Session 8B
Voicing concerns without compromising yourself – Communication skills for auditors

Presented by:

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Voicing concerns without compromising yourself
Desired Outcomes

- Strengthen your profile as a trusted advisor who delivers great outcomes
- How to manage the challenging conversations assertively and tactfully
EXAMPLES OF DIFFICULT CONVERSATIONS

- Non-compliance
- Introduction of new processes
- Customer complaints
- Excessive downtime
- Feedback on process or performance improvement
CHOOSE AN APPROPRIATE RESPONSE

- Aggressive
- Assertive
- Avoidance
- Submissive

Result-Focused

High

Low

Relationship-Focused

Low

High

LEARNING!
WEAR THE HAT OF A LEADER AND COACH

Source: Arvind Lakhani

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FOCUS ON DISCOVERING WHAT’S WORKING WELL

Positive attracts positive.
DO WHAT’S RIGHT, NOT WHAT’S EASY

“The only thing to fear is fear itself” - Roosevelt

“Courage is not the absence of fear – but the judgement that something else is more important than that fear” – James Neil Hollingworth
IF IT’S A CRISIS, COMMUNICATE WIDELY AND QUICKLY

- Satisfy (High Influence, Low Interest)
- Manage Closely (Low Influence, High Interest)
- Monitor (Low Influence, Low Interest)
- Keep Informed (High Influence, High Interest)

[Diagram showing the four strategies: Satisfy, Manage Closely, Monitor, Keep Informed, with axes for Influence and Interest]
SEEK FIRST TO UNDERSTAND

• Get to the Source
• Get the FACTS and EVIDENCE (don’t rely on OPINIONS)
• Refrain from JUDGING BEHAVIOUR to understanding INTENT

“You lose the ability to influence the moment you judge them”
CREATE THE EMOTIONAL STATE YOU WISH FOR OTHERS TO HAVE

Physiology

Perspectives

SITUATION

BLAH BLAH BLAH

Language

EMOTIONS

ACTIONS or RESPONSE

RESULTS or OUTCOMES

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RESISTANCE IS A SIGN OF AN ABSENCE OF RAPPORT

Step 1: **R** - build Rapport

Step 2: **E** – Empathise and listen without judgement

Step 3: **S** – Sell your perspective

Step 4: **A** – Get Agreement

10% Agree

20% Sell

30% Empathise

40% Rapport

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MANAGE YOUR TONE AND NON-VERBAL CUES

WORDS (7%)  (Content of our communication)

PHYSIOLOGY (55%)
- Breathing
- Body posture
- Skin color
- Movement

TONALITY (38%)
- Tone of voice
- Timber
- Tempo
- Volume

“Kinesics and Communication (R. Birdwhistle 1970)”, University of Pennsylvania
EFFECTIVE COACHING

- Be sincere
- Communicate the facts unemotionally
- Sell the CHANGE
  - Enunciate the present ramifications and future consequences if not addressed
  - Articulate the desired future state and the BENEFITS
- “Praise the performer, criticize the performance”
- Express optimism
- Make a CALL to ACTION

“People may not remember what you say or do, but they’ll always remember how you made them feel”
• Topic
• Desired outcome of the conversation
• Participants
• Date/Time
• Key points discussed
  • Situation (Background, Evidence-based reality, Consequences of inaction)
  • Options discussed
  • Solutions agreed on
  • Agreed Decisions / Call to Action (What (Future State), Why – (Including Benefits of Action), Who, When, How)
• Next steps
• Thank them and express optimism
In Summary

- Coach: Positive attracts positive
- Bad news does not go away
- Make relationship / trust building a priority
- Seek first to understand
- Facts + Emotion
- Document

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KICK GOALS

Set 3 actions you are committed to taking to apply what you have learned from this session: