



Hasnaê Kerach

## Aristotle's forgotten appeals

Hasnaê explores Aristotle's forgotten, and widely known appeals.

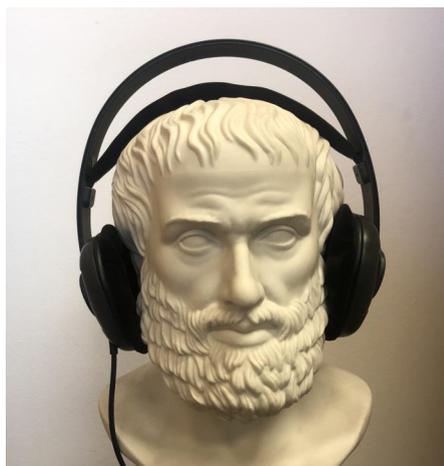
**2** 400 years ago, Aristotle introduced a manuscript called “Rhetoric” to the world. It has withstood the test of time and proved to be one of the most influential works on persuasion. Aristotle defined Rhetoric as the ‘faculty of discovering in any particular case all of the available means of persuasion’. He explained that these included several concepts, now known together as Aristotle's Appeals.

Aristotle's rhetorical appeals have many applications in life. They crop up wherever you are trying to steer the conversation in your preferred direction. Think about your last pitch, presentation, fundraising or other form of communication where you had to convince your audience to adopt your viewpoint, change their behaviour or grant you the promotion you always wanted. Here, we will explore two of Aristotle's somewhat forgotten appeals: Kairos and Telos. We will also review his better-known appeals: Logos, Ethos and Pathos.

### Kairos

This is the appeal to “Timeliness”. In Greek, Kairos means “*opportunity*”, “*right time*”, “*season*” and “*weather*”. Kairos is about recognising the

individuality and uniqueness of a situation and drawing persuasion support from the timing, atmosphere and the setting of what is happening at that very moment. A good example is seen by looking at how retailers try to influence consumers to buy a certain product leading up to Valentine's Day or Christmas. It is a call to act now because of the current circumstances.



Aristotle - a modern take on ancient thinking

Unlike the other appeals, Kairos is a dynamic rather than a fixed principle. It demands a high degree of flexibility and agility from the persuader. For example: you have prepared a speech on

Brexit for a 90% “pro-Brexit” audience. Just before entering the room to give your speech, the organisers apologise to you informing you that they've made a terrible mistake in their brief and in fact, the audience in the room are actually against Brexit and are convinced that staying in Europe is the best option for the UK. In situations like these and regardless of your own viewpoint, if you want to persuade, you will have to adjust your speech to fit the new circumstance. Kairos, in this case, is also about the appropriateness of your tone and making sure that your argument matches the situation.

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## Aristotle's forgotten appeals... continued.

### Telos

This is the appeal to "Purpose" and "end goal". Aristotle argued that all things - arguments, living beings and objects - have a function or a purpose. Telos informs every aspect of your communication; it is about making sure that your communication as a whole or the built-in arguments are serving a goal. It may be your goal to get hired, or it's a goal that has been set by your audience. The questions to ask here are: What purpose do these things serve? Are you appealing to the end goal of the audience?

For example, when creating your pitch content, Telos would be the central thread that binds your key messages and arguments together, thus helping you create a more persuasive case. If the purpose of your pitch is to help your client close a gap in their balance sheet, it is very important that you keep this purpose in mind while creating your content; every argument you make is then an elaboration on how you can close that gap supported with additional data and information. In this case, you can compare your key arguments and messages to separate rivers that are all flowing in the same direction and ultimately into the same sea, which is your end goal.

### Logos

The appeal to "Logic" and "Reason". That is, how well you use the 'text' of your argument and evidence. Effective arguments will include facts and other supporting details to back up claims and have no logical gaps. The content may include testimony from authorities and will demonstrate your carefulness in choosing and considering evidence. Questions to consider: What is being argued here, or what is your thesis? What facts do you offer to support your idea?

