

# Improving the Transfer of Learning: Influence Tactics

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**Abstract:** *This application reports on class activities undertaken to improve student understanding and mastery of influence tactics. The activities are appropriate for undergraduate and graduate courses in management, organizational behavior, and leadership.*

## LEARNING OBJECTIVES

Courses in management, organizational behavior, and leadership typically cover both the sources of organizational power and the related topic of influence tactics. These tactics include exchange, pressure, consultation, inspirational appeal, rational persuasion, and coalition (see, for example, Yukl, 2010). This application is used to anchor concepts, is implemented following a discussion of influence tactics, and has the following specific learning objectives:

1. To secure greater engagement of students in the topic of influence tactics by requiring the application of knowledge acquired through reading and class discussion.
2. To permit students to learn - from the feedback received from classmates and the instructor - the extent to which they have mastered the definition of each tactic
3. To make students more aware of the prevalence and kinds of influence tactics present in everyday life.
4. To prepare students to effectively use influence tactics in their lives and careers.

## APPLICATION

The application requires students to identify the influence tactics used in a series of items from outside of the classroom. These include advertisements, a conference flyer, and political campaign speeches.

### Preparation for the Activity

A thorough class discussion of influence tactics is required, ideally following an assigned reading on this topic.

### Procedure

1. Form three-person student teams. Three person teams minimize social loafing (Latané, Williams & Harkins, 1979).
2. Depending on the class time available and the time an instructor wishes to devote to this activity distribute a selection of the following items to each team member. The items are in the Appendix.

### Written Communication.

Item #1: A page containing three movie advertisements.

Item #2: A university memorandum.

Item #3: An announcement of a business conference.

### **Spoken Communication.**

Item #4: A speech given by Senator John McCain made during the 2008 Presidential Campaign.

Item #5: A speech given by Senator Barack Obama made during the same campaign.

3. Provide students with the following instructions:
  - a) In your team focus and work on one item at a time.
  - b) Discuss and identify the influence tactics or tactics used in the item.
  - c) Prepare written team answers that identify the tactics or tactics used in each item and provide some supporting explanation for each tactic identified. For the political speeches, identify the line numbers where an influence tactic is used.
4. Collect each team's written products.
5. Before the next class session review each team's written work. Writing on the submitted work, indicate correct and incorrect team answers and provide brief explanations of why answers are not correct. If a team seems to have used a definition of a tactic that is incorrect note this, as well. I award bonus or extra credit points in the course for correct answers.
6. Make a copy of a team's answers and your comments for each team member and distribute these at the next class session. Start a discussion by asking students to identify the correct answers for each item. Invite the class to respond to the answers that are volunteered. Clarify the major influence tactics used in each item and indicate other tactics that teams identified that were also correct. Solicit student questions and clarify the definitions of the tactics if needed.

### **Time Estimates for Team Work**

Item #1: 15 minutes

Item #2: 15 minutes

Item #3: 30 minutes

Item #4: 50-60 minutes

Item #5: 50-60 minutes

### **Implementation Options for the Application**

**Focus on Written Communication.** If class time is limited distribute 1 and 2 to teams, or one of these and 3. Any combination of these items will generate good discussion and learning.

**Focus on Written and Spoken Communication.** Distribute one of the first three items and either 4 or 5.

**Focus on Spoken Communication.** Distribute both 4 and 5. The two speeches provide examples of many of the influence tactics and generally use different tactics.

**Combination of In-Class Work and Homework.** One or two items can be distributed to teams in class and another item can be assigned as an individual or team homework assignment. Concerning the two speeches, to reduce the number of products and the time required to review, make 4 or 5 a team assignment.

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DATE: January 26, 2\_\_ \_\_  
TO: Campus Community  
BY: University Controller  
RE: Purchasing Office Supplies and the State University Store

With the opening of office supply superstores in the area, many employees have raised questions about competitive pricing at the University Store. My office recently completed a fairly extensive study of prices and I'm happy to report that the University Store is not only convenient, but extremely competitive in terms of item price. Please see the summary chart on the next page, which shows the prices of commonly purchased items at the University Store, Office Max, and Staples.

