

Executive Writing, Executive Thinking

Transferring Genre Knowledge from the Academy to the E-Suite

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What are your goals for the workshop?

Objectives

- Writing Genres
- Transfer Theory
- Thinking, Writing, and Organization
- Executive Writing Genres
- Compare Academic and Executive Writing and Thinking
- Discuss aspects of Academic Writing, Thinking about Transfer

Genres 1

- Writing is a method and process for creating and transmitting new meaning and knowledge
- The transmission of meaning and knowledge, especially within societies and organizations, occurs relative to activity systems
- Activity systems are typically repeated
- Genres and genre sets are typified forms of written texts that conform to or meet the needs of activity systems.
- In activity systems, words *are* actions.

Genres 2, Common Errors

- Changes to typography are not appropriate
 - Do not use **bold** or CAPITALIZATION or *italics* or underlining because you think it is important
 - Only change typography to fulfill the requirements of the genre and style guide
 - books are italicized, articles are quoted and underlined
- A very common mistake is attempting to change the form rather than the content.
 - Innovation of the genre is not a valuable effort, especially in bureaucratic organizations
 - Creativity, depth, thoughtfulness in content need to be adapted to the genre
 - Spend time figuring out how to adapt the ideas to the genre
 - Don't substitute questions

Genres 3, Rhetorical Theory

How does an understanding of genre shape how we think about aspects of rhetoric and the relationships between the aspects of rhetoric?

- Context/Situation/Organization
- Audience
- Messenger/Writer
- Mode (Genre)
- Purpose
- Message
- Style

Transfer Theory

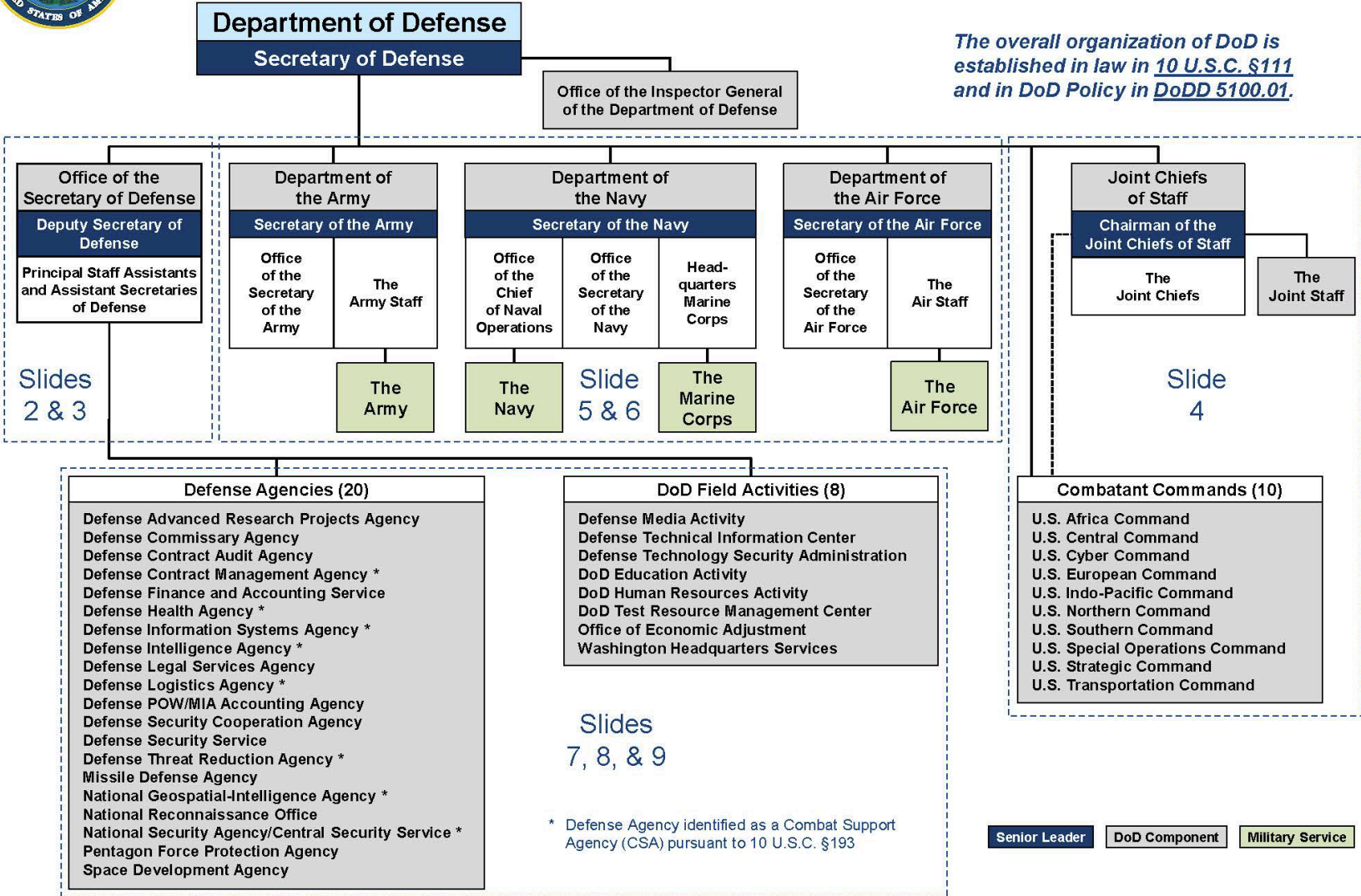
- Transfer is the study of how
 - students learn new information
 - then apply that information to different contexts, aka learn to transfer information between genres
- Students always encounter transfers challenges for genres between activity systems (contexts)
 - transfer resistance
 - negative transfer
 - situational uniqueness
 - the academy as a conditioned rhetoric space
 - employing genre conventions rather than destroying, usurping, misapplying

