

Managing Conflict: Creating the Best Outcomes from Tough Situations



International Association
of Business Communicators



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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



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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



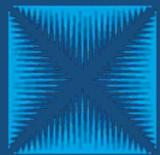
Variety of Messages

Create Messages for:

- Yourself
- Your group
- Your next meeting

Start with the audience.

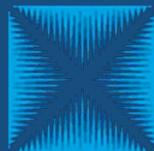




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Manage Your Physical Presence



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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



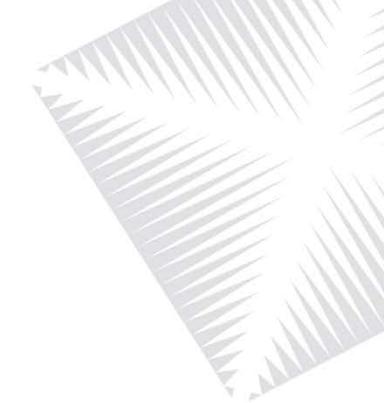
Stand with Presence

- 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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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



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Confrontation

“You get what you give.”



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



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



Control Your Manner

Listen

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

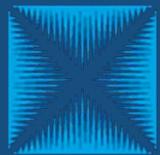
Respond

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



Where do we go from here?

- Call, email, or connect with me
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- Follow me on Forbes.com for communication skills advice
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