

4 A's For Managing Other's Defensive Reactions

The primary challenge when engaging in high-stakes conversations is knowing how to respond when someone becomes defensive.

1) Address Your Negative Emotions First



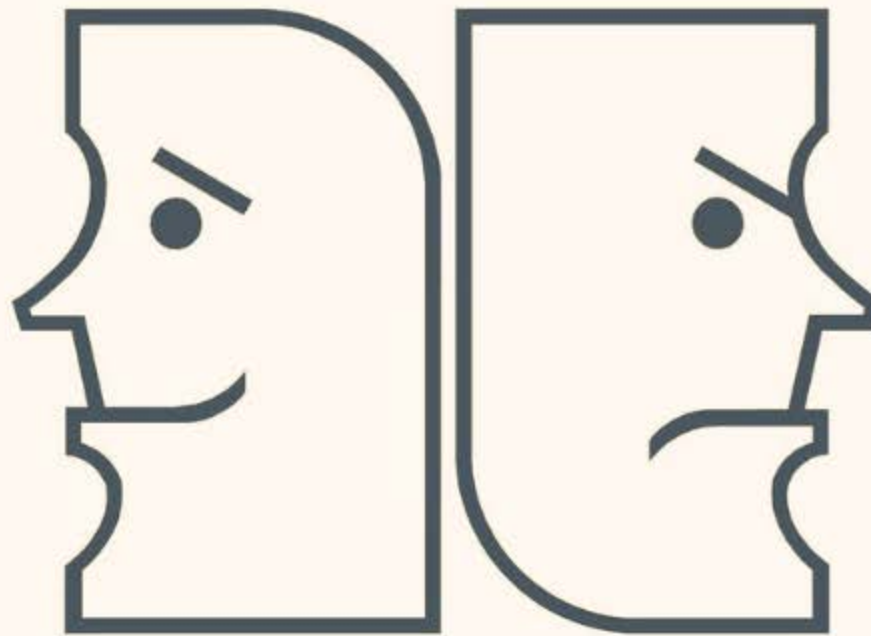
2) Acknowledge Other's Negative Emotions



3) Ask Follow-Up Questions



4) Agree On How To Move Forward



1) Address Your Negative Emotions First



Pausing when you feel a clenched jaw, rapid breathing, sinking feeling and feeling hot



Revisit your longer-term result & relationship goals with this situation.



2) Acknowledge Other's Emotions

ASKING QUESTIONS SO OTHERS CAN EXPRESS
CHALLENGING FEELINGS



It sounds like you're feeling _____. Is
that correct?

Tell me if I've got this straight. You
feel _____ because....



I didn't full understand how you
were feeling about ____ until now.
Thank you for sharing this with me.



3) Ask Follow-Up Questions

What else are you
thinking?

Tell me
more...



How does
this impact
you?

Can you give me an
example?

4) Agree On How To Move Forward

Establish agreements about what the person needs from you and what you need from them to move forward with the conversation.



Let's find a compromise here by _____



I agree with part of what you are saying, and _____



I think there may be some common ground between us in this aspect



Let's agree to include both of our views in a solution