### Ethos

The appeal to "Ethics" and "Character". That is about your trustworthiness and credibility. As a communicator, you can persuade your audience by using your expertise and knowledge on a certain matter, or the

reliability and credibility that you have as an individual or organisation. Many companies use this appeal by asking a celebrity to endorse their products. The questions to ask here are: How well do you present yourself as a communicator? Do you seem knowledgeable and reasonable? Do you seem trustworthy? Do you treat opponents and people who may disagree, with fairness and respect? Do you try to establish common ground with the audience?

### Pathos

The appeal to "Emotions". Pathos allows your audience to relate to you or your message at the emotional level. It is about how well you tap into the audience's feelings, using stories and anecdotes. The main question to ask here is: Do you appeal to the audience's emotions - feelings of sadness, pride, fear, being young, anger, patriotism, love, justice, excitement etc.? On the other hand, is the speech loaded with facts, figures, and nothing else? Is the emotional appeal effective or overwhelming?

Building compelling content and arguments is a process that requires you to take all these appeals into account. It is worth mentioning, however, that an argument can correspond to more than one appeal and that the above list is not exclusive. There are other persuasion means in the Rhetoric that you could use to strengthen your argument, such as brevity and metaphor.

By Hasnaê Kerach

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2. Eidenmuller, M. (2019). *American Rhetoric: Definitions of Rhetoric*. [online] Americanrhetoric.com. Available at: <https://americanrhetoric.com/rhetoricdefinitions.htm> [Accessed 18 Sep. 2019].
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# The Style Council

## Des considers the value of adopting a Style Guide.



Desmond Harney

Jacob Rees-Mogg (JR-M) became Leader of the House of Commons in July, with responsibility for arranging government business in that house. It was difficult news to miss here in the UK, even amidst a massive cabinet reshuffle.

Resultant media coverage included a frenzy of ‘scorn and mirth in equal measure’<sup>1</sup> aimed at JR-M and his Style Guide, intended to inform his team’s communication.

It seemed easy to score points at the expense of the ‘Honourable Member for the 18th century’<sup>2</sup> - but hold on just a moment. Forget the perceived character of the man. Ignore his much-pilloried public persona and values. In taking aim at vocabulary, grammatical error and linguistic and visual inconsistency (amongst other things), doesn’t JR-M make some valid point? For example, ‘CHECK your work’ - who would argue with that?

In truth, much of the ‘scorn and mirth’ generated arose from the perceived bizarre nature of some of his specific requirements, rather than from the concept of a guide per se. Idiosyncratic, time-warp oddities such as: ‘use Imperial measurements’ (not metric), address ‘all non-titled males [as] Esq.’; along with a controversial list of ‘banned words/phrases’. The key elements of JR-M’s guide are shown (in blue) above<sup>3</sup>.

GPB helps clients to enhance their communication in many different ways. This includes recommendations, for instance, on Content as well as on

Vocal and Visual delivery. We advise the application of a consistent approach to document appearance, vocabulary and grammar. In short, a Writing Style Guide. When offering that advice, however, we don’t expect laughter or scorn in return.

So, apart from for the sheer pleasure of point-scoring, why should JR-M have been so mercilessly mocked for his intervention? In principle, he shouldn’t have been. The mere existence and application of such a Guide should support the consistency and clarity of communication issuing from any organisation.

One powerful reason for the adoption of a Style Guide is that we inhabit a highly competitive world. One where there is often little or nothing separating us from our competitors and where incorrect spelling or grammar might be the small, distracting difference that loses you work, rather than winning it. At GPB we call this ‘Factor 40’. Because (although it may come a long way down any potential client’s list of key differentiating factors) for equally-matched suppliers, style can, by process of elimination, become the single most important point of difference.