As a result, we are requiring that all State University departments purchase office supplies at the University Store. Purchasing on campus has a number of advantages:

- Convenience - Considerable work time is lost driving to and from one of the superstores.
- No need for bulk buying - Bulk buying requires a secure storage space, and superstore marketing sometimes encourages overbuying and/or unnecessary purchases.
- Sales tax exemption - The Accounting Office has informed me that a number of outside purchases are not taking into consideration our tax-exempt status as a non-profit organization. State University is paying state sales taxes on these purchases that we do not have to pay because we are exempt from state sales taxes.
- Competitive pricing - In most cases, the 30% store discount for University supplies is a better or comparable price.
- Volume buying - The University Store participates in and is a member of the College Store Buying Cooperative. Having all State University office supplies purchased through the University Store allows us to negotiate better pricing.
- Special orders – Ms. \_\_\_\_\_ at the University Store will work closely with departments to provide any special order item or stock that is needed.

The University Store is currently participating in the second round of Quality Enhancement Teams. We look forward to the recommendations that result from this activity.

**UNIVERSITY STORE - PRICE COMPARISONS**

<b>Item</b>	<b>Retail Price at the State University Store</b>	<b>Price Actually Paid at the University Store with 30% Discount</b>	<b>Office Max</b>	<b>Staples</b>
25 pk. Hanging File Folders	\$11.95	\$8.37	\$8.49	\$9.99
100 Manila File Folders	8.50	5.95	4.69	3.49
Felt Stamp Pad	1.25	.88	2.09	2.39
Letter Tray	1.75	1.23	1.97	2.79
Sharpie FlipChart Markers 8 pack	9.98	6.99	7.49	7.29
Mouse pad	4.99	3.49	4.99	2.49
3"x5" Card File Box	.90	.63	1.19	1.19
50 pack CD-R Disks	19.98	13.99	14.99	14.39
Lined 8 ½" x 11" Tablets 12 pack	12.27	8.59	8.29	7.99
Avery Laser Printer Labels	36.95	25.87	34.29	23.99
PaperMate Retractable Ballpt. 12 pack	14.84	10.39	9.99	10.29
PaperMate Flair Felt Tip Pen 12 pack	19.98	13.99	14.99	14.99
Heavy Duty Expanding File 5 ¼" expansion	4.27	2.99	3.49	3.79
Month-at-a Glance Appointment Book	9.95	6.97	6.99	6.99

*Experience a new lineup of workshops covering a wide range of topics . . .*



## **The 1994 International Conference on Work Teams:**

*The Keys to Unlock the  
Potential of Today's Workforce*

This conference is the result of a  
university-industry partnership between  
the Center for the Study of Work Teams  
at the University of North Texas and  
Texas Instruments Incorporated

**September 14-16, Dallas, Texas**



Texas Instruments Incorporated

University of North Texas

*Register early—You'll save \$200 if your registration is received by August 1, 1994!*

## OVERVIEW

This year's conference will have **featured meal speakers** from a variety of areas of expertise. Some of the meal speakers will include **George Wibbon**, Manager, High Tech Performance Work Systems, Xerox Corporation, **Peter Block**, of Block Petrella Weisbord Inc., world-renowned author and consultant, **Patty Stoney**, People System Crew Leader and **Jack O'Tool**, UAW Crew Leader of Saturn Corporation, and **Eileen Appelbaum**, of the Economic Policy Institute.

The Conference will provide about 100 concurrent sessions, and 15 half-day workshops which will allow you to design the conference to meet your special interests. Major topic areas will include team theory, manufacturing and service industry case studies, team skills, team implementation strategies, panels on management teams and professional teams, and much more.

The **Concurrent Sessions** will provide an opportunity for managers, team members, researchers, and consultants to share their ideas and experiences with the audience. **Workshops** will be half-day sessions which will concentrate on skill building and will provide in-depth information from experts. Included in the conference will be meal speakers and many opportunities for networking with others interested in work teams. **Team Presentations** will be panel discussions by actual teams in operation. Team presentations will include:

- Cross-functional support team—Boeing-Irving
- Tennessee Eastman team—Malcolm Baldrige Award Winner
- Total Life Management team—SC Johnson Wax

## OBJECTIVE

The Fifth Annual International Conference on Work Teams offers the essential keys to implement, maintain and evaluate teams. This conference will provide information on topics including: compensation, communication, visioning, goal-setting, diversity and work team assessment. All levels of team development will be addressed. Individuals interested in either theory or practical experience will benefit from this conference.