DOD Organizational, Writing and Thinking

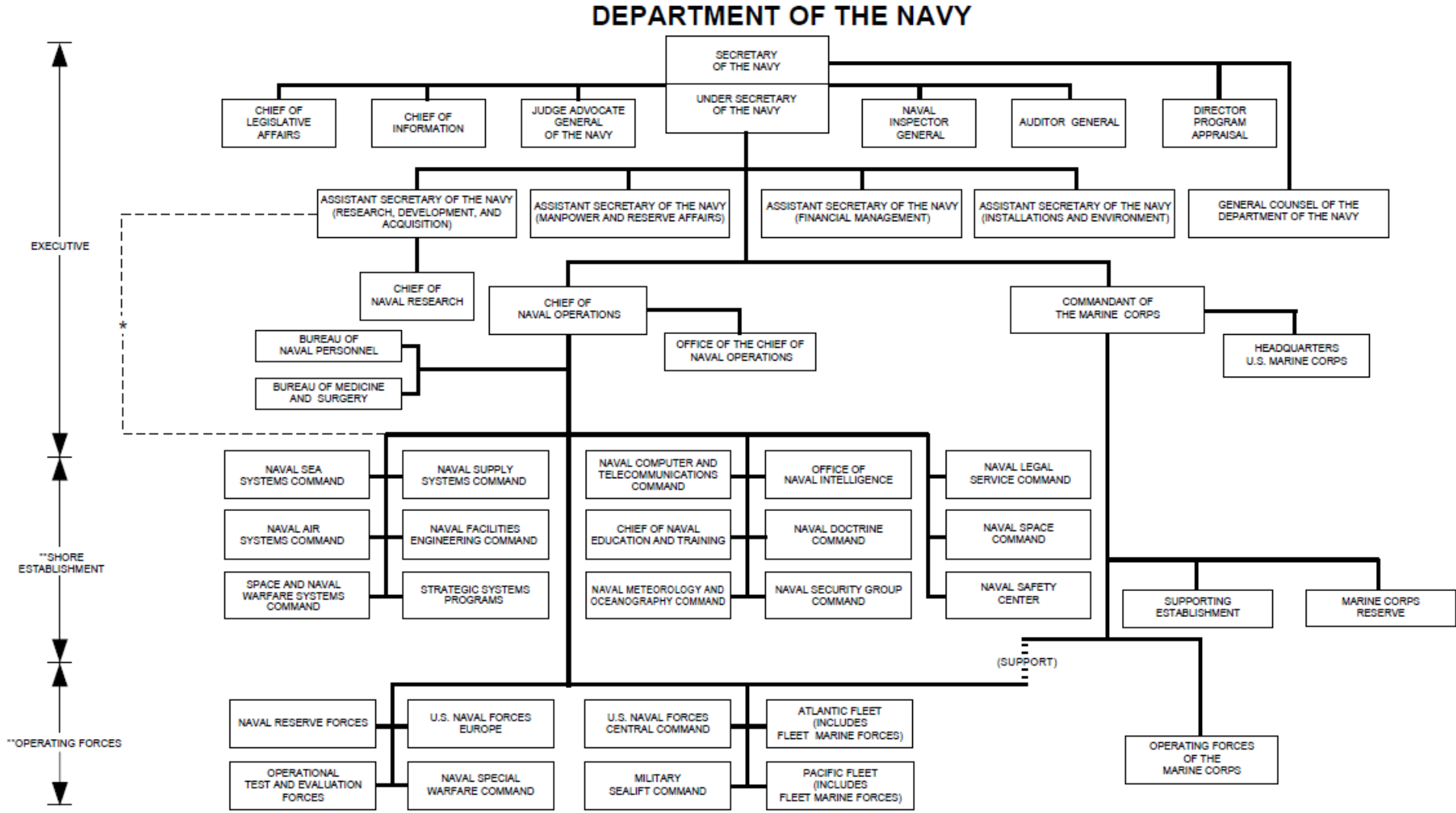


DoD Organizational Structure

Prepared by: Organizational Policy and Decision Support, OCMO/OSD



US Navy Organizational, Writing and Thinking



*Systems commands and SSP report to ASN (RDA) for acquisition matters only.
 **Also includes other Echelon 2 commands and subordinate activities under the command or supervision of the designated organizations.

Levels of War, Thinking and Writing

Strategic

Tactical	Tactical	Tactical	Operational	Strategic
<ul style="list-style-type: none"> • Rotate Tires • Eggs • Milk • Ground Beef • Ice Cream • Tent Stakes • Oil Change • Soccer Practice • Beer/Wine • Adele Tickets • Gas 	<ul style="list-style-type: none"> • Groceries <ul style="list-style-type: none"> • Eggs • Milk • Ice Cream • Beer/Wine • Ground Beef • Car Dealer <ul style="list-style-type: none"> • Oil Change • Athletic Fields <ul style="list-style-type: none"> • Soccer Practice • Costco <ul style="list-style-type: none"> • Rotate Tires • REI <ul style="list-style-type: none"> • Nails • Gas Station • MWR <ul style="list-style-type: none"> • Adele Tickets 	<ul style="list-style-type: none"> • MWR <ul style="list-style-type: none"> • Adele Tickets • Car Dealer <ul style="list-style-type: none"> • Oil Change • Costco <ul style="list-style-type: none"> • Rotate Tires • REI <ul style="list-style-type: none"> • Tent Stakes • Athletic Fields <ul