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Management Consultants
In Communications

MEDIA COACHING FOR MEDIA COACHES: Insights on Shaping the Spokesperson's Character, Content, and Charisma

Participant Guide

*A Web Seminar Sponsored by the
**International Association of
Business Communicators (IABC)***

*Co-Sponsored by the
**University of Alberta Master of Arts in
Communications and Technology
(MACT) Program***


*Presented by
**James E. Lukaszewski,
ABC, APR, Fellow PRSA***

**Wednesday, September 30, 2009
12:00 – 1:30 p.m. EDT**



Contents

- Participant Letter
- PowerPoint Presentation
- Handout
- Discussion Outline
- James E. Lukaszewski Biography



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Management Consultants
In Communications

September 2009

Dear Seminar Participant:

Thank you for registering for the IABC virtual seminar, *Media Coaching for Media Coaches: Insights on Shaping the Spokesperson's Character, Content, and Charisma*.

Today, it's common for executives to be coached and trained by a number of consultants during their careers. The challenge for the coach becomes providing a methodology that sticks, is helpful, and continues to build the spokesperson's skills through self-coaching techniques.

Many coaches move through their careers without having an opportunity to see what other coaches do. While I maintain a substantial media coaching practice of my own, I'm often asked to audit and evaluate media training provided by others. It's my hope that this program will provide many useful perspectives and techniques you can incorporate into your own practice. The primary focus will be message development and a unique process to accomplish it.

Should you wish to contact me ahead of time with the issues or questions you'd like me to address during the seminar, you may do so by phone or e-mail:

914.681.0000 – Office
tlg@e911.com – E-mail
www.e911.com – Web site

Included in this *Participant Guide* is a discussion outline. Should you or the groups attending with you care to talk about the program, assess what you learned, and identify some additional questions you might like to explore following the presentation, this outline can get a good discussion started.

Thank you for participating in this Web seminar. I know you'll find the program very important, helpful, and useful.

Sincerely,

James E. Lukaszewski, *ABC, APR, Fellow PRSA*
Chairman and President
The Lukaszewski Group Inc.

P.S. My books, monographs, and strategy newsletters are available through my Web site, www.e911.com.

Welcome to the IABC Web Seminar
Wednesday, September 30, 2009

Media Coaching for Media Coaches: Insights on Shaping the Spokesperson's Character, Content, and Charisma

By James E. Lukaszewski,
ABC, APR, Fellow PRSA

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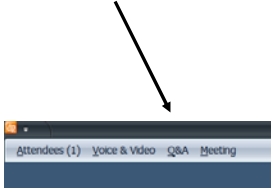
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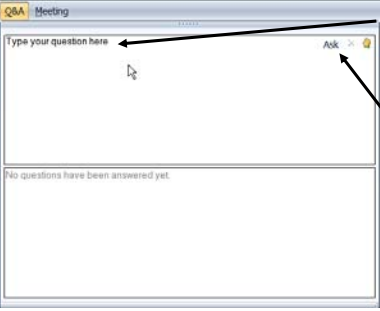
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Questions for Jim



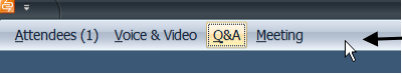
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Questions for Jim



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**Overcoming Opposition: Dealing Effectively With
Emotionalized Issues, Organized and Disorganized
Opposition, Media Attacks, and Persistent Bad News**
August 22, 2007

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What do you know now that you didn't know before?

What was the most important thing you learned?

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Attending Today

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Please Tell Jim Where You Work

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- The Lukaszewski 2009 CEO Survival Forecast
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- Strategic Advice, no Science, no Bull, Learned With Jim Lukaszewski
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- Industry Watch
- Public Management Book Reviews Recommendations

Executive Action
Strategic Crisis Management Insights for Decision Makers and Their Trusted Advisors

June 2, 2009
Number 4

Note to Readers
Hey, welcome back.

Wow. There are more than 4,000 of you now, and the number grows every month. Hopefully I can maintain our high-level relationship and, perhaps, if you like it you can recommend it to others.

Please note the very special Web seminar on June 24, 2009 from 12:00 noon to 1:30 p.m. EDT, *Are You Ready for Violence in Your Workplace?* This topic is growing in importance and being prepared is becoming more important. Please consider attending or recommending the program to others who may need this information. [Click here for registration details and more information, including pricing.](#)

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Upcoming Events

**James E. Lukaszewski,
ABC, APR, Fellow PRSA**



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Today's Program

Overview for Coaches:

- Interview preparation techniques
- Control techniques
- Building powerful answers
- Coaching tips
- Content
- Charisma

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Coaching Tips for Coaches

- A little goes a long way.
- Be positive (1 for 3 rule).
- Focus on content.
- Put yourself in the other person's shoes.
- Use checklists for non-verbal issues.

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**Handout
Page 20**

EXECUTIVE CONCERNS AND FEARS

Accuracy:	Will the media tell our story correctly?
Ambush:	How do I protect myself?
Antagonism:	How do I answer tough questions?
Babbling:	How do I keep from just spilling my guts?
Blocking:	How will I stop the story if I don't like it?
Comfort:	How can I reduce my nervousness?
Content:	How will the reporter interpret my information?
Control:	Who runs the interview?
Editing:	Will I have a chance to fix the story?
Errors:	How will I fix any mistakes the reporter makes?
Fear:	Can the reporter see me sweat?
Hostility:	How do I handle tough reporters?
Image:	Will the media present us properly?
Off-the-record:	Can I trust them?
Personal Views:	Can I share them?
Prior Approval:	Can I see the story before it appears?
Psyched Up:	How do I get ready?
Response:	How do I know when the interview has begun?
Retractions:	How do I get one when a reporter makes a mistake?
Rights:	Do I have any?
Rules of Engagement:	What are they?
Stupidity:	How can I keep from looking like a jerk?
Surprise:	When will the reporter spring the trap?
Taking the Fifth:	How do we say no to interview?
Technology:	Will the media understand our business?
Trust:	Can we rely on the reporter's assurances?