## PARTICIPANTS

### WHO SHOULD ATTEND

Executives	Change Agents
Human Resource Professionals	Organizational Development Professionals
Team Members	Researchers
Managers	Trainers
Consultants	Union Members

## PAST

### EXAMPLES OF COMPANIES WHO HAVE ATTENDED

AT & T	Texas Instruments	IBM	Jostens
General Electric	U.S. Department of Labor	Mobil Oil	Blue Cross/Blue Shield
SC Johnson Wax	Boeing Defense & Space	Walt Disney World	Chrysler
Aetna Life Insurance	Shell Oil		

## DAILY SCHEDULE

### TUESDAY, SEPTEMBER 13

All events will be held at the Hyatt Regency Dallas at Reunion

5:00pm - 8:00pm Registration on the First Floor Concourse

7:00pm - 9:00pm Creative Networking Session - This session will provide conference participants with the opportunity to meet and interact with other people involved in the teaming process. Networking will be facilitated to offer maximum benefits to those involved.

**WORKSHOPS**

- Workshop I *Feedback - Breaking Down Team Barriers* by Donna J. Taylor. Consulting Partner of Xerox Quality Solutions
- Focus:
- Without feedback, teams reach a plateau and have difficulty getting past it
  - Assist work groups in understanding the importance of feedback, when to give feedback and the dynamics of feedback
  - Providing feedback on behaviors vs. intentions
- Workshop II *Leading Service and Staff Work Teams* by Dan Turner of Leadership & Redesign Systems
- Focus:
- Learn the fundamentals of effective leadership in service and staff organizations
  - Discover the unique dynamics of leading in a service environment
  - Receive concrete tools and processes for creating high performance work teams
- Workshop III *Managing Self-Managed Work Teams* by Kevin Dimmick of Dimmick and Associates
- Focus:
- Teams require clear objectives, clarity of roles and authority, rules/norms, training, decision making, leadership and management support
  - Teams should not be left to their own devices, they need to be properly managed.
- Workshop IV *Dialogue: A Communications Pathway to Self-Directed Work Teams* by Linda Teurfs and Glenna Gerard of The Dialogue Group
- Focus:
- Dialogue is a group communication process based on the work of the late David Bohm (a quantum physicist) and discussed in Peter Senge's book *The Fifth Discipline*.
  - An introduction to Dialogue will be presented, along with guidelines and skills
  - A skill-building exercise will demonstrate how Dialogue can be used in exploring team issues and in achieving desired team outcomes
- Workshop V *Developing and Empowering a Self-Directed Work Team* by Michael Donovan of PDS, Inc.
- Focus:
- The Self-Directed Work Team...an operational definition
  - The Changing Role of the Supervisor...two critical roles
  - Empowerment is Not the First Step
- Workshop VI *Diversity Within Teams* by John Fernandez of Advanced Research Management Consultants, author of *The Diversity Advantage*
- Focus:
- Human resource issues confronting corporations today
  - Topics such as sexual harassment and gender discrimination, people with disabilities, reverse discrimination and age-ism
  - Demonstrating the linkage between diversity, team building and the quality process
- Workshop VII *The Leadership Trapeze: Strategies to Transition Leaders in Team Based Organizations* by Jill George and Jeanne Wilson of Development Dimensions International, authors of *The Leadership Trapeze*
- Focus:
- Tactics leaders can use to make the transition through three phases of team progression - Pre Teams, New Teams, and Mature Teams
  - What leaders must do for themselves, their employees, and their bosses
  - Tactics the organization can use to assist leaders' progression