style="list-style-type: none"> • Soccer Practice • Gas Station • Groceries <ul style="list-style-type: none"> • Eggs • Milk • Ice Cream • Beer/Wine • Ground Beef 	<ul style="list-style-type: none"> • Planning-Coordinate • Spouse <ul style="list-style-type: none"> • MWR <ul style="list-style-type: none"> • Adele Tickets • Groceries <ul style="list-style-type: none"> • Eggs • Milk • Ice Cream • Beer/Wine • Ground Beef • You <ul style="list-style-type: none"> • Car Dealer <ul style="list-style-type: none"> • Oil Change • Costco <ul style="list-style-type: none"> • Rotate Tires • REI <ul style="list-style-type: none"> • Tent Stakes • Athletic Fields <ul style="list-style-type: none"> • Soccer Practice • Gas Station 	<ul style="list-style-type: none"> • Strategy and Planning • Friends <ul style="list-style-type: none"> • Cooler • Ice • Grill • Propane • Trailer • Jet Skis • Tents • Spouse <ul style="list-style-type: none"> • MWR <ul style="list-style-type: none"> • Adele Tickets • Groceries <ul style="list-style-type: none"> • Eggs • Milk • Ice Cream • Beer/Wine • Ground Beef • You <ul style="list-style-type: none"> • Car Dealer <ul style="list-style-type: none"> • Oil Change • Costco <ul style="list-style-type: none"> • Rotate Tires • REI <ul style="list-style-type: none"> • Tent Stakes • Athletic Fields <ul style="list-style-type: none"> • Soccer Practice • Vehicle Convoy <ul style="list-style-type: none"> • Meeting time • Location