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The Interview – Preparation

It's about answers . . . and verbal skill.

- Questions
- Answers
- Control

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Three Kinds of Questions:

1. Killer
2. QYWLTRTIOSWAY
3. Google

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Killer Questions

- List them.
- Answer them.
- Say them.
- Edit them.
- Self coach.

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QYWLTRTIOSWAY

Questions You Would Love To Respond To
If Only Someone Would Ask You

- List them.
- Answer them.
- Say them.
- Fix them.
- Self coach.

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Search Web for Questions

- Load up on your own Web presence.
- Look for opportunity or killer questions.
- Add to your Q & A preparation lists.

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How We Think	How Reporters Think
<ul style="list-style-type: none"> • Data • Economics • Factoids • Reports 	<ul style="list-style-type: none"> • Conflict • Confrontation • Damage • Fear • Struggle • Threats
Reporter Speak	Stories

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Attributes of Good Answers

- Communications objectives
- Credibility
- Empathy
- Meaningful specificity
- Memorability
- Avoid color words
- Eradicate negative words
- Package and bundle
- Power words
- Simple language
- Story-like construction

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COMMUNICATIONS OBJECTIVE/MESSAGE DEVELOPMENT WORKSHEET

Handout Page 21

Use a simple sensible consistent message development process. This model communications objective and message development worksheet can be copied and used to develop key messages and communications objectives.

INSTRUCTIONS

Plain Language Communications Statement

A plain language communications statement means just what it says – a comment made without jargon so that even a 13-year-old can understand it. In addition, plain language communications statements have three other important attributes:

- They are generally positive in tone and content.
- They rarely exceed 150 words.
- They should contain a verbal story, example, or illustration for each key point made.

Topic	Story/Example	Messages
<p><u>Positive Language</u></p> <p>There are only three ways to convey any information verbally. One can be positive. One can be negative. One can be blah. An answer that is blah or positive has a better chance of being quoted accurately and unemotionally than an answer that is negative. Positive language is a control factor in the interview. Negative language stimulates attacks almost immediately, generates more negative questions, and forces more emotional responses. Negative language causes defensiveness, discomfort, and message confusion.</p>	<p>In English-speaking cultures, on the average, people say approximately 150 words per minute. That's a long time when you consider that the typical sound bite in television is now 14 words. The rule of communication must be to say less, but to say more important things. Boil it down. Concentrate the information to make it more valuable. The goal is to say just the right amount to make it easy for your information to get into the story. Reporters and audiences either ignore or extract only what <u>they</u> feel is important from excessively wordy answers.</p>	<p>Copyright © 2009, The Lukaszewski Group Inc. All rights reserved. Ten Brook Street, Suite 5104 White Plains, New York 10606-1064 • 914.661.0000</p> <p style="text-align: right; font-size: x-small;">The Lukaszewski Group</p>

COMMUNICATIONS OBJECTIVE/MESSAGE WORKSHEET

Instructions: Develop messages and responses for the kinds of questions reporters might ask.

Handout Page 22

Step 1. The Plain Language Communications Statement is a 75 to 150 word (30 to 60 seconds) statement in plain language, which is the actual language that you will use to talk about an issue, answer a question, etc.

Step 2. For each topic in the plain language statement (there are usually three) develop a brief description, then stories or examples that clearly illustrate the messages you want to get across.

Plain Language Communications Statement

Messages

Topic	Story/Example
○	_____
○	_____
○	_____

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COMMUNICATIONS OBJECTIVE/MESSAGE WORKSHEET

Instructions: Develop messages and responses for the kinds of questions reporters might ask.

Handout Page 23

Step 1. The Plain Language Communications Statement is a 75 to 150 word (30 to 60 seconds) statement in plain language, which is the actual language that you will use to talk about an issue, answer a question, etc.

Step 2. For each topic in the plain language statement (there are usually three) develop a brief description, then stories or examples that clearly illustrate the messages you want to get across.

Plain Language Communications Statement

At 8:10 a.m. this morning, a contractor hired by a subdivision developer, operating a backhoe to install sewer piping struck one of our eight-inch high-pressure natural gas lines, causing a rupture and a subsequent explosion. We know three things at the moment: 1. There have been three or four people injured. 2. The gas is off and the fire is out, and 3. We're hoping service will be restored in a few hours.

Messages

Topic	Story/Example
People injured	The names will be released after the families are notified. All are hospitalized, one in serious condition. Customers are being notified of their options.
Gas is off, fire is out	Emergency crews turned off the gas, which ended the fire problem. The area is now secured and safe, but the gas is off. Extra crews will be brought in over the next few hours to clean up the site and restore service.
Service restoration	An investigation has already begun to determine the exact cause and extent of the damage. Customers without service can call 1 (800) 555-1234 for additional help if they need it. Neighbor hood disruptions are expected to be minor, but not for several days. Gas should be restored within five to six hours.