- Workshop VIII *Third Party Intervention to Resolve Conflict: A Skill Building Session* by Ned Munger of Alcatel Network Systems
- Focus:**
- A "person centered" model for conflict resolution
  - Skill building to enable participants to intervene as a neutral third party between two or more individuals or groups that are locked in unproductive conflict
- Workshop IX *Designing Teams to Enhance Productivity and Satisfaction* by Michael Campion of Purdue University, editor of *Personnel Psychology*
- Focus:**
- Designing new teams and redesigning existing teams
  - Themes for designing teams: job characteristics, task and goal interdependence, membership composition, resources and context, and team processes
- Workshop X *Improving Results With Existing Teams* by Deborah Harrington-Mackin of New Directions, author of the *Team Building Tool Kit: Tips, Tactics and Rules for Effective Work Teams*
- Focus:**
- Getting the team off to the right start
  - Handling team behavior problems
  - Redefining management's role: when to coach, when to direct
  - Specific tools to improve team problem-solving and decision-making
- Workshop XI *Empowering Leadership Strategies: Are You Really "Walking the Talk"?* by Sandra Richardson and Jonathan Cox of The Center for the Study of Work Teams
- Focus:**
- Understanding empowerment
  - Dangers of empowerment
  - Strategies for identifying and overcoming personal roadblocks to empowerment
- Workshop XII *The System Paradox* by William D. Stinnett of Human Productivity Center, author of *Corporate Madness*
- Focus:**
- A system paradox is the more influence you have on the system, the less information you have about the consequences of your behavior
  - Explanation of the nature of system paradoxes
  - Strategies for recognizing and counteracting paradoxes
- Workshop XIII *Experiential Activities for Team Development* by Larry Meeker of Texins and Advanced Team Concepts, Texas Instruments
- Focus:**
- The first half of this workshop will highlight the methodology of the Texins Team Building Program
  - The second half will give participants a few samples of experiential exercises which can be taken back to the work place and immediately used.
- Workshop XIV *Compensation/Reward Systems* by R.J. Bullock of Change, Inc.
- Workshop XV by Joseph Boyett author of *Workplace 2000* and *The Quality Journey*

1 **Senator John McCain's National Security Remarks in Tampa, Florida, October 29, 2008.**

2  
3 Thank you all for joining us. For weeks now, the attention of our country has been focused on the serious  
4 financial troubles we face. At such a time, when the jobs and financial security of our people seem at risk,  
5 it is hard to spare much thought even for the great and abiding concerns of this nation's security, and the  
6 security of our friends and allies across the world. But these dangers have not gone away while we turned  
7 our attention elsewhere. And the next president will meet no greater test than defending America from  
8 these threats.

9 My fellow Americans, we're going to get through this economic crisis. And we will even come out  
10 stronger -- without the corruption and arrogance that have overtaken both Washington and Wall Street.  
11 We're going to pull through these hard times -- and do it together, just as our country has done before.

12 But when that day arrives, and the worries of financial crisis have fallen away, we will find awaiting our  
13 country all of the same great challenges and dangers that were there all along. They mattered before the  
14 economic turmoil of the present. They will matter still when it has passed. And in a time of war ... at a  
15 moment of danger for our country and the world ... let it not be said of us that we lost sight of these  
16 challenges.

17 Today I consulted with a number of distinguished citizens who know, from experience, what matters most  
18 in the affairs of our country. They understand that no responsibility of government is more fundamental  
19 than protecting this country from the threats of the world. They are trusted friends and advisors of long  
20 standing, including Dr. Henry Kissinger -- a man whose diplomatic experience includes helping to secure  
21 the release of me and my fellow POWs from Hanoi. By phone, I conferred as well with former Secretaries  
22 of State Shultz and Eagleburger. These gentlemen are always good for sound advice, and, as president, I  
23 would be relying on men and women of their caliber and experience.

24 These statesmen and those who have joined me here today are supporting my candidacy because we share  
25 many of the same convictions, and the same assessment of the national security challenges before our  
26 country. And with good reason, they question whether my opponent in this election has the wisdom or  
27 judgment to serve as commander in chief.

28 Victory must still be secured, in Iraq and Afghanistan. Senator Obama opposed removing the dictator in  
29 Iraq, and now obstinately opposes the need to defend the young democracy in that country -- even with  
30 victory so clearly in sight. He cites as his most courageous moment in public life a speech he gave in  
31 2002 -- against a war resolution on which he had no vote, on a matter of national security for which he  
32 bore no responsibility. He hopes you will forget the votes he cast when he actually did have responsibility  
33 ... his votes to prevent the strategy that is leading to victory, and to deny funding for the troops who are  
34 gaining that victory. And now he hopes that in the cloud of crisis at home you will forget the stakes in  
35 Iraq -- the disaster and tragedy that would follow if American forces leave in retreat.