Executive Writing Genres 1 (Handout)

- Executive Summaries
- Papers
 - Position
 - Information
 - White
- Comment and Response
- General Correspondence
 - Email and Ghost Email
 - Personal Letter
- Meeting/Discussion Prep
 - Read Ahead
 - Talking Points
- Memorandum
 - Action
 - Decision
 - Information
 - Commander's Guidance

Executive Writing Genres 3, Contexts/Activity

Studying an Issue

- Papers
 - Position
 - Information
 - White
 - Executive Summary

Requesting Feedback

- Comment & Response

Discussing Issue

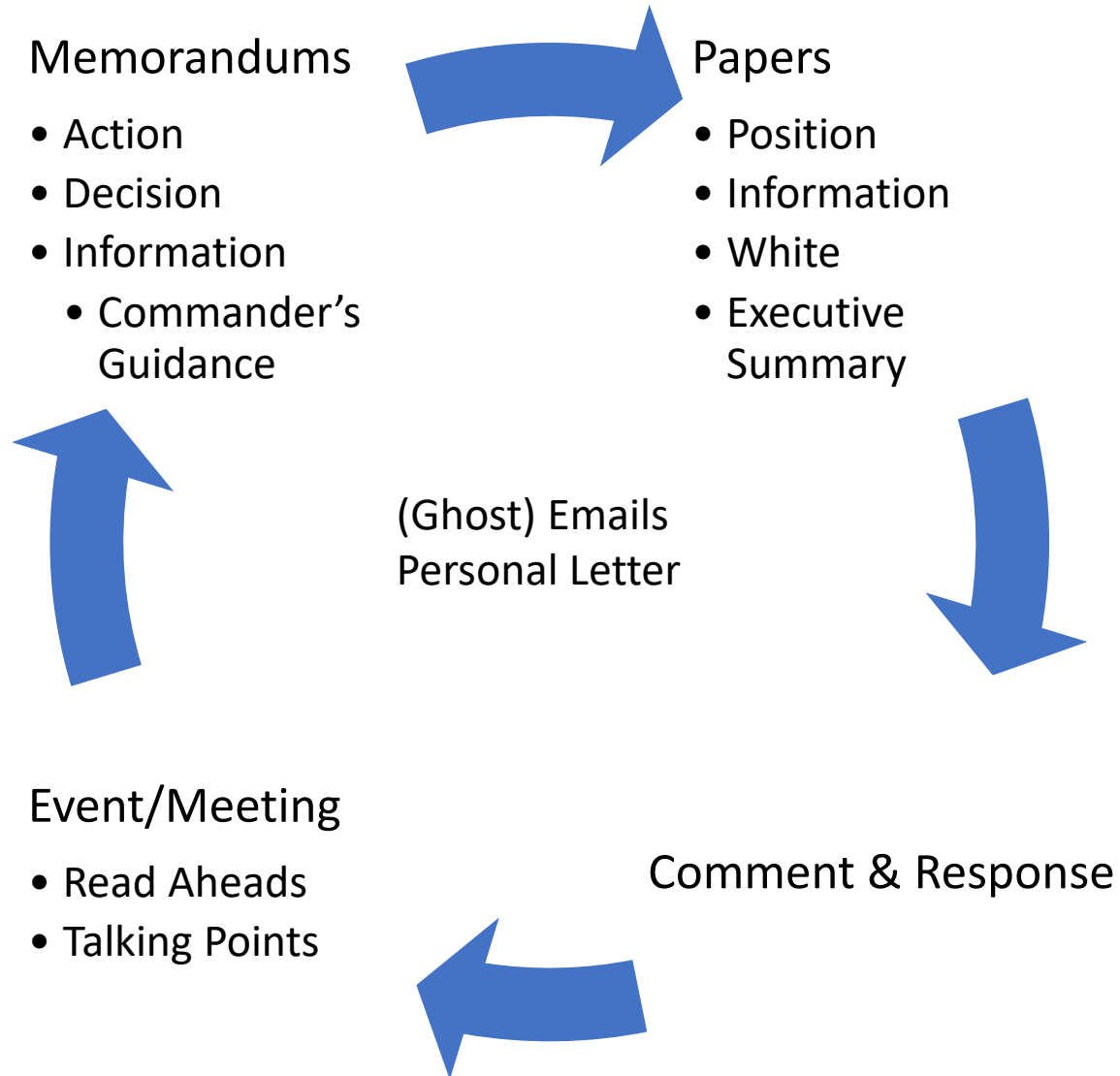
- Event/Meeting
 - Read Aheads
 - Talking Points

