

of us. To do so, we must move past the polarizing dichotomies of over-simplification. We must all work hard to release the potential in ourselves and each other. ... We must all come together to work constructively to uncover new truths and create new beginnings.”

- **ELICITING ACTION** – Again, issuing a challenge is often the most effective way to end this kind of speech. A simple, declarative question asking for their support—along with strong action words—can make this a rabble-raising kind of speech and very effective when done properly. In addition, since most audience members will be ready for the end of the speech, this is a good time to use short—sometimes repetitive—sentences that increase the energy and tension. Finally, remember that you should be able to state in a single sentence what you want the audience to do.

### **Monroe’s Motivated Sequence**

The Opening-Body-Close isn’t the only way to structure a speech. It may not even be the best for you. Another structure that’s highly effective—especially for persuasive speeches—is called Monroe’s Motivated Sequence.

Alan H. Monroe developed this model on the basis of a very simple fact: People have needs that must be met. As Abraham Maslow described in his groundbreaking 1943 paper “A Theory of Human Motivation,” there are five basic needs inherent in human beings:

- **BASIC PHYSIOLOGICAL NEEDS** – food and sleep
- **SAFETY NEEDS** – security of body (shelter), of family, of employment and property
- **BELONGING** – friendship, being a part of a group, love
- **ESTEEM** – self-esteem, confidence and respect by others
- **SELF-ACTUALIZATION** – which deals with achieving individual potential

Monroe recognized that when these needs are threatened—or perceived to be threatened—people seek out solutions. In other words, they are motivated to look for new ways to protect or even restore a need. He also devised a sequence of steps—a structure—that allows speakers to tap into this very human condition and effectively deliver a persuasive speech.

There are five steps to Monroe’s Motivated Sequence and you will probably see very quickly the overlap with the Opening-Body-Close structure. His five steps are:

1. **ATTENTION STEP** – which allows the speaker to establish that he or she has something interesting to say
2. **NEED STEP** – where the speaker describes the need or needs that are being threatened

3. **SATISFACTION STEP** – during which the speaker proposes a solution
4. **VISUALIZATION STEP** – which allows the speaker to paint a picture of the future if the solution is implemented
5. **ACTION STEP** – where the speaker tells the audience what they must do to help protect or restore the threatened need

Let's look at each step in more detail and examine a speech that uses this structure to great effect. The speech is by Benjamin Netanyahu, the prime minister of Israel, and was delivered to the United Nations in September of 2009. He took to the podium to argue that a recent U.N. report, critical of a recent Israeli action, should be dismissed and that the U.N. should condemn Hamas and its supporters.

### **Attention Step**

All of the steps are critical, of course, but you'll never get started unless the audience is paying attention. So it's worth your time to spend a good amount of energy making sure the audience's eyes and ears are all aimed toward your speaker. How? There are a variety of ways:

- Use an interesting quote or shocking statistic.
- Begin with a story.
- Use a hard, rhetorical question.
- Use your speaker's character (ethos) to pull the audience in.
- Make sure the person introducing your speaker sets him or her up the right way by giving the audience a sense of the need being addressed.
- Humor can work but is difficult. It must be original and unforced.
- Use a teaser by sharing something with the audience and then promising to show how it relates at the end of your talk.

Here's the way Netanyahu grabbed attention at the U.N. in the first minute of his speech. Notice how he skips the traditional pleasantries and delivers a direct, eye-opening message:

The United Nations was founded after the carnage of World War II and the horrors of the Holocaust. It was charged with preventing the recurrence of such horrendous events. Nothing has undermined that central mission more than the systemic assault on the truth. Yesterday, the president of Iran stood at this very podium, spewing his latest anti-Semitic rants. Just a few days earlier, he again claimed that the Holocaust is lie.

## **Need Step**

This is where the speaker outlines the common need being threatened. This is not the time for ambiguity. The speaker must be able to state what the urgent problem is. Doing so allows the speaker to tap into the audience's emotions where most decisions are made. Remember Dale Carnegie, the self-help guru, who said: "When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion."

It's not enough to say there is a problem, of course. This is also the step where you display the truth. So you use proof points to help make your case. Proof points can consist of select statistical data and facts (notice I said "select" data—too many numbers will overwhelm the audience), anecdotal stories and illustrations, and even testimony.

After describing how the U.N. allowed someone to use its podium to denounce the Holocaust as a lie, for example, Netanyahu used the safety need from Maslow's hierarchy to show them why they share a common problem.

Perhaps some of you think that this man and his odious regime threaten only the Jews. You're wrong. History has shown us time and again that what starts with attacks on Jews eventually ends up engulfing many others. ... Wherever they can, they impose a backward regimented society where women, minorities, gays or anyone not deemed to be a true believer is brutally subjugated.

## **Satisfaction Step**

This is the traditional body of the speech where the speaker—having outlined a common problem—offers a solution. Now that the audience is motivated to hear, the speaker must deliver a sensible approach. Everything that applies to the body of the speech above applies here.