36 With terrorists still plotting new strikes across the world, millions of innocent lives are still at stake,  
37 including American lives. Our enemies' violent ambitions must still be prevented -- by American  
38 vigilance, by diplomacy and cooperation with our partners, and by force of arms as a last resort. In his  
39 four years in the Senate, two of them spent running for president, Barack Obama has displayed some  
40 impressive qualities. But the question is whether this is a man who has what it takes to protect America  
41 from Osama bin Laden, al Qaeda, and other grave threats in the world. And he has given you no reason to  
42 answer in the affirmative.

43 Senator Joe Biden has a way of straying off message and stumbling on the truth, and his most recent  
44 warning bears close attention. He cautioned us -- in fact, he guaranteed his listeners -- that because he is  
45 untested Barack Obama would only invite an international crisis. And we know well what one of those  
46 crises could be -- the success of the Iranian regime in its program of acquiring nuclear weapons. If such a  
47 thing were to happen, our troubles of today would dramatically escalate, as a nuclear-armed Iran  
48 threatened Israel or sparked an uncontrollable nuclear arms race across the region.

49 In the same way, my opponent assumes far more good will than is warranted from Kim Jong Il, the tyrant  
50 of North Korea ... Hugo Chavez, the leader of Venezuela who wishes to export instability to neighboring  
51 countries ... and the Castro brothers, who have given Cuba fifty years' worth of socialist misery and are  
52 still at it. In each case, Senator Obama presents his plan for direct talks as if no one before had ever  
53 considered that. He seems unaware that mere talk has been tried many times, to no avail and that our  
54 adversaries recognize such gestures as a sign of weakness.

55 They will draw similar assumptions from the plans, already proposed by the chairman of the House  
56 Finance Committee, Congressman Barney Frank, to cut defense spending by 25 percent. Even with our  
57 troops engaged in two wars, and with a force in need of rebuilding, we're getting a glimpse of what one-  
58 party rule would look like under Obama, Pelosi, and Reid. Apparently it starts with lowering our defenses  
59 and raising our taxes.

60 Our national security is dependent on our economic security, and the plans of a Democratic dominated  
61 Washington would harm both. Raising taxes and unilaterally renegotiating trade agreements as they have  
62 promised would make a bad economy even worse, and undermine our national security, even as they  
63 slash defense spending. At least when European nations chose the path of higher taxes and cutting  
64 defense, they knew that their security would still be guaranteed by America. But if America takes the  
65 same path, who will guarantee our security?

66 In an unusual refrain for a closing argument, Senator Obama has lately taken to telling America that on  
67 many great issues, quote, "we don't have to choose." It is a fitting motto for a man who throughout his  
68 career has so often voted "present," instead of giving a simple "yes" or "no." But ladies and gentlemen,  
69 there is a time for choosing. It is six days away. America has a decision to make, on these fateful  
70 questions and more. And when you cast your vote, my fellow citizens, let there be no confusion about the  
71 threats we face and the costs of failing to meet them.

72 I've had to make a few defining choices of my own along the way. One of them came last year, when I  
73 told you that I would rather lose an election than see my country lose a war. I chose that course because I  
74 know the quality of those who fight our wars, but also because I know the character of the American  
75 people. I believed that you, too, would persevere in support of our most fundamental interests in the world  
76 -- and you did, America. You gave our troops time to complete their mission, and they almost have. And  
77 at a crucial hour in a vital cause, that has made all the difference. Because of that support, our troops will  
78 soon come home in victory.

79 We have passed through a difficult time, and more courage will be needed in the years ahead. But there is  
80 a direction to events, and the sacrifices of the present have not been in vain. We will build on our hard-  
81 won victories to extend the security of our nation and of every nation that seeks to live in freedom. We  
82 will not yield to intimidation, and by our strength we will prevent threats from turning into tragedies. This  
83 is America's work in the world, as it has always been in our finest moments. We are called still to spread  
84 liberty, to assure justice, to be the makers of peace. And this is the great work I will carry on as your  
85 president and commander in chief. Thank you very much. (Real Clear Politics, 2009)

1 **Senator Barack Obama's Remarks in Madison, Wisconsin, on Potomac Primary Night,**  
2 **February 12, 2008.**

3  
4 Today, the change we seek swept through the Chesapeake and over the Potomac.

