better conversations
better outcomes

Communicating and Presenting your Case in Difficult Situations

16 June 2014

A Warm Welcome to this Workshop!

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…not just on the water

the margins…make all the difference

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Clean the filter …

jump to conclusions: thinking fast and slow
assume that we are right
reinforce initial perceptions
confirm our biases
miss the obvious - http://www.youtube.com/watch?v=vJG698U2Mvo&feature=kp
feel time pressure
fear standing out and loss of face
blame others and excuse ourselves
get stuck in a binary system
reactive devaluation

be open to new angles and perspectives

sometimes us, sometimes others…..

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Keep your Filters Clean!

There are two sides to most stories……

It just depends on where you are standing…..

or where you start from…..

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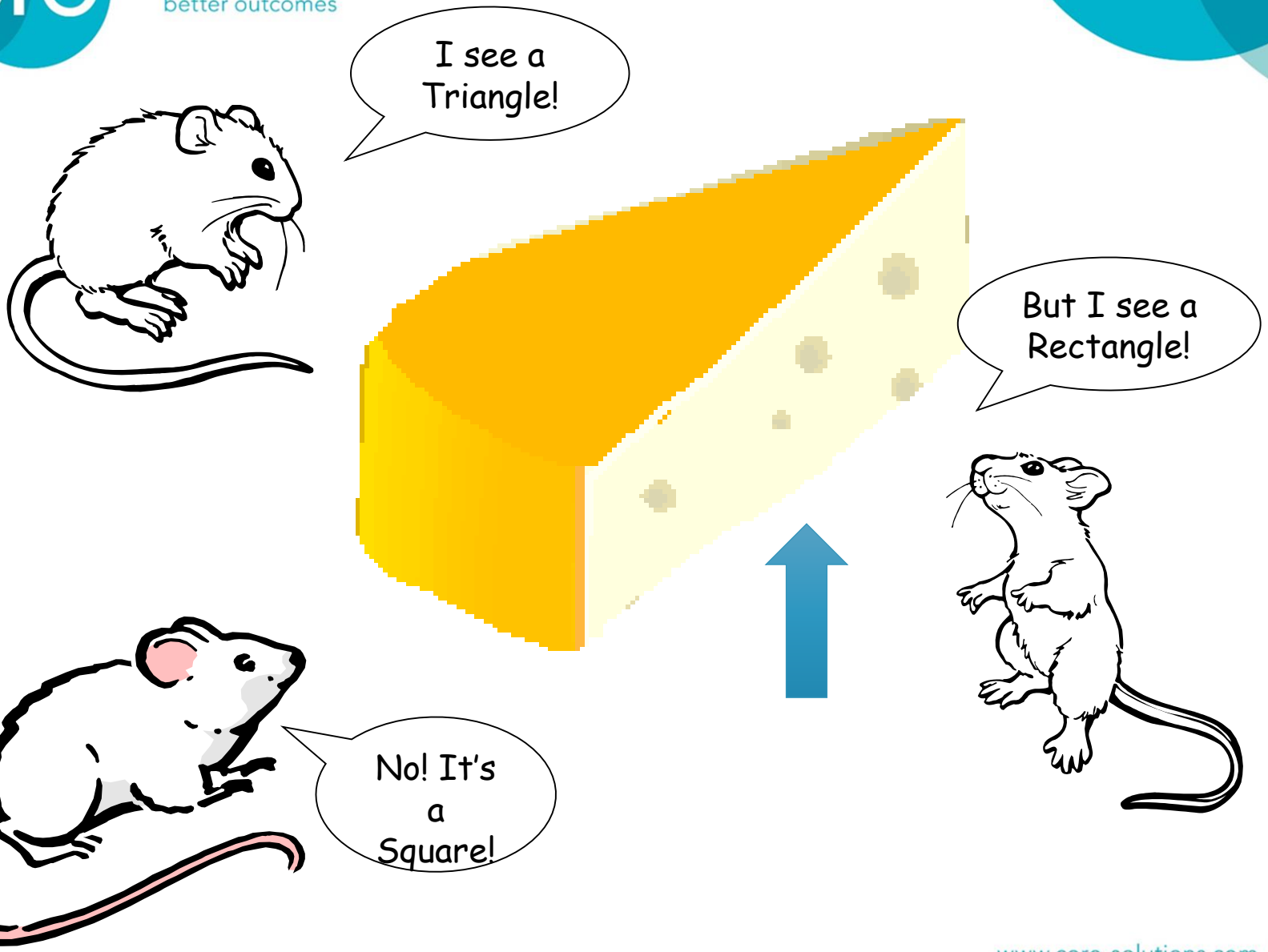

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Creating an event of my choosing in the mind of my audience in order to persuade them to …….

=

Effective Communication

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A Structure for Communication

- Why am I
- conveying this Message
- to this Audience
- at this Time
- in this Way

- Why?
- What?
- Who?
- When?
- How?