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Try Your Hand at Creating Your Own Positive Equivalents

Handout Pages 26-29

"Don't get me wrong . . ."	_____
"I don't think so."	_____
"It doesn't matter that it won't happen."	_____
"It doesn't mean you're not finished."	_____
"It will not be inexpensive."	_____
"It's never been a question of not knowing."	_____
"It's not necessarily bad."	_____
"It's not without limits."	_____
"It's virtually impossible to make a mistake."	_____
"Just because it wasn't said doesn't mean . . ."	_____
"Let's not kid ourselves."	_____
"My failure to act is not to be construed as acquiescence."	_____
"Neither side is incompatible."	_____
"No one denies it's true."	_____
"No problem."	_____
"No, it wouldn't be a bad idea."	_____
"Not for the uninitiated."	_____
"Not without a struggle."	_____
"Nothing can discount its value."	_____
"Nothing less than success."	_____
"Please don't hesitate to ask."	_____
"That is not unheard of."	_____
"That's not a bad idea."	_____

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**Handout
Page 30**

POWER WORDS

- | | |
|-----------------|-----------------|
| 1. Aggressive | 22. New |
| 2. Attack | 23. Powerful |
| 3. Candid | 24. Prevent |
| 4. Clear | 25. Prioritize |
| 5. Crucial | 26. Protect |
| 6. Critical | 27. Proud |
| 7. Defend | 28. Purposeful |
| 8. Detect | 29. Responsible |
| 9. Deter | 30. Sensible |
| 10. Different | 31. Simple |
| 11. Direct | 32. Sincere |
| 12. Emphasize | 33. Strong |
| 13. Empathize | 34. Surprised |
| 14. Energize | 35. Tender |
| 15. Exciting | 36. Tough |
| 16. Fascinating | 37. Truthful |
| 17. Forceful | 38. Unique |
| 18. Important | 39. Unusual |
| 19. Legitimize | 40. Urgent |
| 20. Necessary | 41. Valuable |
| 21. Needed | |

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Be Memorable

- **Be dramatic.**
- **Be repetitious.**
- **Coach 'em.**
- **Package and bundle.**
- **Tell 'em.**
- **Use chronology.**
- **Use numbers.**

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Be Verbally Skillful

- **Media interviewing is a verbal skill.**
- **Be candid.**
- **Be positive.**
- **Tell stories.**
- **Use bridging.**

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Tell Stories That Get Used

- **Badda, badda, boom is the model:**
 - The explosion happened while everyone was sleeping.
 - Sleeping actually saved many lives and reduced injuries.
 - Victims were being removed by fireman and paramedics within 11 minutes of the blast.

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BRIDGING LANGUAGE

Handout
Page 31

1. . . . But the facts are . . .
2. . . . Here's an even tougher question . . .
3. . . . I have heard that too, but the real focus should be . . .
4. . . . I would describe it differently . . .
5. . . . If I may, let me pick a more important point . . .
6. . . . Let's deal in reality . . .
7. . . . Let's talk about something I'm even more familiar with . . .
8. . . . Let's use another perspective . . .
9. . . . Opinions can differ, but I believe . . .
10. . . . That's one view, mine is . . .
11. . . . The critical issue is . . .
12. . . . What concerns me even more . . .
13. . . . Yes, but . . .

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Specific Coaching Reminders

1. **Always answer the questions you wish they'd ask, first.**
2. **Bridge to the second question.**
3. **Focus on your goal.**
4. **Bridge to the communications objective.**
5. **Bridge out of trouble.**
6. **Power your way forward.**
7. **Tell successful stories.**

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Be Charismatic

- Dramatic examples
- Enthusiastic question answering
- Insight
- Inspire at every turn
- Stories (badda, badda, boom)

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National Storytelling Association

www.storynet.org
1-800-525-4514

Canadian Authors Association

www.canauthors.org
1-866-216-6222 – North American Toll Free

Canadian Association of Professional Speakers

www.canadianspeakers.org
1-416-646-1600

National Speakers Association

www.nsaspeakers.org
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James E. Lukaszewski, *ABC, APR, Fellow PRSA*



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- October 28 *Powerful Presentations*
- November 18 *Communicating Tough, Touchy, Sensitive Situations, Dealing With High-Level Emotional Issues*
- December 16 *Getting the Boss to Listen: Becoming a Trusted Advisor*

* All seminars are scheduled from 12:00 - 1:30 p.m. ET.
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Julie Freeman, *ABC, APR*, President

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Register to receive periodic updates of content and Mr. Lukaszewski's public appearance schedule.

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August 22, 2007

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1. Overall rating

2. Content

3. Audio quality

4. Ease of registration

Presentor: **Overall Effectiveness**

5. James Lukaszewski

6. Would you participate in another virtual session? YES NO

7. Did the web component add to the value of the virtual session?

What do you know now that you didn't know before?

What was the most important thing you learned?

Name (optional) _____

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**Thank You for Attending the IABC Web Seminar
 Wednesday, September 30, 2009**

**Media Coaching for
 Media Coaches:
 Insights on Shaping the
 Spokesperson's Character,
 Content, and Charisma**

**By James E. Lukaszewski,
 ABC, APR, Fellow PRSA**

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Management Consultants
In Communications

MEDIA COACHING FOR MEDIA COACHES:

Insights on Shaping the Spokesperson's Character, Content, and Charisma

Handout

A Web Seminar Sponsored by the
**International Association of
Business Communicators (IABC)**

Co-Sponsored by the
**University of Alberta Master of Arts in
Communications and Technology
(MACT) Program**

Presented by
**James E. Lukaszewski,
ABC, APR, Fellow PRSA**

**Wednesday, September 30, 2009
12:00 – 1:30 p.m. EDT**



Contents

- Full Day Executive Media Training Workshop Agenda
- Executive Concerns and Fears
- Communications Objective/Message Development Worksheet Instructions
- Communications Objective/Message Development Worksheet
- Communications Objective/Message Development Worksheet Examples (3)
- Bad News Eradicator
- Power Words
- Bridging Language
- CD Order Form
- Executive Media Training Workshop Form