5 We won the state of Maryland. We won the Commonwealth of Virginia. And though we won in  
6 Washington D.C., this movement won't stop until there's change in Washington. And tonight, we're on  
7 our way.

8 But we know how much farther we have to go.

9 We know it takes more than one night – or even one election – to overcome decades of money and the  
10 influence; bitter partisanship and petty bickering that's shut you out, let you down and told you to settle.

11 We know our road will not be easy.

12 But we also know that at this moment the cynics can no longer say our hope is false.

13 We have now won east and west, north and south, and across the heartland of this country we love. We  
14 have given young people a reason to believe, and brought folks back to the polls who want to believe  
15 again. And we are bringing together Democrats and Independents and Republicans; blacks and whites;  
16 Latinos and Asians; small states and big states; Red States and Blue States into a United States of  
17 America.

18 This is the new American majority. This is what change looks like when it happens from the bottom up.  
19 And in this election, your voices will be heard.

20 Because at a time when so many people are struggling to keep up with soaring costs in a sluggish  
21 economy, we know that the status quo in Washington just won't do. Not this time. Not this year. We can't  
22 keep playing the same Washington game with the same Washington players and expect a different result  
23 – because it's a game that ordinary Americans are losing.

24 It's a game where lobbyists write check after check and Exxon turns record profits, while you pay the  
25 price at the pump, and our planet is put at risk. That's what happens when lobbyists set the agenda, and  
26 that's why they won't drown out your voices anymore when I am President of the United States of  
27 America.

28 It's a game where trade deals like NAFTA ship jobs overseas and force parents to compete with their  
29 teenagers to work for minimum wage at Wal-Mart. That's what happens when the American worker  
30 doesn't have a voice at the negotiating table, when leaders change their positions on trade with the politics  
31 of the moment, and that's why we need a President who will listen to Main Street – not just Wall Street; a  
32 President who will stand with workers not just when it's easy, but when it's hard.

33 It's a game where Democrats and Republicans fail to come together year after year after year, while  
34 another mother goes without health care for her sick child. That's why we have to put an end to the  
35 division and distraction in Washington, so that we can unite this nation around a common purpose, a  
36 higher purpose.

37 It's a game where the only way for Democrats to look tough on national security is by talking, and acting  
38 and voting like Bush-McCain Republicans, while our troops are sent to fight tour after tour of duty in a  
39 war that should've never been authorized and should've never been waged. That's what happens when we  
40 use 9/11 to scare up votes, and that's why we need to do more than end a war – we need to end the  
41 mindset that got us into war.

42 That's the choice in this primary. It's about whether we choose to play the game, or whether we choose to  
43 end it; it's change that polls well, or change we can believe in; it's the past versus the future. And when  
44 I'm the Democratic nominee for President – that will be the choice in November.

45 John McCain is an American hero. We honor his service to our nation. But his priorities don't address the  
46 real problems of the American people, because they are bound to the failed policies of the past.

47 George Bush won't be on the ballot this November, but his war and his tax cuts for the wealthy will.

48 When I am the nominee, I will offer a clear choice. John McCain won't be able to say that I ever  
49 supported this war in Iraq, because I opposed it from the beginning. Senator McCain said the other day  
50 that we might be mired for a hundred years in Iraq, which is reason enough to not give him four years in  
51 the White House.

52 If we had chosen a different path, the right path, we could have finished the job in Afghanistan, and put  
53 more resources into the fight against bin Laden; and instead of spending hundreds of billions of dollars in  
54 Baghdad, we could have put that money into our schools and hospitals, our road and bridges – and that's  
55 what the American people need us to do right now.

56 And I admired Senator McCain when he stood up and said that it offended his "conscience" to support the  
57 Bush tax cuts for the wealthy in a time of war; that he couldn't support a tax cut where "so many of the  
58 benefits go to the most fortunate." But somewhere along the road to the Republican nomination, the  
59 Straight Talk Express lost its wheels, because now he's all for them.

60 Well I'm not. We can't keep spending money that we don't have in a war that we shouldn't have fought.  
61 We can't keep mortgaging our children's future on a mountain of debt. We can't keep driving a wider and  
62 wider gap between the few who are rich and the rest who struggle to keep pace. It's time to turn the page.