“Before anything else, preparation is the key to success.”

Alexander Graham Bell

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Planning and Preparation

- What are my objectives in the hearing? What outcome do I seek?
- What are the key issues? How to identify them? What rules apply – and are allegedly infringed? (NB)
- What is in dispute? What do I need to establish?
- What do I already know? What information do I need?
- What is missing? Where and from whom to get it? And how?

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Planning and Preparation

- What *seems* good and bad for me? How do I present the evidence?
- What specific questions will I ask - and in what order?
- What other evidence will I present – and how?
- What are my arguments? Why do I win? Common Sense? Logic? Fairness?
- = What is my message? simple, clear, precise

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Reminder: A Structure for Communication

- Why am I
- conveying this Message
- to this Audience
- at this Time
- in this Way

- Why?
- What?
- Who?
- When?
- How?

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A Structure for Communication

Who? My audience

= the Protest Committee

What do I know of them?

What do they know?

How can I help them?

What do they need?

Make it easy for them! Work with them…..

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Establishing Rapport

"Rapport is the ultimate tool for producing results with other people"

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Rapport - how?

- separate the person from the problem: rigour on the issues
- respect and courtesy, patience and tolerance
- the value of acknowledgement - whether or not we agree
- AA,RR,EE
- listen and observe; ensure *they* listen and observe!
- check understanding: engage and involve them
- build it over a period of time……!

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A Structure for Communication

When? My timing

= structure *and* order of witnesses, points, questions, visual aids

use chapters, transitions, headings, lists, summaries, opening and closing – primacy and recency

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A Structure for Communication

How? in this way

= the medium

consider how you present

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The Problem?

"I know you believe you understand what you think I said.

But I am not sure you realise that what you ***heard*** is not what I meant"

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What we intend to communicate and what others take from what we say and do may be quite different.....

The Communication Chasm

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How – the medium

- words
- delivery
- manner

- **verbal**
- **vocal**
- **visual**

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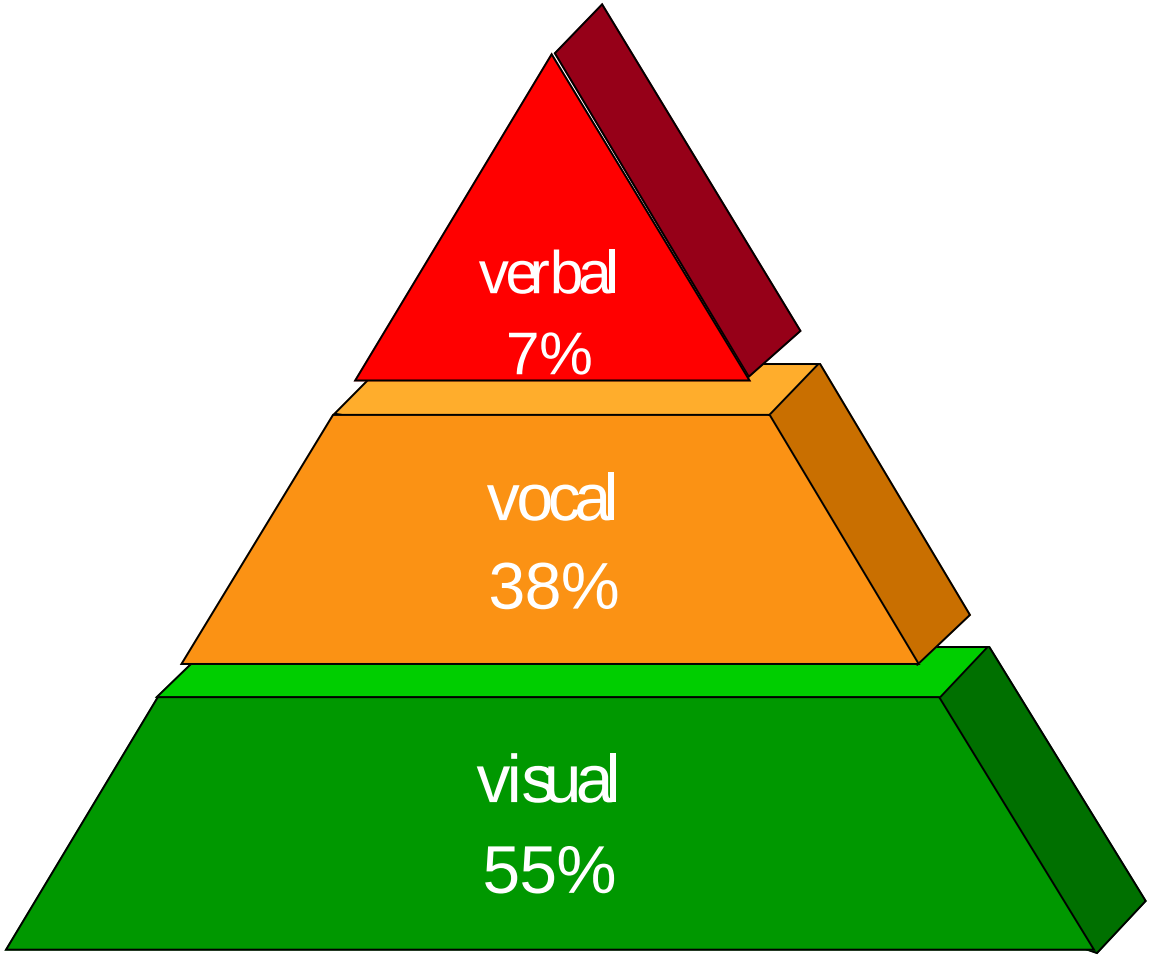

