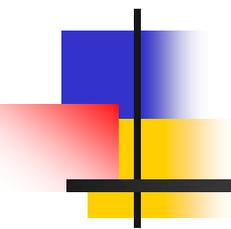


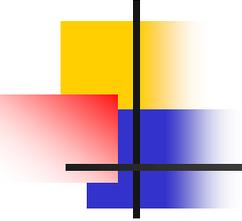
VERBAL JUDO



The Gentle Art of Persuasion

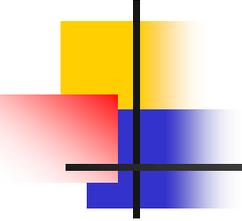
George J. Thompson, Ph.D
Jerry B. Jenkins

Presented by Mark Dreibelbis, Assistant Commissioner, NCHSAA



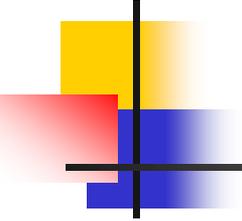
Handling the Attacks

- You will be attacked – little question of that.
- The real question is whether you'll become a stronger, more flexible person or if you will give in to reflex actions that diminish your effectiveness.
- Don't fall into traps for which you will later regret your actions.



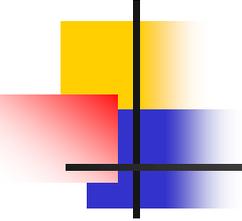
Simple Secret

- It's okay if someone insults, resists, or attacks you. Try to laugh it off.
- Show that it has no meaning, no sting.
- If you fight back and resist the affront, you give it life and credibility.
- If you defend yourself, you invite counterattack.



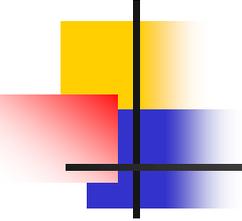
An Example

- Look what happened when Richard Nixon declared, "I am not a crook."
- If, instead of lying or defending himself, he had early on admitted the truth without anger or sarcasm.
- He might actually have survived politically.
- Imagine if he had said, "We got caught in a stupid move and we're going to make it right."



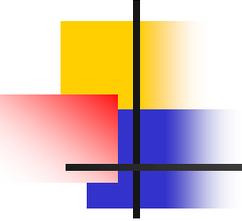
What is Verbal Judo?

- Judo was developed as a sport of self-defense without the use of weapons.
- Karate is defined as a self-defense system characterized by sharp, quick blows delivered with the hands and feet.



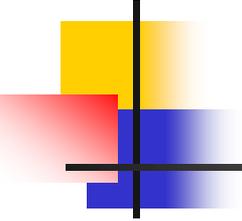
Verbal Karate

- Verbal Karate is lashing out—using harmful and destructive words.
- Verbal Karate is the use of unprofessional language, because you are using words to express your personal feelings.
- You are not connecting with your audience and you are off target
- Verbal Karate is easy—but it doesn't work in oral communication!



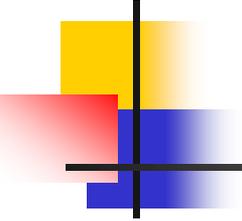
Verbal Karate

- Verbal Karate burns bridges and alienates people.
- It may make you feel good about yourself temporarily, i.e. telling someone off.
- You strut away thinking, “I told them!”
- And then, you usually have to come back and apologize.
- Be careful – people never forget verbal abuse. It sinks deeper and lasts forever!



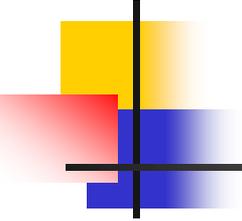
Verbal Judo

- 1st principle of physical judo is to not resist your opponent. Instead, try to move with them and redirect their energy.
- In Verbal Judo, don't ignore or dismiss a question—that's the same as resisting it.
- Always attempt to answer, not avoid.



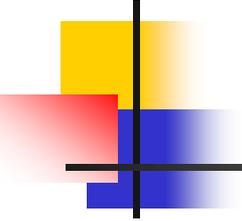
Verbal Judo

- Leap into the questions with energy. Turn them into opportunities to explain yourself, tell what you do, justify your views.
- Here's the chance to educate a person, to win their respect, and provide them with deeper understanding so they won't go away angry.



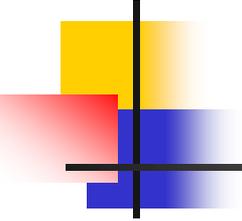
Difficult People

- I like difficult people...I am one of them!
- When someone says, “That’s wrong” or “You can’t do that to me” I get interested – that’s a challenge!
- It gives me the opportunity to explain why it is in their best interest to understand and/or comply.
- When you shift from resisting to appreciating, even welcoming difficult people, things become less tense and more interesting.



