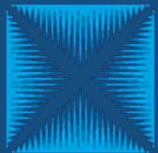


Managing Conflict: Creating the Best Outcomes from Tough Situations



International Association
of Business Communicators



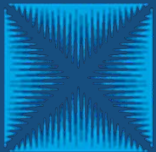
Exec|Comm

What's your message to the world?

Agenda

- Crafting Constructive Messages
- Managing Your Energy
- Leveraging Mediation Techniques
- Communicating in the Face of Hostility

Crafting Clear Messages



ExecComm

What's *your* message to the world?

Why Messages Are Critical

It's all the audience remembers:

- Length of interaction – 20 minutes
- Amount you talk – 7 minutes
- What they remember – 20 seconds

Create Your Message

A positive message is:

- Brief – 10 words or fewer
(and mostly monosyllabic)
- Listener directed
- Upbeat
- Repeatable – slogan like

Plan Your Message Script

- My message is: _____

- My supporting evidence:
 - Facts
 - Statistics
 - Examples
 - Analogies
 - Stories



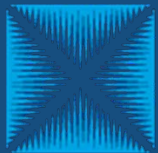
Variety of Messages

Create Messages for:

- Yourself
- Your group
- Your next meeting

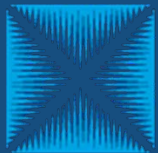
Start with the audience.





ExecComm
What's *your* message to the world?

Manage Your Physical Presence



ExecComm

What's your message to the world?

Sit with Presence

- Sit on front 2/3 of chair
- Place feet flat on floor
- Keep spine straight
- Rest forearms on table
- Keep hands apart and gesture naturally

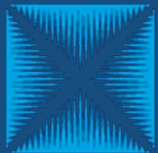
Stand with Presence

- Take strong stance
 - Feet hip-width apart
 - Arms and hands open
- Move only with a purpose
- Do not look at your hands
- Focus your eyes; complete your thought

Avoid Qualifying Language

- Basically
- Essentially
- Kind of
- Sort of
- Like
- “Up speak”

Leveraging Mediation Techniques



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What's *your* message to the world?

Effective Concession Strategies

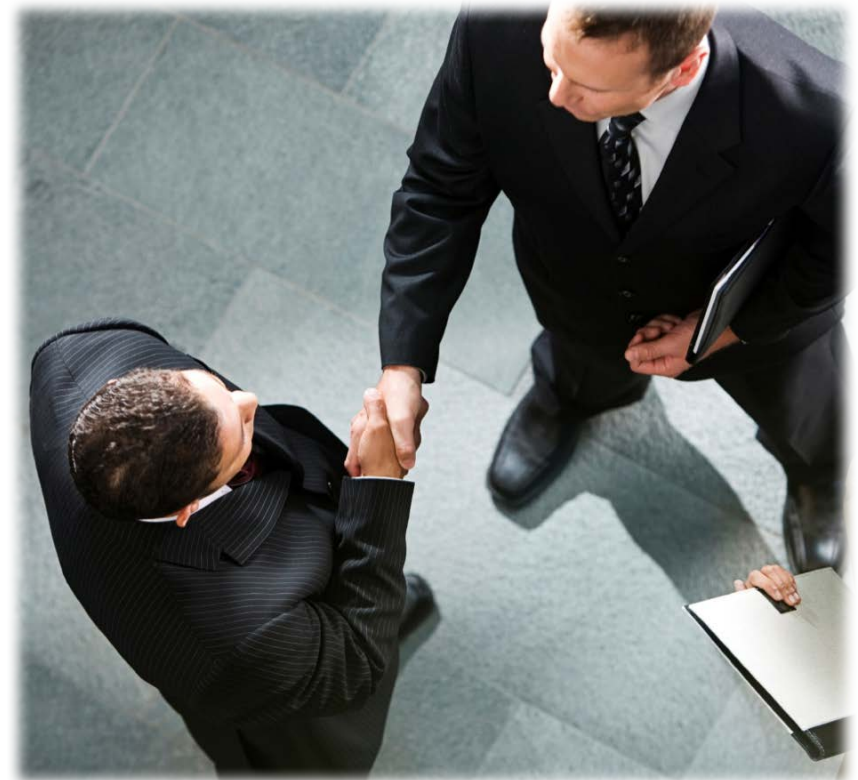
- Give them to get them
- Don't match evenly
- Make big deal over each given



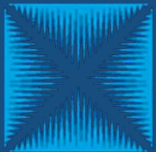
Make Concessions Conditional

Examples:

- “What if I...
then would you...”
- “Suppose we...
then could you...”
- “If I were to...
then would you...”



