapter, “Empowerment: living effective persuasive reasoning,” connects the strategies acquired from the book to particular pragmatic attitudes. Subsections include “Resisting superiority,” “Reason as judgment” and “Detecting ‘Gorgiasian sophistry.’” Gesturing to various philosophers as touchstones, this chapter considers how these attitudes lead to sustainable and ethical empowerment, rather than fleeting manipulation.

Finally, the book provides additional resources regarding reasoning and persuasion if you to chose to explore the topic further—and includes three sets of exercises. Each exercise set offers a chance for you to practice audience awareness and persuasive reasoning within imaginative situations.

Numerous examples of effective and ineffective persuasive reasoning are peppered through the book. Often in these examples, ineffective examples are revised into more effective utterances or statements. An explanation of the revision generally follows as well. This structure allows you to see the persuasive reasoning in action—as well as a persuasive *revision* in action. By reading

these revisions, you will be able to practice recognizing effective strategies of persuasiveness and likeability, but you will also practice recognizing failed attempts at persuasiveness and likeability. We all occasionally make mistakes within our communication. By becoming familiar with common errors, you will be able to recognize any missteps that you may potentially make in your own conversations or documents, allowing you to rebuild communicative bridges, strengthening these connections in the process. Additionally, as listener or reader, you will develop the sensitivity to analyze the common mistakes that occur in *other people's* communication. Potentially, you can advise your friend, your team member, or even (but tread lightly!) your supervisor how to maximize their clarity and persuasion. In short, you will see human interaction and the world of communication with fresh new eyes.

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