The solution must be logical and the audience must be able to follow it. Good structures to use during this step, are: numbered lists, pro-con and elimination. Stay focused during this step, resist the temptation to "throw the kitchen sink" at the audience, and make sure it's something they can either implement themselves or support. That is critical for the next step.

Netanyahu, in his U.N. speech, argues for a very simple solution: that a recent U.N. report critical of Israel should be rejected because not doing so would give implicit support to terrorists.

If this body does not reject this report, it would send a message to terrorists everywhere: Terror pays; if you launch your attacks from densely populated areas, you will win immunity. And in condemning Israel, this body would also deal a mortal blow to peace.

## **Visualization Step**

After outlining a logical solution, the speaker should help the audience visualize the future after the solution is implemented. It's not only important to show that the need will be protected but that the audience will be better off because of this solution. The visualization must seem probable. And it will be stronger if you can tap into audience emotions.

There are three basic ways to help the audience visualize the future.

- **THE POSITIVE APPROACH** – which helps the audience picture themselves successfully in the future.
- **THE NEGATIVE APPROACH** – which describes the situation that could occur if the speaker’s solutions are not followed.
- **THE CONTRAST APPROACH** – which allows the speaker to paint an “either-or” scenario. In this case, it’s always best to paint a negative picture first and leave the audience with a positive impression.

Here’s how Netanyahu helps the U.N. visualize the future:

As deeply connected as we are to this land, we recognize that the Palestinians also live there and want a home of their own. We want to live side by side with them, two free peoples living in peace, prosperity and dignity. But we must have security. The Palestinians should have all the powers to govern themselves except those handful of powers that could endanger Israel. That is why a Palestinian state must be demilitarized. We don’t want another Gaza, another Iranian-backed terror base abutting Jerusalem and perched on the hills a few kilometers from Tel Aviv. We want peace.

### **Action Step**

This is the traditional Call to Action, where the speaker demonstrates how the audience can make the solution become a reality and help them secure their own needs. This step must be as direct as possible. One sentence. Write it down. If you can’t write it in one sentence, you don’t have a call to action.

One of the best techniques is to circle the speech back to the beginning and use that as a reminder of where the speaker and audience began their journey. You can summarize here and even offer a personal action plan (“this is what I commit to do”). But the main goal is to translate the goodwill the speaker has generated during the speech into action.

Again, here’s how Netanyahu ended his speech:

I believe such a peace can be achieved. But only if we roll back the forces of terror, led by Iran, that seek to destroy peace, eliminate Israel and overthrow the world order. The question facing the international community is whether it is prepared to confront those forces or accommodate them.

Over 70 years ago, Winston Churchill lamented what he called the “confirmed unteachability of mankind,” the unfortunate habit of civilized societies to sleep until danger nearly overtakes them. Churchill bemoaned what he called the “want of foresight, the unwillingness to

act when action will be simple and effective, the lack of clear thinking, the confusion of counsel until emergency comes, until self-preservation strikes its jarring gong.

I speak here today in the hope that Churchill's assessment of the "un-teachability of mankind" is for once proven wrong. I speak here today in the hope that we can learn from history—that we can prevent danger in time. In the spirit of the timeless words spoken to Joshua over 3,000 years ago, let us be strong and of good courage. Let us confront this peril, secure our future and, God willing, forge an enduring peace for generations to come.

### **One Last Word: Writing for the Ear**

There is an elemental truth that you need to accept before you begin actually putting words onto paper: No one really talks like they write. So when you sit down to write, you should write for the ear and not the eye. There is a big difference.

When people write for the eye—that is, for a document that someone will read—they can afford to construct complex sentences and arguments. Readers, after all, have the opportunity to reread a passage they don't understand or to return to it if they're interrupted by a phone call. Audience members listening to a speech, however, don't have that luxury. That simple fact means that the writing you do for the ear must be different.

There are two big differences in writing for the ear. People who write for the eye are often told to be as efficient as possible. If you can write something in five words instead of eight, for example, do it. The same rule doesn't apply when writing for the ear. In fact, you often need to be expansive. Ideas need room to breathe because the audience often needs time to catch up with what they're hearing.

For the same reason, repetition is almost essential when you're writing for the ear. When you're making a key point, repeat it to drive it home. And then repeat it again later for good measure.

Writing for the ear also must be simpler than other forms of writing. Audiences might be able to follow a long, complex sentence on the page, but listening is hard work and their ear can only take so much. Simple words, simple phrases and simple sentences rule the day when writing for the ear.

Round your numbers and statistics, for example, to make them easier on the ear. Instead of saying sales were "\$274,566" for the year, say they "were nearly \$275,000." Use contractions when you write, too, because that's probably how your speaker talks.

Finally, try to use fresh and imaginative and pungent words. Because you don't have pictures like TV, you have to paint mental pictures for your listeners. So appeal to their sense of vision, smell and touch while you're also appealing to their sense of sound. ✨