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FULL-DAY EXECUTIVE MEDIA TRAINING WORKSHOP

8:30 - 9:00 a.m.	Continental breakfast, greeting, and informal goal-setting meeting <ul style="list-style-type: none">• Initial videotaped individual interviews
9:00 - 10:45 a.m.	Interactive lecturette encompassing an overview of the media and how to deal with them, including such topics as: <ul style="list-style-type: none">• Communication principles• How to structure effective answers• Anticipating the questions reporters ask• How to get and keep control of the interview• Who reporters are, where they come from, and what news is• The rights of interviewees
10:45 - 11:00 a.m.	Morning break
11:00 - 12:00 noon	Critique of first interviews <ul style="list-style-type: none">• Attributes of good answers• Building messages that work• Reporter behaviors in interviews• How reporters probe• The differences in coverage styles between print and broadcast media• Tips and techniques for effective on-camera and off-camera behavior• Special news situations: labor negotiations, I-teams, unplanned visibility
12:00 - 12:45 p.m.	Working lunch <ul style="list-style-type: none">• Preparation for a second set of interviews centered around specific issues, problems, or topics, including question and message development
12:45 - 1:05 p.m.	Conduct second round of interviews
1:05 - 2:15 p.m.	Critique second round of interviews <ul style="list-style-type: none">• Special answer skills and techniques• Answering tough, touchy, sensitive questions and emotionally charged questions and questioners• Getting messages across
2:15 - 2:30 p.m.	Break
2:30 - 2:50 p.m.	Preparation for the third round of interviews
2:50 - 3:10 p.m.	Conduct third round of interviews
3:10 - 4:00 p.m.	Critique of third interviews <ul style="list-style-type: none">• Review communication objectives• Polish skills learned• Answer content development and strategy
4:00 - 4:30 p.m.	Wrap up, question and answer session <ul style="list-style-type: none">• Most important lessons learned• New knowledge gained• Questions requiring future exploration and explanation• Applying skills and techniques to all leadership communication activities.

EXECUTIVE CONCERNS AND FEARS

Accuracy:	Will the media tell our story correctly?
Ambush:	How do I protect myself?
Antagonism:	How do I answer tough questions?
Babbling:	How do I keep from just spilling my guts?
Blocking:	How will I stop the story if I don't like it?
Comfort:	How can I reduce my nervousness?
Context:	How will the reporter interpret my information?
Control:	Who runs the interview?
Editing:	Will I have a chance to fix the story?
Errors:	How will I fix any mistakes the reporter makes?
Fear:	Can the reporter see me sweat?
Hostility:	How do I handle tough reporters?
Image:	Will the media present us properly?
Off-the-record:	Can I trust them?
Personal Views:	Can I share them?
Prior Approval:	Can I see the story before it appears?
Psyched Up:	How do I get ready?
Response:	How do I know when the interview has begun?
Retractions:	How do I get one when a reporter makes a mistake?
Rights:	Do I have any?
Rules of Engagement:	What are they?
Stupidity:	How can I keep from looking like a jerk?
Surprise:	When will the reporters spring the trap?
Taking the Fifth:	How do we say no to interviews?
Technology:	Will the media understand our business?
Trust:	Can we rely on the reporter's assurances?

COMMUNICATIONS OBJECTIVE/MESSAGE DEVELOPMENT WORKSHEET

Use a simple, sensible consistent message development process. This model communications objective and message development worksheet can be copied and used to develop key messages and communications objectives.

INSTRUCTIONS

Plain Language Communications Statement

A plain language communications statement means just what it says – a comment made without jargon so that even a 13-year-old can understand it. In addition, plain language communications statements have three other important attributes:

1. They are generally positive in tone and content.
2. They rarely exceed 150 words.
3. They should contain a verbal story, example, or illustration for each key point made.

Messages

Topic

Story/Example

Positive Language

There are only three ways to convey any information verbally: one can be positive, one can be negative, or one can be blah. An answer that is blah or positive has a better chance of being quoted accurately and unemotionally than an answer that is negative. Positive language is a control factor in the interview. Negative language stimulates attacks almost immediately, generates more negative questions, and forces more emotional responses. Negative language causes defensiveness, discomfort, and message confusion.

150-Word Length

In English-speaking cultures, on the average, people say approximately 150 words per minute. That's a long time when you consider that the typical sound bite in television is 14 words. The rule of communication must be to say less, but to say more important things. Boil it down. Concentrate the information to make it more valuable. The goal is to say just the right amount to make it easy for your information to get into the story. Reporters and audiences either ignore or extract only what they feel is important from excessively wordy answers.

Story-like

One of the most powerful communication techniques in any culture is the story told by one individual to another. Stories are powerful because they are positive, brief, understandable, and useful. Most importantly, stories have a lesson, moral, or self-evident truth or reason for being told. Rambling answers that contain unintelligible factoids force the reporter, victim, employee, or listener to construct a story on his/her own and won't produce the desired understanding or action.

COMMUNICATIONS OBJECTIVE/MESSAGE WORKSHEET

Instructions: Develop messages and responses for the kinds of questions reporters might ask.

Step 1. The Plain Language Communications Statement is a 75 to 150 word (30 to 60 seconds) statement in plain language, which is the actual language that you will use to talk about an issue, answer a question, etc.

Step 2. For each topic in the plain language statement (there are usually three) develop a brief description, then stories or examples that clearly illustrate the messages you want to get across.

Plain Language Communications Statement

Messages

Topic	Story/Example				
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Plain Language Communications Statement

At 8:10 a.m. this morning, a contractor hired by a subdivision developer, operating a backhoe to install
sewer piping struck one of our eight-inch high-pressure natural gas lines, causing a rupture and a
subsequent explosion. We know three things at the moment: 1. There have been three or four people
injured, 2. The gas is off and the fire is out, and 3. We're hoping service will be restored in a few hours.