A Style Guide could, therefore, be of significant commercial value to your organisation, so long as it is adopted and its purpose is well understood. Although having one won’t atone for poorly conceived key messages - nor the ineffective expression of them. There is much more to persuasive

- JR-M’s Banned words/ phrases<sup>3</sup>**
- Very
  - Due to
  - Ongoing
  - Hopefully
  - Unacceptable
  - Equal
  - Too many ‘I’s
  - Yourself
  - Lot/ Got
  - Speculate
  - ‘Invest’ (in schools etc)
  - No longer fit for purpose
  - I am pleased to learn
  - Meet with
  - Ascertain
  - Disappointment
  - I note/understand your concerns

- JR-M’s Rules<sup>3</sup>**
- Organisations are **SINGULAR**
  - All non-titled males – Esq.
  - There is no . after Miss of Ms
  - M.P.s – no need to write M.P. after their name in body of text
  - Male M.P.s (non-privy councillors) – in the address they should have Esq., before M.P. (e.g. Tobias Ellwood, Esq., M.P.)
  - Double space after full-stops
  - No comma after ‘and’
  - **CHECK** your work
  - Use **imperial** measurements

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## The Style Council... continued.

communication than simply having a Style Guide, but that's no justification for **NOT** having one. Whereas, its absence could be a contributing factor leading to miscommunication, distractions and failure to persuade effectively. Lack of attention to detail could, worst case, lead to lost opportunities – and revenues.

The following list (not an exhaustive one) highlights some key areas your Style Guide should address; inconsistencies likely to otherwise affect your organisation's communication. To avoid bizarre, idiosyncratic advice, GPB adopts and endorses the well-tried approaches and rules of less controversial influences than JR-M. These include the Plain English Campaign, The Economist's Style Guide, Lynn Truss (author, journalist, self-appointed champion of the apostrophe) and good grammar in general. Adapting the words of one of JR-M's idols: 'Where there is error, may we bring truth. Where there is doubt, may we bring certainty...'<sup>4</sup>

Some considerations informing GPB's Style Guide include:

- Text and headings: font type and size selection, bold, highlighting, underlining, indentation, etc.
- Bullet point lists: either full sentences or short phrases/single words - but not both.
- Consistent punctuation: e.g. apostrophes and commas, capital letters, quotation marks (single unless direct speech), ampersands (do you allow their use?), etc.
- Correct grammar, word selection and spelling: e.g. watch out for synonyms (different words meaning the same thing) and homophones (different words sounding the same).
- Abbreviations and terminology (always explain jargon and acronyms the first time used).
- Numbering: 1, 2, 3, etc., up to 10 - but then eleven, twelve onwards, unless decimal points are involved

(metric measurements are normally allowed!).

- Be clear and keep complicated vocabulary and sentence construction to a minimum.
- Check work several times for detail, accuracy and appropriate tone.

It's normally best to be right but, if you absolutely **must** be wrong, at least try to be wrong consistently!

There are many comic memes illustrating why language rules should be consistently applied. I share just a couple of them here, but you'll find plenty more with the most cursory of internet searches: Commas - you like cooking your family and your pets? Or you like cooking, your family, and your pets? Capital letters - you helped your Uncle Jack off his horse? Or you helped your uncle jack off his horse?

Of course, if you set yourself up as an expert, there's always somebody hoping to bring you back down to Earth with a bump. Within hours of JR-M issuing his guidelines, ITV News had trawled through archives to identify instances where he'd fallen foul of those style pronouncements in his own inconsistent, historical communication<sup>3</sup>.

If, however, you're now thinking, to any extent, about improving your organisation's written communication via a Style Guide, then JR-M's brief discomfort may have been entirely worth your while.

By Desmond Harney

1. Spence, B. (30/7/2019). Jacob Rees-Mogg's Style Guide for the nation | Spectator Life
2. Lusher, A. (13/8/ 2017). Saviour of the Tory party or 'reactionary poison'? Will Jacob Rees-Mogg run for Tory leader, and what would he do as PM?. The Independent
3. ITV News finds Jacob Rees-Mogg falls foul of his own Style Guide. [online] Available at: <https://www.itv.com/news/2019-07-27/jacob-rees-mogg-style-guide-itv-news/>
4. Margaret Thatcher, after first being elected PM — doorstep of 10 Downing Street (4/5/1979)

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Purveyors of "American R&B... filtered through European styles and attitudes." (allmusic.com) (image source: Mixedcloud.com)

# A stoic view of trust

To be 'stoic' is generally to be considered calm in enduring hardship. What did it mean originally?