Decision Making

- Memorandums
 - Action
 - Decision
 - Information
 - Commander's Guidance

(Ghost) Emails
Personal Letter

Executive Writing Genres 3, Progression



Genre Comparison, Thinking and Writing

Writing for the Academy

- Reflection essays
- Research papers
- Policy papers
- Book, article, and film reviews
- Analytical models/processes
- Journal articles
- Emails
- Lab reports
- Thesis, capstone report, and dissertation
 - Abstract
 - Introduction: research question, problem statement, relevancy
 - Methods
 - Cases
 - Analysis
 - Conclusion

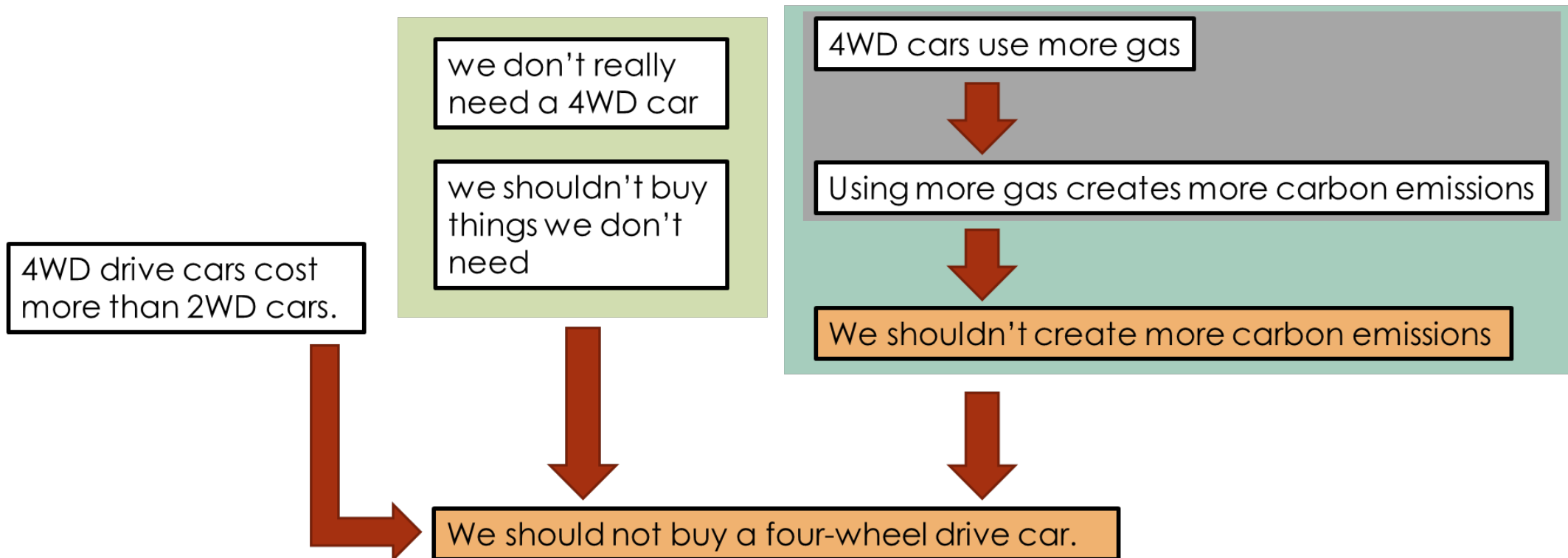
Writing for a Staff or Executives

- Executive Summaries
- Papers
 - Position
 - Information
 - White
- Comment/Response
- Ghost Email
- Read Ahead
- Talking Points/Discussion Points
- Personal Letter
- Memoranda
 - Action
 - Decision
 - Information
 - CDR's Guidance

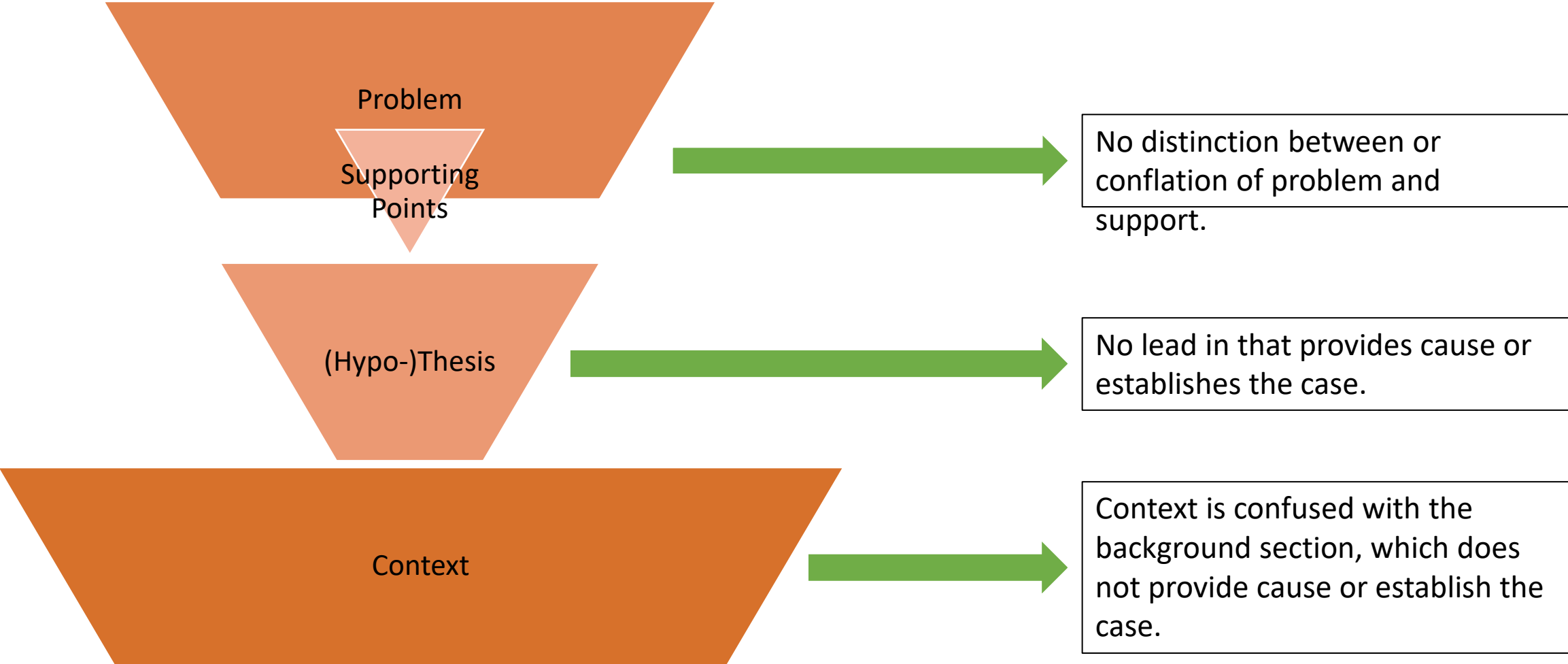
Academic Writing and Thinking, Essays & Argumentation