Messages

Topic	Story/Example
<div style="border: 1px solid gray; border-radius: 50%; width: 100px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p><i>People injured</i></p> </div>	<ul style="list-style-type: none"> The names will be released after the families are notified. All are hospitalized, one in serious condition. Customers are being notified of their options.
<div style="border: 1px solid gray; border-radius: 50%; width: 100px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p><i>Gas is off. Fire is out.</i></p> </div>	<ul style="list-style-type: none"> Emergency crews turned off the gas, which ended the fire problem. The area is now secured and safe, but the gas is off. Extra crews will be brought in over the next few hours to clean up the site and restore service
<div style="border: 1px solid gray; border-radius: 50%; width: 100px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p><i>Service restoration</i></p> </div>	<ul style="list-style-type: none"> An investigation has already begun to determine the exact cause and extent of the damages. Customers without service can call 1 (800) 555-1234 for additional help if they need it. Neighborhood disruptions are expected to be minor, but last for several days. Gas should be restored within five to six hours.

COMMUNICATIONS OBJECTIVE/MESSAGE WORKSHEET

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Step 2. For each topic in the plain language statement (there are usually three) develop a brief description, then stories or examples that clearly illustrate the messages you want to get across.

Plain Language Communications Statement

XYZ Company today announces the shutdown of three major manufacturing facilities over the next four
Months, in Albany, New York, Boise, Idaho, and Texarkana, Texas. There are three reasons for this action:
1. The sales of the products manufactured at these facilities have been on a steady decline for some years,
2. With little recovery in sight, number competitors have entered the market, thus making recovery difficult,
3. And it appears that jobs will be lost permanently, and the plants will be sold.

Messages

Topic	Story/Example
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>Steady sales decline</i></p> </div>	<ul style="list-style-type: none"> In 1970, when this product was introduced, XYZ had virtually the entire market. Competitive products came on the market almost immediately and began eroding market share. The combination of price, pressure, foreign competition, and a wider variety of competitors makes recapturing the market share in this business very difficult.
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>This product is fundamentally a commodity and is already manufactured with major efficiencies</i></p> </div>	<ul style="list-style-type: none"> The two largest cost components are shipping and labor. Offshore competitors are able to ship into markets from great distances, and still make a profit, something XYZ is unable to do any longer.
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 100px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>Permanent job loss</i></p> </div>	<ul style="list-style-type: none"> We'll do our best to help these employees get retrained since their skills may not be applicable in the area any longer. We're working with the state to see if they can't receive some extended benefits due to this unique situation. We regret the circumstance, but it is dictated by world economic conditions.

COMMUNICATIONS OBJECTIVE/MESSAGE WORKSHEET

Instructions: Develop messages and responses for the kinds of questions reporters might ask.

Step 1. The Plain Language Communications Statement is a 75 to 150 word (30 to 60 seconds) statement in plain language, which is the actual language that you will use to talk about an issue, answer a question, etc.

Step 2. For each topic in the plain language statement (there are usually three) develop a brief description, then stories or examples that clearly illustrate the messages you want to get across.

Plain Language Communications Statement

Several children died today after ingesting a flavored liquid soap after reading about it on the Web. The
Company is taking three emergency actions: 1. Broad and powerful public notification through the media
to warn the public, 2. Local retailers are being set up to accept returns from any source, and
3. Manufacturing is being altered to make the product irritating.

Messages

Topic	Story/Example
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>Broad and powerful notification effort</i></p> </div>	<ul style="list-style-type: none"> We are following the market withdrawal procedures dictated by the FDA and the consumer Product Safety Commission, this product falls in both categories. Full-page ads have been purchased across the country, and an intensive radio campaign is on the way. We are attempting to find every mention on the Web and link those mentions to warning and recall information.
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>Local retailers are being set-up</i></p> </div>	<ul style="list-style-type: none"> Cooperation from the retail merchants of America is unprecedented in their collaboration with us to get this product pulled off the market. A number of retail trade associations are organizing their members and have established task forces to make certain that the recall is done smoothly and promptly. Our company estimates the cost of this action to be close to one billion dollars.
<div style="border: 1px solid gray; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;"><i>Manufacturing is being altered</i></p> </div>	<ul style="list-style-type: none"> Current stocks have been recalled and will be systematically destroyed. The product is unique in its product category, but will be reintroduced in about nine weeks with a sharp peppery flavor that is irritable to the tongue. We pray that there are no more victims out there and that the same cult-like attitude about this product that got it started will help recall it so the danger may be averted.

BAD NEWS ERADICATOR

The Bad News Eradicator was designed to help eliminate defensive words and negative phrases from your speech and writing. Keep the document next your telephone. Take it with you when you travel. Collect your own set of habitual negative phrases and words. List them on the sheet, then create their positive equivalent and get a whole new life. The goal is to create a positive phrase that has the same or fewer words than the negative phrase.

The nature of this discipline, because that's what it is, is to constantly and relentlessly translate and transform the energy of negative language into the power of positive speech or writing. Whenever you have a moment, simply work through the list and develop equivalent positive phrases for each negative phrase. There are many ways to accomplish this; sometimes a negative phrase has a half dozen or more positive equivalent options. The goal is to eradicate the negativity and gain a whole new power over your life.