I stumbled on the Stoics during a bit of background reading on Aristotle's better known appeals to persuasion. I was not expecting what I found.

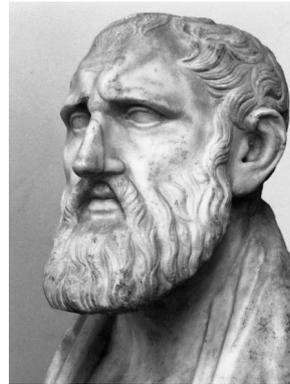
The 'Stoics' were something of an extremist group founded in Athens and Rome in the 3rd Century. Its simple and accessible philosophy was that Aristotle had not pushed out the boat quite far enough on the importance of Ethos based on logic, and that Pathos, in particular the show of negative emotion, was a bad thing to do: One should live one's life developing good character, to be tranquil and not get angry, sad or moody about one's lot. Stoicism was made to be easy to understand.

We often get asked by clients about becoming more effective as communicators, and we often end up discussing good character, gravitas, seniority, authenticity and integrity, and how we can use sometimes simple techniques to become more persuasive. To go right back to a founding principle of GPB from over 25 years ago, one key goal we set in our work is to help clients get across 'an accurate yet positive impression of yourself'. Put most simply, the philosophy underlying Stoicism was to help people to be the best person they can possibly be, living the best possible lives.

Not only is it possibly a way we should all lead our lives (but see later), I can see a direct read across to the events in the UK Parliament event last week. I have not heard the word 'stoic' used there yet, but if someone there suggests the ensemble should be a bit more 'stoic', you may well support the suggestion! Very much in the vein of 'calm down dears, it's only a commercial', but without being patronising. I would also espouse the song 'Happy' by Pharrell Williams. Do go and play the song if you're feeling a bit blue today. The version in Despicable Me 2 on YouTube is particularly good!

Although the founder of Stoicism was Zeno of Citium, the group did not end up calling itself 'The Zenoids', as it transpires that even he did not sustain his good character in living up to the group's rather tough set

of rules; they eventually threw him out as leader and member (more read across to UK Parliament there too?).



Zeno  
(En.wikipedia.org, 2019)

Let's consider how this all might apply to the modern business world that we live in:

To start with, trust - and the lack of it we have in most other people - is becoming ever more important. The ability of a business developer to gain the trust of a potential client has always been important, but recently it seems to have risen above the use of logic and emotion as a first check-point in the development of this relationship. We first determine whether we can trust someone, and if so, we let them pass to the points where we determine if we like someone and if we think they have a good persuasive case.

In business, we rely a lot on the integrity and honesty of the counterparties we meet. This is because decisions about the future involve taking a *leap of faith* (about which we have written before) in the people who we will be relying on, whether it is to manage a pile of money, to give us healthcare and medicines, to advise us on courses of action, to look after our children, or to check our accounts so that stakeholders get a *true and fair* view of our company's fortunes.

Sadly, so often when we read of the people in these positions of trust and authority, it is to learn that they have abused the trust we put in them, despite in many cases being *self-regulated*, and that is why we have so many regulators. Regulators for example



Ewan Pearson

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## A stoic view of trust... continued

for our money and investments (FCA and PRA), our auditors (FRC) our water (OFWAT), our teachers (TRA), and, and... some 90 regulators in the UK alone.

But we also have very good sensors for when we are being misled - bulls\*\*t detectors if you will - and I have been wondering what might trigger these sensors. Let's start with identifying them.