- Breaking an argument into premises, sub-conclusions, conclusions, and objections/replies

“Four-wheel drive cars cost more than two-wheel drive cars, so we shouldn’t buy a four wheel drive car. Furthermore, we don’t really need a four-wheel drive car, and we shouldn’t buy things we don’t need. Also, four-wheel drive cars use more gas, and we shouldn’t waste gas.”



Academic Writing and Thinking, (Poor) Introductions



Academic Writing, Paragraphing

China has grown in power over the last two decades and threatens US hegemony in the Pacific. The US and China have recently engaged in diplomatic sanctions against one another. The US, after thwarting Chinese espionage, has mandated China close its consulate in Houston, TX. China has proclaimed innocence to the US claims and has mandated the US close its Chengdu consulate in retaliation. The current example of diplomatic actions between the US and China suggests a dangerous decoupling of diplomatic interactions that could lead to conflict. Fewer diplomats in a country means fewer diplomatic engagements and opportunities for engagement to prevent the escalation of conflict. Engagement of diplomats can serve to highlight and message the intentions of adversarial countries, reducing the likelihood of conflict.

Academic Writing and Thinking, Assignments 1

- What kinds of thinking are the writing assignments below asking for?
- What types of executive writing genres might be appropriate for the desired response?

Generic

Write about the utilization of air power in the Vietnam War.

Was air power valuable in the Vietnam War?

Ideal

The Vietnam War provides lessons for strategists today. What lessons do you believe are most relevant today?

Explain why the lessons are important, provide specific examples from the War, and explain why the lessons are relevant today.