1. "Are not limited to . . . "	"Include, among others . . . "
2. "Are not associated with . . . "	"Are separate from . . . "
3. "Are not necessarily indicative."	
4. "Do not include . . . "	"Only include . . . "
5. "Does not require . . . "	
6. "Does not sufficiently substitute . . . "	
7. "Does not exceed . . . "	
8. "Does not occur . . . "	
9. "Don't hesitate to call."	"Please call."
10. "Doesn't hurt to ask."	
11. "Don't worry, he won't care."	
12. "Employees who no longer have an ownership . . . "	
13. "Entitled, but not obligated, to..."	
14. "Generally does not vary."	"Generally is consistent."
15. "Have not been registered . . . "	
16. "Have not yet made . . . "	
17. "He is not happy about this."	"He'd rather see . . . "
18. "He's not deranged . . . anymore."	
19. "I can't comment on the past . . . I wasn't there."	"What I can tell you is . . . "
20. "I can't comment on what hasn't happened."	
21. "I can't say for sure."	
22. "I can't speak for them."	
23. "I couldn't help it."	
24. "I don't believe you."	
25. "I don't disagree."	
26. "I don't know."	"Here's what I know . . . "
27. "I don't like that idea."	"Let's try this . . . "
28. "I don't mean to apologize."	
29. "I don't see the connection."	
30. "I wouldn't say that."	"What I would say is . . . "
31. "I wouldn't say you couldn't do that."	
32. "It is disappointing and misleading."	

33.	“If adequate funds are not available.”	“If we need additional funds . . . ”
34.	“If either of these events had not occurred . . . ”	
35.	“If you can’t refrain from . . . ”	
36.	“If you do not refrain from . . . ”	“Stop doing . . . ”
37.	“If you do not wish . . . ”	
38.	“Investors are strongly cautioned not to place any reliance...”	
39.	“Is not eligible . . . ”	“Here’s what’s eligible . . . ”
40.	“It can't be done.”	
41.	“It didn't happen that way.”	
42.	“It is unable to . . . ”	
43.	“It never happened.”	
44.	“It was unceremoniously rejected.”	
45.	“It wasn’t a good idea then, and it isn’t any better now.”	
46.	“It wasn’t our intent to not be involved.”	
47.	“It won’t be any trouble at all.”	
48.	“It won't be that way.”	
49.	“It won't work.”	
50.	“It's not against company policy.”	
51.	“It's never been done before.”	
52.	“It's not inappropriate.”	
53.	“It's not my responsibility.”	
54.	“It’s not the same.”	
55.	“It’s not unreasonable.”	
56.	“It's not too expensive.”	
57.	“It's not too much trouble.”	
58.	“It’s unlikely that he won’t disagree.”	
59.	“It’s not unlikely that people will come up with something we won’t do.”	
60.	“Let’s not be negative.”	
61.	“May not make changes.”	“Changes are limited to . . . ”
62.	“May not be covered.”	
63.	“Misrecollection is not impossible.”	
64.	“Most likely to not achieve.”	
65.	“Must not be an ineligible corporation.”	
66.	“My answer is not no.”	
67.	“No.”	
68.	“No acquisitions are currently proposed.”	
69.	“No amendment may be made.”	
70.	“No, clearly we’re not doing it now.”	
71.	“No comment.”	
72.	“No conflict of interest.”	
73.	“No increase or decrease is planned.”	
74.	“No, it’s not wrong.”	
75.	“No problem.”	
76.	“No revenue was generated.”	
77.	“Not affiliated with . . . ”	“Affiliations are these . . . ”
78.	“Not my job, unfortunately.”	
79.	“Not permitted to be . . . ”	
80.	“Not that again.”	“Let’s move on.”

81.	“Nothing is impossible.”	“Everything is possible.”
82.	“Nothing was done.”	
83.	“Notwithstanding the general limitations . . . ”	
84.	“Options are not exercisable.”	
85.	“Our boss would never buy it.”	
86.	“Our customers wouldn't like it.”	
87.	“Our participation was never greater than theirs.”	
88.	“Our people would never do that.”	
89.	“Shouldn't you have objected?”	
90.	“Some of which will not materialize.”	
91.	“That isn't our problem.”	
92.	“That wouldn't work.”	
93.	“That's impossible.”	
94.	“That's not a bad approach.”	
95.	“That's not a good question.”	
96.	“That's not been proven.”	
97.	“That's not our fault.”	
98.	“That's not to say we can't do it.”	
99.	“That's not true.”	“Here's what's true . . . ”
100.	“That's not our perspective.”	
101.	“That's partly untrue.”	
102.	“That's the wrong attitude.”	
103.	“That's unhelpful and unnecessary.”	
104.	“The allegations are false, misleading, libelous, and absurd.”	
105.	“The company does not expect, nor can it guarantee . . . ”	
106.	“The company does not plan to . . . ”	“The company plans to . . . ”
107.	“The company has the right, but not the obligation.”	
108.	“The company makes no representation or warranty . . . ”	“The company warrants to . . . ”
109.	“The company shall not terminate . . . ”	
110.	“The company shall not take any of the following actions.	
111.	“The company will be under no duty to give notification.”	
112.	“The company would not be able to . . . ”	
113.	“The forecasts should not be regarded as a representation.”	
114.	“The increasing inability . . . ”	
115.	“The information is not exhaustive.”	
116.	“The option may not be exercised . . . “	
117.	“The statements were not prepared with a view toward compliance.”	
118.	“There can be no assurance.”	
119.	“These committees do not set the final policy . . . ”	
120.	“They will have no further rights.”	
121.	“This is not about contract negotiation; we're	