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Applying the Theory: Verbal

Words are vital

- keep it simple
- choose carefully: every word carefully chosen for its purpose…
- consider impact: violent or non violent?
- reframing – detoxify the language

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Vocal – How we say it

- Pace
- Audibility
- Tone
- Emphasis
- Variety is the spice….
- Silence
- Pausing

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The Power of the Pause in Communication

- formulate words
- consider response
- take stock
- consider notes
- provide punctuation
- add emphasis
- enhance authority
- make impact - grabber
- control pace / timing
- breathing / adrenalin
- observe others
- make eye contact
- convey interest
- engage audience
- enable digestion by (first time) audience

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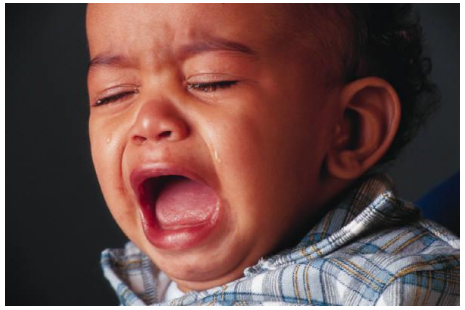
Visual - what we do

- posture, gesture, mannerisms
- physical appearance
- movement, use of space, proximity
- eye contact
- facial expression



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Our words, delivery and behaviour affect how we and our communications are perceived - and how others react

Nothing is neutral

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Visual – another aspect

- Visual aids – paint picture – set scene
- Documents, photos, models, diagrams, videos…..
- Tell, Show, Discuss
- what, when, by whom, where
- Prepare!!!!

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Effective Questioning

- *What really happened?*
- *What do I need to find out?*
- *What are we missing?*
- *What questions do I need to ask?*
- *Of whom?*
- *When?*
- *How?*

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How – Forms of Questions

- Open
- Closed
- Depends on what you are seeking to achieve
- Use deliberately – will produce different responses

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Forms of Question

Open

Kipling: "I kept six honest serving men - they taught me all I knew"

- what
- how
- why
- when
- where
- who

Open Questions

- What see?
- What boat?
- What happened?
- What next?
- What you do?
- What they do?
- What other boats?
- What you think?
- What do?

- *How?*
- *Where?*
- *Who did…?*
- *From where?*
- *Why?*
- *How affect you?*
- *How many?*
- *How react?*
- *Why…..?*

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Open Questions

- keep it short
- one point per question
- keep it simple: clarity and precision
- language: every word carefully chose – contrast facts and conclusions
- **listen to the answers…… “enjoy the answer”….**
- **follow through…..**

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Use questions to get your point across

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Closed Questions

- Did you see the other boat on your port side?
- There was no opportunity for a change of direction, was there?
- You deliberately changed direction, didn't you?
- You told them you had not seen the other boat until it was too late?
- *limits scope for answers; enables you to make your point*

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Closed questions - a warning

- often reflect assumptions
- act as a filter, filter may be dirty
- indicate pre-judgement
- limit the information elicited
- may pre-determine the answer

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A structure for asking questions…

- Why am I asking
- this question
- of this person
- at this time
- in this way

- Why
- What
- Who
- When
- How

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Other Useful Questioning Approaches

- probing
- clarifying
- checking
- summarising
- repeating
- hypothesising
- sideburner
- looping back
- funnelling

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Direct and Control Witnesses

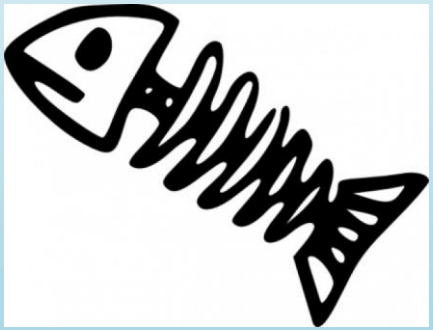
Introduce them:

who, why here, when, where, what see

then to detail – order, structure, chapters, transitions, questions etc

Final Statements

- What do I want?
- What am I going to say?
- Chapters? Headings? Transitions?
- Clarity and simplicity
- The rules
- The facts
- Draw inferences
- Why do I succeed?
- What facts do I want to have them find?
- Summarise – what decision am I asking for?



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