

Faculti Summary

<https://faculti.net/painting-a-clear-picture-while-seeing-the-big-picture/>

This video explores the effectiveness of different types of rhetorical communication used by leaders when articulating visions for their organizations or governments. Research indicates that the most compelling rhetoric is concrete and vivid, providing a clear picture of the future, whereas abstract rhetoric tends to be less engaging and harder for audiences to visualize. Although concrete communication is identified as beneficial, the research finds a paradox: leaders who excel in concrete thinking often focus on short-term, narrow issues rather than long-term, large-scale changes necessary for inspiring and galvanizing people.

The research further investigates the characteristics of leaders who can regularly convey effective rhetoric. It suggests that leaders in hierarchical organizations are more likely to communicate long-term visions because the structure prevents them from being bogged down by minute operational details. Consequently, these leaders can focus on broader strategic initiatives. The studies highlight two approaches: a big data analysis of CEO behaviors linked to organizational change and a controlled experiment assessing decision-making scenarios.

Findings suggest that CEOs who think concretely and are situated in more hierarchical settings are more successful at initiating organizational changes. In contrast, those who communicate abstractly do not seem to benefit from hierarchy in the same way. The research emphasizes the importance of selecting leaders who possess concrete thinking abilities, arguing that organizations should prioritize the selection of individuals capable of effectively communicating and implementing transformative visions, rather than solely focusing on organizational culture. The study points to opportunities for future research in understanding how best to identify and cultivate such leadership talent.