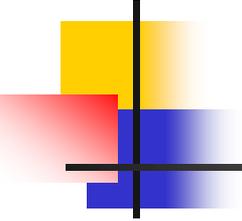
What Not To Say

- “You wouldn’t understand” – There’s no harm in warning people what you’re about to say is complicated – even put the onus on yourself and say, “I hope I can explain this...”
- Just don’t prejudge their ability to comprehend.
- If pressed into revealing something you don’t want to, don’t lie. Be empathetic in telling them, “I am not willing to answer that.”



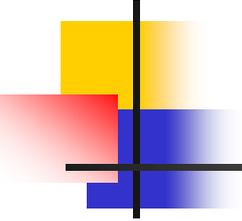
What Not To Say

- “Because those are the rules” – That one is sure to cause heartburn!
- If you are enforcing the rules for good reason, don't hesitate to explain it to them.
- Your audience might not agree, but at least they will have been honored with an answer.



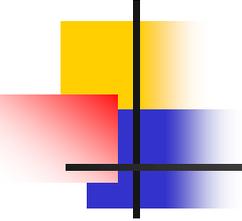
What Not To Say

- “It’s none of your business” – This phrase angers people because it brands them as outsiders and cuts them off.
- And, it looks like you don’t have a good reason for answering their question.
- Rather than telling them it’s none of their business, explain why the information cannot be revealed.
- If someone barks at you, don’t be a jerk...just explain yourself firmly and tell them why.



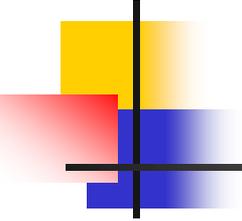
What Not To Say

- “What do you want me to do about it?”
If you say this you can count on two problems: the one you started with and the one you just created by appearing to duck your responsibility.
- Instead, offer to sort out the problem and offer a solution. Maybe an apology works.
- “I’m sorry. I really don’t know what else to tell you or what to recommend, and I wish I did.”
- A concerned tone will enhance your credibility and convey that you’re not secretly just trying to pass the buck.



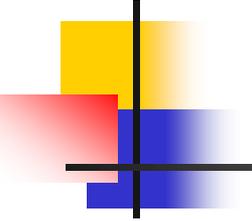
What Not To Say

- “Calm down” – this is criticism of people’s behavior and implies that they have no right to be upset.
- Rather than reassuring them that things will improve—which should be your goal—you have created a new problem.
- Not only are they already upset at you to begin with, but now they need to defend their reaction to you.



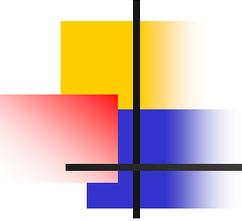
What Not To Say

- “I’m not going to say this again” – that is almost always a lie, because you probably are going to say it again!
- If you need to emphasize the seriousness of your words, say, “It’s important that you understand this, so let me say it again. And please listen carefully.”



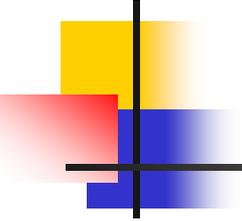
What Not To Say

- “Why don’t you be reasonable?” – instead, allow people to be more reasonable by being reasonable with them.
- Use language of reassurance like “Let me see if I understand your position,” and then paraphrase their own words.
- This lessens tension and enables them to feel your support.
- Now you can help them think more logically and less destructively because you are listening to them, not insulting them.



Be Empathetic

- Empathy is the quality of standing in another's shoes and understanding where they are coming from.
- Empathy absorbs tension. It works!
- The ultimate empathetic question is, "Let me be sure I heard/understood what you said."
- Now, no matter how upset they are, they will have to hush and listen because they want to make sure you heard what they wanted you to hear.



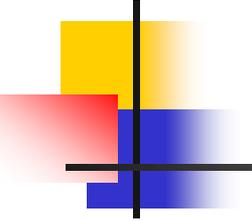
Empathy/Paraphrasing

- By paraphrasing the question back to them, you have taken control of the conversation because you are talking and they are listening.
- And, if you have not heard them correctly, it gives them an opportunity to correct you.
- You have made them a better listener because no one listens harder than to their own point!
- Paraphrasing is gentle. It tones down the volume and makes a diatribe a conversation.

LEAPS

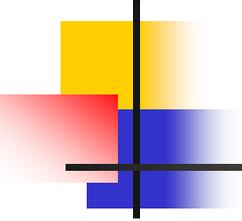
Listen, Empathize, Ask, Paraphrase,
Summarize

- 5 basic tools to generate voluntary compliance – LEAPS.
- (1) LISTEN - When you listen you've got to look/act like you're listening. A person may not be making sense, but the moment your eyes glaze over or you get "lost" in the conversation, it appears you are not interested and conflict can occur.