Communicating in the Face of Hostility



ExecComm

What's *your* message to the world?

Confrontation

“You get what you give.”

Hostile ↔ **Hostile**
Positive ↔ **Positive**

Think of “ART” to Respond to Emotion

- Acknowledge
 - “I sense your frustration ...”
- Relate to the questioner
 - “I asked the same question ...”
- Transition and answer
 - “Would it help if I explained ...”

ART: Acknowledge Emotion and Issue



I

hear
understand
share
sense

your

frustration
skepticism
concern
disappointment

about

timing
resources
fees
support

ART: Relate and Empathize



Examples:

“Others have expressed similar concerns.”

“I felt the same way when I was in a related situation.”

“Given your role, I understand why you would bring this up.”

ART: Transition and Answer

- Use “and” or pause to transition

But

However

- Options:
 - Give answer
 - Ask permission
 - Yes: answer
 - No: “What would help?”



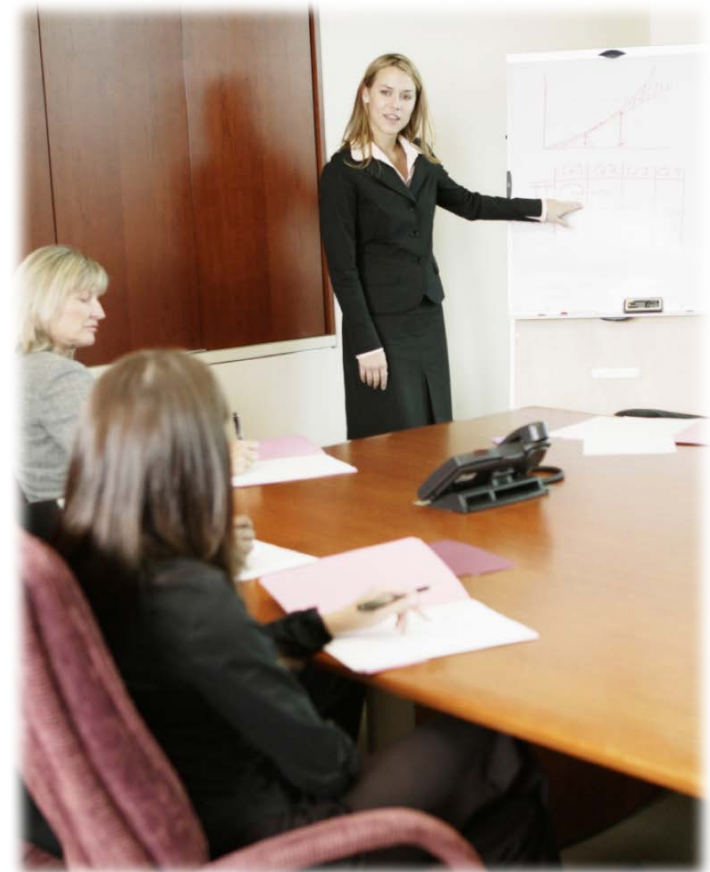
Control Your Manner

Listen




- Stand or sit calmly
- Focus, nod, and “uh-hmm”

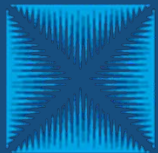
Respond

- Use a calm and confident tone
- Look away just at end



Where do we go from here?

- Call, email, or connect with me
212-252-5855
jsullivan@exec-comm.com
 jaysullivan62
- Follow me on Forbes.com for communication skills advice
www.forbes.com/sites/jaysullivan/
- Buy a copy of my recent book, *Simply Said*, to continue learning
www.exec-comm.com/resources/simply-said/
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