	not talking about that.”	
122.	“This was not a regular occurrence.”	“A more likely occurrence is . . . ”
123.	“Unable to attain.”	
124.	“Unable to complete.”	
125.	“Undue reliance should not be placed on . . . ”	
126.	“Unvested options may not vest...”	
127.	“We aren't a bad company.”	
128.	“We can't change that fast.”	
129.	“We can't say that.”	
130.	“We can't talk about it.”	
131.	“We categorically deny that.”	
132.	“We couldn't have known.”	
133.	“We decided not to do it.”	
134.	“We did all right without it.”	
135.	“We didn't circumvent the rules.”	
136.	“We didn't engage in that practice.”	
137.	“We didn't know.”	
138.	“We didn't need to do that.”	“What we should have done was . . . ”
139.	“We don't agree it's unnecessary or unwarranted.”	
140.	“We don't care.”	
141.	“We don't have enough studies.”	
142.	“We don't have the resources.”	
143.	“We don't have the time.”	
144.	“We don't see it that way.”	
145.	“We meant nothing of the kind.”	
146.	“We never did that.”	
147.	“We shouldn't get involved.”	
148.	“We won't have the money.”	“Money will be limited.”
149.	“We're just too busy; we can't.”	
150.	“We're not capable of that.”	
151.	“We're not ready for that.”	
152.	“Were not approved or disapproved.”	“It remains to be approved.”
153.	“Why won't you use everything I say?”	
154.	“Will not be allowed to . . . ”	
155.	“Will not be revoked.”	
156.	“Will not become exercisable.”	
157.	“You can't believe that.”	
158.	“You can't make a mistake.”	
159.	“You have nothing to fear.”	
160.	“You may not take such information out.”	“Information you can remove is limited to . . . ”

POWER WORDS

1. Aggressive
2. Attack
3. Candid
4. Clear
5. Crucial
6. Critical
7. Defend
8. Detect
9. Deter
10. Different
11. Direct
12. Emphasize
13. Empathize
14. Energize
15. Exciting
16. Fascinating
17. Forceful
18. Important
19. Legitimize
20. Necessary
21. Needed
22. New
23. Powerful
24. Prevent
25. Prioritize
26. Protect
27. Proud
28. Purposeful
29. Responsible
30. Sensible
31. Simple
32. Sincere
33. Strong
34. Surprised
35. Tender
36. Tough
37. Truthful
38. Unique
39. Unusual
40. Urgent
41. Valuable

BRIDGING LANGUAGE

1. . . . But the facts are . . .
2. . . . Here's another way to say it.
3. . . . From my perspective . . .
4. . . . Here's an even tougher question . . .
5. . . . I have heard that too, but the real focus should be . . .
6. . . . I would describe it differently . . .
7. . . . If I may, let me pick a more important point . . .
8. . . . Looking ahead . . .
9. . . . Let's deal in reality . . .
10. . . . Let's talk about something I'm even more familiar with . . .
11. . . . Let's use another perspective . . .
12. . . . Opinions can differ, but I believe . . .
13. . . . Our goal is . . .
14. . . . That's one view, mine is . . .
15. . . . The critical issue is . . .
16. . . . The question should be . . .
17. . . . What concerns me even more . . .
18. . . . What's more important is . . .
19. . . . Yes, but . . .

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Media Training & Leadership Coaching For Executives & Managers

By **James E. Lukaszewski**
America's Master Coach

Jim Lukaszewski's personal training and coaching programs help executives, supervisors, and managers improve their leadership, supervisory, and problem management skills, and managers and spokespersons to communicate clearly, logically, and persuasively during media interviews, presentations, and testimony.



To discuss your specific needs, please call
The Lukaszewski Group: 914.681.0000 or 866.491.e911.

Coaching programs are structured to accommodate the experience, duties, and temperament of executives who require more sophisticated, often one-on-one, approaches. Coaching sessions for the chairman or chief executive can be conducted privately, on a one-on-one basis or in a group of five or fewer senior executives. Sessions may be broken into two-to-four hour segments, conducted at different times or on different days.

Training programs for spokespersons are provided as in-house workshops, custom-tailored to specific client needs. The most frequently used training format is the single, full-day session in one subject area for up to five participants. However, media, presentational, or testimony coaching modules may be combined for two-day programs. The Lukaszewski Group offers customized workshops for individuals, small and large groups.

James E. Lukaszewski,
ABC, APR, Fellow PRSA

Jim is one of the few who can and truly does coach CEOs.

Jim's coaching objectives for on-camera practice and critiquing are to:

- Gain immediate control of all interview situations.
- Develop interview preparation skills – answering questions and reacting to various interview situations.
- Get corporate and organizational messages across.
- Be more interesting, memorable, quotable, and verbally powerful.
- Master the interview process.

Lukaszewski has prepared spokespersons for crucial public appearances; local and network news interviews including *20-20*, *60 Minutes*, *Dateline NBC*, and *Nightline*; financial analyst meetings; and legislative and congressional testimony. He also provides personal coaching for executives in trouble or facing career-defining problems.

Powerful ongoing or situational professional development programs available:

- **Executive Media Workshop – Getting Your Story Out**
Basic coaching and training for spokespeople with on-camera work and message development activities – making managers better communicators.
- **Presentational Skills Workshop – Building Leadership Through Verbal Excellence**
Based on Lukaszewski's concept, *Powerful Presentations: Strategies for Achieving Verbal Excellence*.
- **Analyst/Board Presentation Workshop – Follow the Money**
Make financial presentations more interesting, more useful, more effective, and more powerful.
- **Testimony Workshop**
Individual and group preparation for testimony before Congress and other governmental bodies, in legal settings, and responding to or generating the media exposure that follows.
- **Community Spokesperson Workshop / Crisis Management/**
Preparing organizations for overcoming difficult community problems by developing communication skills to counteract negative behavior and potential adverse publicity. Coaching from the factory floor to *Fortune* magazine.
- **Preparing for High-Profile National and International Media Exposure, Investigations, and News Shows**
Prepare spokespeople for live appearances and interviews with major media.
- **Managing the Media Investigation**
Strategies for getting your organization's story out accurately in the limelight and limiting damage to its reputation.
- **Coaching for Leadership**
Individual leadership skills and management effectiveness; successful succession; new CEO guidance; overcoming board-driven opposition; personal coaching of CEOs and corporate leaders for interviews, testimony, acquisitions, and takeovers; leadership vision and inspiration; and enhancing presentation skills.