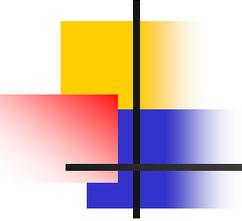
LEAPS Continued

- (2) Empathize – This doesn't suggest you have to agree with that person. But, everyone is entitled to a point of view.
- Don't agree...just try to understand where the person is coming from.
- If people believe in you, in your service, in your desire to help, often that in itself is enough to generate voluntary compliance.
- "This is policy, this is procedure, these are the grounds I have to stand on"...this approach alone will calm most people.



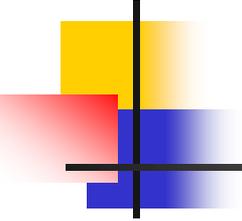
LEAPS continued

- (3) Ask – There is a process of asking questions that can make you more skillful.
- Fact-Finding – (who, what, when, where, why, and how). Don't be too quick with an answer before you can define the question.
- Ask for specific data. Don't lead to your point of view, be as general as you can. This makes you appear caring, open and unbiased.
- "Is there some way we can solve this problem" is powerful—everyone likes to voice their opinion and they might even have something profitable to say!



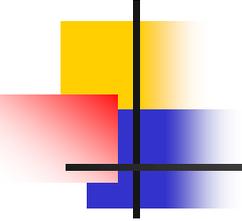
LEAPS Continued

- (4) Paraphrase – When someone comes at you with verbal abuse, forget the tone and emotion.
- Put the complaint into your own words and play it back for them.
- Even if you've misunderstood, they will see that you are trying and they will want to help you get it right.
- Remember, through this you have gained control of the conversation.



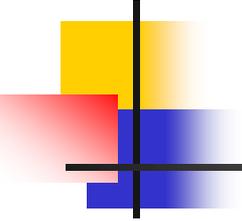
LEAPS Continued

- (5) Summarize – By definition, this means condensing and taking all the information and putting it in a concise statement.
- Must have three (3) things – it must be *brief*, *concise*, and above all, *inarguable*.
- You should sound as if you have reached the end, and you are now, in your professional capacity, executing the conclusion of the matter.
- Doing this with the first 4 LEAP steps will have your audience more open and receptive.



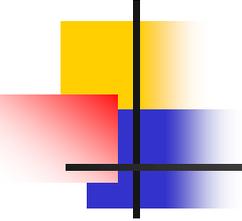
LEAPS Summary

- We all make mistakes everyday, but listening, empathizing, asking, paraphrasing, and summarizing can go a long way in making you more effective.



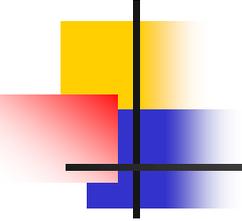
Workplace Notes

- Always maintain your professional face; never strive to save your personal face...it's a lot easier to squeeze the toothpaste out of the tube than stuff it back in!
- Your personal face is ego on your sleeve, your expression of irritation, anger and bias.



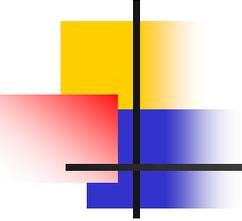
Workplace Notes

- Every verbal encounter is unique.
- You may work with the public all day and communication may seem to you like a stream of endless repetition.
- Remember that your audience doesn't realize they are asking the same question you have already been asked a dozen times.
- That 41st caller doesn't want to be treated like you've had 40 callers earlier...make them feel as if they were the first caller of the day—Empathize!



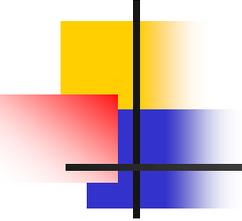
Workplace Notes

- Control encounters; don't become a victim of them.
- Think of yourself as a contact professional who can control the situation.
- If you can't control yourself, you can't control the situation. It starts with you.
- You have to be in control to create control.



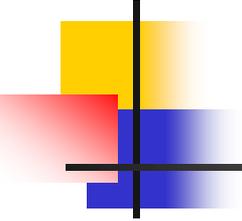
Workplace Notes

- Respond to people; don't react.
- The work respond is a Latin derivative meaning *"to answer"*
- When you are responding, you are in control. You are re-answering, responding to the event with power.
- On the other hand, if you react, the event is controlling you.