It is well known that we have 5 senses, that see, hear, smell, taste and touch. No we don't, there are several more such as pain, heat and proprioception that often get overlooked. But in the analysis of trust sensors, I think the important ones are see, hear, and to a lesser extent, touch and smell. Here are some thoughts on each of these:

**Smell:** This shouldn't be a factor, but if we sense someone has B.O. (body odour), then their personal hygiene leaves something to be desired. They may be nervous or have hurried as they were late, and we may then not respect them so much. B.O. is an unpleasant smell, so causes dislike. By contrast, nice perfume (as measured by the smeller not the smellee), has a pleasant effect. Antiperspirant does also have value!

**Touch:** We don't do much of this in business, so when we do touch, for example with a handshake, it takes on an importance that is out of proportion. This greeting must be firm but not painful, dry and not sweaty, and just the right length. Again the main reaction is on the pleasantness axis.

**Hear:** This is more important. If we hear a high level of disfluencies, above 5 per minute (4 categories—umms/errs, repetition, fillers and hesitation), then we quickly determine that the individual is underprepared, lacks knowledge or conviction, is nervous, or uncertain. At over 12 per minute we add unpleasantness to the perceptions. None of this will help with building trust. This is especially true when handling a client question, where we are well able to sense a faltering answer.

**See:** The other important sense. If someone does not have enough eye contact, or has tells such as rubbing their hands, or is sweaty, the negative effects are similar to those of hearing.

Note too that trust is a very fragile thing. It

can take a long time to build and be destroyed in an instant through one careless act, even after years of careful construction by you and others. So take special care of it.

Conservative MP and author, Kwasi Kwarteng (before you write in, yes he did go to Eton, Cambridge, and Harvard) was interviewed recently on the subject of (dis)respect for the police and teachers. He identified a societal problem: the young today do not have deference but happily disrupt, disrespect and question everything. He suggests this started in TV in the 1960s with seeing the worst in figures of authority, e.g. the change from Dixon of Dock Green and Z cars to The Sweeney.

Their view is supported by the Macpherson report on Stephen Lawrence: police are institutionally racist. But... Hackney schools have turned attitudes around since 2002. Kwarteng suggests that the solution not just more police on the streets, but also for those in authority, such as teachers, to behave better and thus to develop greater respect and trust.

Here though is a twist on Stoicism: It has been shown that emotion is not only an important part of persuasion, but that perhaps it is THE most important part. That does not suggest to me that Stoics got it wrong though, as it seems it is more the display of positive than negative emotion that is important here.

If you think back to some recent decisions you took, consider whether the real reason was a logical one, or whether it was really an emotional one, that may not pass the test of enquiry, so it was post-justified by a logical case that you can share as your reason. I suspect you can think of at least one hiring decision where like/dislike was a factor. There is no shame in that, as emotions are very important in making good decisions.

By Ewan Pearson

**Advice squeezed straight from the experts**



# Wedding speeches

Alastair Grant gives some advice on ‘what to do’ and ‘what not to do’ during a wedding speech.

For many years, I have been advising and coaching others in affective business presentations and pitches. I tend to avoid helping those who are making a speech at a wedding. Although, there was one occasion where I helped a manager who was required to make a eulogy about a colleague, killed in an aircraft accident. This was a hard one as he hardly knew the colleague. This summer our daughter was married and so I set about preparing and delivering the Father of the Bride speech. Friends would say this should be right up my



Your speech should be engaging, short and witty!  
(Unsplash, 2019)

street as one who coaches others. Not so! A wedding speech is in content terms quite different. No PowerPoint, perhaps no key messages. A need to say nice things, but also to amuse. An audience that spans young to very old.

What is the same is to harness one’s best delivery skills. The need to pause, gain eye contact, to have the right voice inflection.

So, what have I learnt from my experience? First of all, I was clear that, not being a natural “off the cuff man”, I would write out the words as a script. Firstly, there are some well-established headings:

- Thanks to various parties
- A bio of my daughter
- Praise for her particular qualities
- Advice to the groom
- Propose a toast to the newly married couple.