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DISCUSSION OUTLINE

Media Coaching for Media Coaches: Insights on Shaping the Spokesperson's Character, Content, and Charisma

*IABC Web Seminar
Wednesday, September 30, 2009*

If those who listened to this program with you would like to have a follow-up discussion, here are some questions to begin the conversation:

1. What do you know now that you didn't know when the program began?
2. What's the most important concept or idea you learned from this program?
3. What question has the presentation raised for which you need to find answers?
4. What key skills, ideas, or knowledges did this program confirm for you?
5. Based on what you learned and heard today, what is the first thing you're going to do when you return to your office?
6. What's the second thing you're going to do?

JAMES E. LUKASZEWSKI, ABC, APR, FELLOW PRSA

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations through extraordinary problems and critical high-profile circumstances. The bulk of his practice is in the Western Hemisphere, although he has clients from many parts of the world.

He is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He counsels companies facing serious internal and external problems involving: activist counteraction; community conflict and grassroots campaigns; corporate relations failures; reputational threats; employee relationship building; ethics/integrity/ compliance; litigation visibility; Web-based attacks; and threats to corporate survival. His broad-based experience ranges from media-initiated investigations to product recalls and plant closings, from criminal litigation to takeovers. He is frequently retained by senior management to directly intervene and manage the resolution of corporate problems and bad news. The situations he helps resolve often involve conflict, controversy, community action, or activist opposition. Almost half of his practice involves civil and criminal litigation.

He is a teacher, thinker, coach, and trusted advisor with the unique ability to help executives look at problems from a variety of sensible, constructive, principled perspectives. He teaches clients how to take appropriate, highly focused, ethically appropriate action. He has personally counseled, coached, and guided thousands of executives in organizations large and small from many cultures representing government; the military and defense industry; the agriculture, banking, computer, financial, food processing, health care, insurance, paper, real estate development, and telecommunications industries; cooperatives; trade and professional associations; and non-profit agencies. He is a coach to many CEOs.

Jim helps prepare spokespersons for crucial public appearances, local and network news interviews including *20-20*, *60 Minutes*, *Dateline NBC*, and *Nightline*, and for financial analyst meetings, and legislative and congressional testimony. He also provides personal coaching for executives in trouble, or facing career-defining problems and succession issues.

He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and public speaker. He is a member of *Public Relations Review's* Board of Professionals, a contributing editor for *Public Relations Quarterly*, member of InfoCom's *Media Relations Insider* editorial advisory board, frequent columnist and member of *PR News's* editorial board, columnist for *O'Dwyer's PR Services Report*, and columnist for PRSA's magazine, *The Strategist*. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. In 2005, the Public Relations Society of America published the final volume of his four-volume *Executive Action® Crisis Communication Management System: War Stories and Crisis Communication Strategies, An Anthology; Crisis Communication Planning Strategies, A Workbook; Crisis Communication Plan Components and Models: Crisis Communication Management Readiness; and Media Relations During Emergencies, A Guide*. His newest book, *Why Should the Boss Listen to You?*, was published by Jossey-Bass in 2008. He has published 25 monographs on critical communication subjects since 1994 and hundreds of articles throughout his career.

He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. Over the past 36 months he has addressed conferences of the U.S. Air Force Public Affairs Officers, U.S. Department of Veterans Affairs, National Information Officers Association, Puerto Rico PR Association, ABERJE in São Paulo, Brazil, Health PR & Marketing Society, Media Relations Summit, the College & University PR Association, Choice Hotels Annual Convention, CCEP World Conference on Disaster Management, National Air & Waste Management Association, National School Public Relations Association, Society for Human Resource Management, and Syracuse University; as well as the 2007, 2008, and 2009 International Conferences of IABC, the Public Relations Society of America, and ASIS International. He has addressed several Canadian trade and government conferences including the National Agriculture Awareness, the Government of Canada Communicators, and most recently Natural Resources Canada, Service Canada, Transport Canada, Purchasing Management Association of Canada, and the Canadian Investor Relations Institute. Visiting his Web site, www.e911.com, is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA); Board of Ethics & Professional Standards; the Corporate and Public Affairs/Government Sections; and the New York City and Westchester/Fairfield Chapters. He is a member of the International Churchill Society, ASIS International, and the Society for Human Resource Management (SHRM). He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of Ball State University's National Public Relations Achievement Award, Patrick Jackson Award for Distinguished Service to PRSA, *PR News* Lifetime Achievement Award, Lloyd B. Dennis Distinguished Leadership Award, and named 2007 Minnesota Metropolitan State University Alumnus of the Year and the 2007 Practitioner of the Year by the Southern New England chapter of the PRSA.

Lukaszewski received his BA in 1974 from Metropolitan State University in Minnesota. He is a former deputy commissioner of the Minnesota Department of Economic Development and assistant press secretary to former Minnesota Governor Wendell Anderson. He founded Minnesota-based Media Information Systems Corporation in 1978. Prior to founding The Lukaszewski Group Inc. in 1989 he was senior vice president and director of Executive Communication Programs for Georeson & Company and a partner with Chester Burger Company, both in New York City. His biography is listed in several editions of Marquis *Who's Who in America*. His name was listed in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."

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