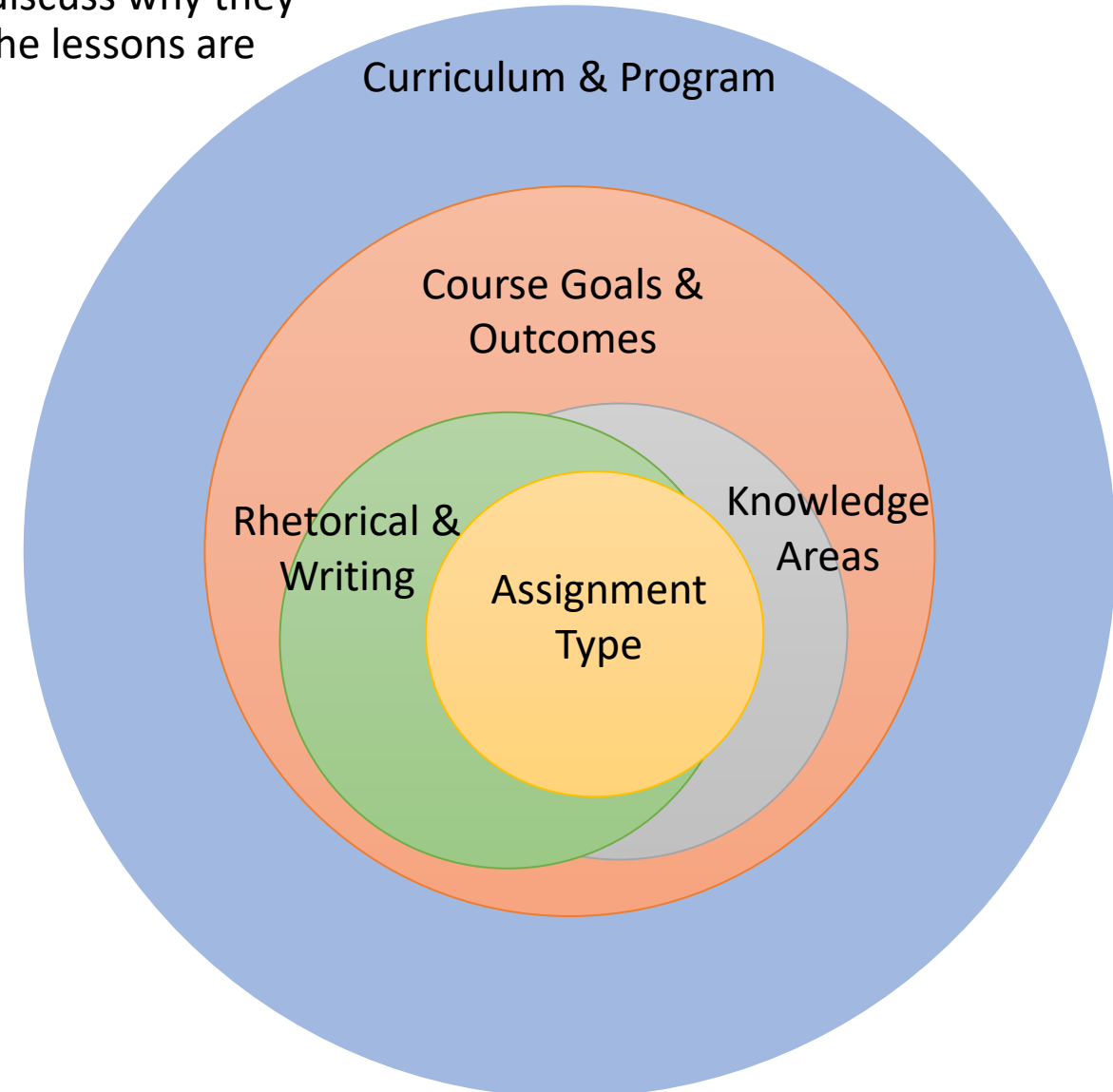
Constrained

The course has studied the fifteen primary factors for the cause of US failures in the Vietnam War. In three pages or less, identify the fifteen factors, explain their relevance, and provide examples.

Writing and Thinking, Assignments 2

“The Vietnam War provides lessons for strategists today. What lessons do you believe are most relevant today? Identify the most important lessons and discuss why they are important, using specific examples from the War. Explain why the lessons are relevant today.”

- Curriculum and Program goals and outcomes
 - A student prepared to influence and resolve national security problems using joint capabilities.
- Course goals and outcomes
 - Demonstrate proficiency in applying historical knowledge to employment of force during or preceding conflicts
- Rhetorical and Writing skills
 - Genre: academic essay
 - Length: 5-6 pages
 - Authentic or academic: academic
 - Writing Skills: use of sources, organization of analysis/paragraphing
- Knowledge areas
 - Methods of analysis and process: analysis of historical events and pattern identification in contemporary conflict
 - Types of knowledge: humanities
- Assignment Process and Product
 - Single deliverable: short term
 - Product: academic



Discussion