63 We need a new direction in this country. Everywhere I go, I meet Americans who can't wait another day  
64 for change. They're not just showing up to hear a speech – they need to know that politics can make a  
65 difference in their lives, that it's not too late to reclaim the American Dream.

66 It's a dream shared in big cities and small towns; across races, regions and religions – that if you work  
67 hard, you can support a family; that if you get sick, there will be health care you can afford; that you can  
68 retire with the dignity and security and respect that you have earned; that your kids can get a good  
69 education, and young people can go to college even if they're not rich. That is our common hope. That is  
70 the American Dream.

71 It's the dream of the father who goes to work before dawn and lies awake at night wondering how he's  
72 going to pay the bills. He needs us to restore fairness to our economy by putting a tax cut into the pockets  
73 of working people, and seniors, and struggling homeowners.

74 It's the dream of the woman who told me she works the night shift after a full day of college and still can't  
75 afford health care for a sister who's ill. She needs us to finally come together to make health care  
76 affordable and available for every American.

77 It's the dream of the senior I met who lost his pension when the company he gave his life to went  
78 bankrupt. He doesn't need bankruptcy laws that protect banks and big lenders. He needs us to protect  
79 pensions, not CEO bonuses; and to do what it takes to make sure that the American people can count on  
80 Social Security today, tomorrow and forever.

81 It's the dream of the teacher who works at Dunkin Donuts after school just to make ends meet. She needs  
82 better pay, and more support, and the freedom to do more than just teach to the test. And if her students  
83 want to go on to college, they shouldn't fear decades of debt. That's why I'll make college affordable with  
84 an annual \$4,000 tax credit if you're willing to do community service, or national service. We will invest  
85 in you, but we'll ask you to invest in your country.

86 That is our calling in this campaign. To reaffirm that fundamental belief – I am my brother's keeper, I am  
87 my sister's keeper – that makes us one people, and one nation. It's time to stand up and reach for what's  
88 possible, because together, people who love their country can change it.

89 Now when I start talking like this, some folks tell me that I've got my head in the clouds. That I need a  
90 reality check. That we're still offering false hope. But my own story tells me that in the United States of  
91 America, there has never been anything false about hope.

92 I should not be here today. I was not born into money or status. I was born to a teenage mom in Hawaii,  
93 and my dad left us when I was two. But my family gave me love, they gave me education, and most of all  
94 they gave me hope – hope that in America, no dream is beyond our grasp if we reach for it, and fight for  
95 it, and work for it.

96 Because hope is not blind optimism. I know how hard it will be to make these changes. I know this  
97 because I fought on the streets of Chicago as a community organizer to bring jobs to the jobless in the  
98 shadow of a shuttered steel plant. I've fought in the courts as a civil rights lawyer to make sure people  
99 weren't denied their rights because of what they looked like or where they came from. I've fought in the  
100 legislature to take power away from lobbyists. I've won some of those fights, but I've lost some of them  
101 too. I've seen good legislation die because good intentions weren't backed by a mandate for change.

102 The politics of hope does not mean hoping things come easy. Because nothing worthwhile in this country  
103 has ever happened unless somebody, somewhere stood up when it was hard; stood up when they were  
104 told – no you can't, and said yes we can.

105 And where better to affirm our ideals than here in Wisconsin, where a century ago the progressive  
106 movement was born. It was rooted in the principle that the voices of the people can speak louder than  
107 special interests; that citizens can be connected to their government and to one another; and that all of us  
108 share a common destiny, an American Dream.

109 Yes we can reclaim that dream.

110 Yes we can heal this nation.

111 The voices of the American people have carried us a great distance on this improbable journey, but we  
112 have much further to go. Now we carry our message to farms and factories across this state, and to the  
113 cities and small towns of Ohio, to the open plains deep in the heart of Texas, and all the way to  
114 Democratic National Convention in Denver; it's the same message we had when we were up, and when  
115 were down; that out of many, we are one; that our destiny will not be written for us, but by us; and that  
116 we can cast off our doubts and fears and cynicism because our dream will not be deferred; our future will  
117 not be denied; and our time for change has come. (Best Speeches of President Obama, 2009; Real Clear  
118 Politics, 2009)

*Teaching Note/Instructor Manual available from the Journal of Business Cases and Applications.*