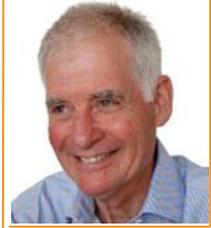
*“Embarrassing others can be discourteous, especially as many will not be able to tune into fine nuances only known to a narrow peer group”*

## What *not* to do:

- Talk for too long. I planned on 5 minutes but in the end, it crept to 10 minutes. But that’s long enough as there will be other speeches too. At one wedding we attended, three best men seemed to compete with each other to be more outrageous. It went on for far too long and most of us, not from their peer group, didn’t know what it was about anyway
- Expose too much intimate detail. A fine balance here, but embarrassing others can be discourteous, especially as many will not be able to tune into fine nuances only known to a narrow peer group
- Spend too much time thanking people. Although a worthy thing to do, the audience will quickly become bored. It’s a good idea to check with the groom, best man and maybe the bride if she is going to say something. They may wish to thank people as well
- Avoid being boastful of your offspring’s academic, sporting and other achievements.

## What to do:

- The key challenge is to build up a profile of your daughter over many years. A simple timeline of key events is easy enough but building in humour may take longer. So, start your preparations early. In our case, it was a dialogue over a few weeks between me and my wife as we recalled events and then, bit by bit, what amused us floated to the surface. Later I found practicing aloud enabled me to build in little ad libs as they occurred to me. Straight away, I put them into the script.
- Praise for daughter. This can sound full of gush. So it’s good to have



Alastair Grant

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## Wedding speeches... continued.

### Our Services

Grant Pearson Brown Consulting Ltd is a respected adviser based in London. We enhance the performance of businesses, helping clients to excel in the use of the spoken and written word, improving the performance of individuals and teams. Over the long term our work improves the way a firm does business.

We coach and advise individuals to perform at their best in the toughest situations including: Presentations, New Business Pitches, Business Development, Negotiating, Media Interviews, Telephone Calls and Document Writing.

We also produce scientific voice, visual and content analysis reports, which are unique to GPB. We then provide voice and visual coaching, and content advice.

Our clients' needs are the only focus of our work; we listen to them and closely tailor our response to deliver first class coaching and advice. In support of this we selectively pursue new ideas and approaches, continually hone our advice and create tools such as:

- Voice, Visual and Content Analyses,
- Prospect Relationship Management (PRM),
- the Information Iceberg,
- Client s' Rights Act,
- Feature, Benefit Impact (FBI),
- Buyers' Criteria Analysis, (BCA), and
- our Q&A Methodology.

counterpoints. Sir John Major's moving eulogy of Paddy Ashdown was full of this: *'Paddy was always impatient. DIY bookcases were put up crooked, but he became an accomplished writer with 8 top-level books that could grace anybody's bookcase, however crooked'*. I mentioned that my daughter had not achieved high academic attainments but more than made up for it by other qualities.



Blessing the union  
(Unsplash, 2019)

most came from my head, a few glances at notes kept me on track.

One thing that did not go well was the PA system. I was given a hand microphone and quickly found my voice became distorted if too close or inaudible if too far away. Getting it at exactly the right distance was very distracting. It would have been better to have the microphone on a stand and not waving around in my hand.

My start was to say that this was my first ever Father of the Bride speech...and my last. Although an attempt to gain a smile, it was also my thought that time spent in preparation was important. With only one daughter I hope I won't have to do it again!

By Alastair Grant

- Advice to the Groom. Well this is not mandatory and has to be done somewhat tongue in cheek. Yet underlining it could be some sound advice.
- Propose the health. Surely easy to do. But important to do it with an element of showmanship. However, rehearsing this bit is sensible. Avoid making the same mistake I did, by getting the newlyweds double-barreled name the wrong way around. Maybe I was more nervous than I realised!
- Rehearse. I wrote a script but was determined not to use one on the day. So, I reduced it to notes. And then I practised and practised until I could recite all by heart, just like an actor. But I also practised with my notes as I felt that on the day, with a little emotion, I might fluff my lines. And indeed, although



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