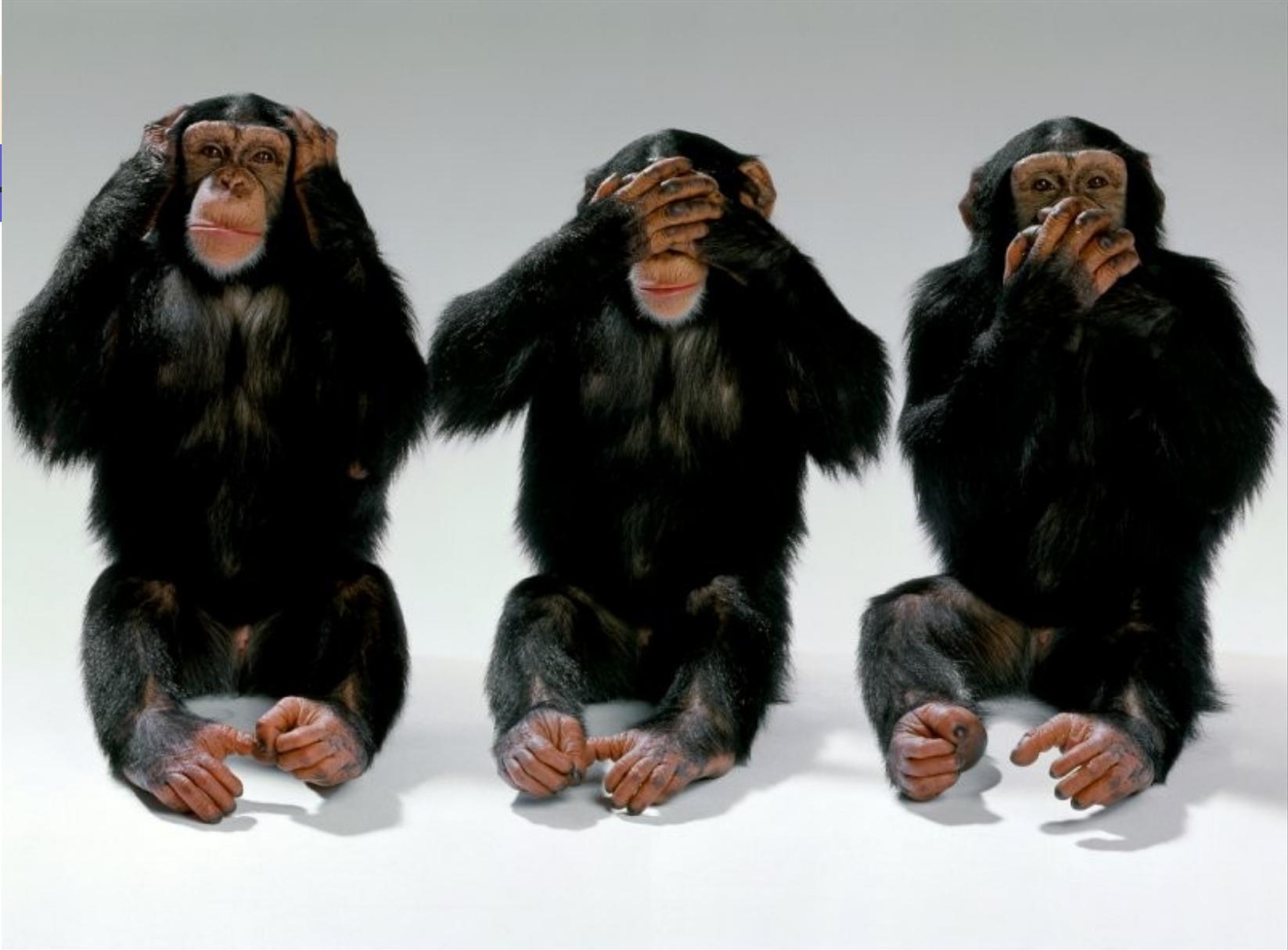
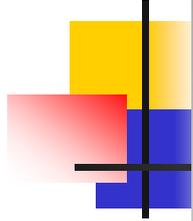
Workplace Notes

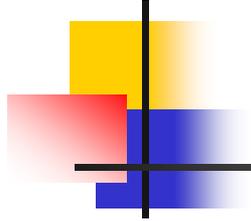
- Never violate the equity principle. Treat people equally, regardless of age, race, appearance, and most importantly, APPARENT VALUE TO YOU.
- The words that rise most readily to your lips are usually reactive rather than responsive.
- Choose your words with an eye on the goal: What is the thing I want to accomplish.
- Remember, the less ego you show the less you reveal your personal face in verbal encounters...it takes a healthy ego to be a leader...the less ego you show the more power you have over others.



Conclusion

- And if that doesn't work...





THANK YOU!