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Management Consultants  
In Communications

# MANAGING CONTENTION:


**Building Relationships,  
Reducing Anxiety,  
Bringing Constituencies to  
Agreement**

## *Participant Guide*

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


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

**Wednesday, March 25, 2009**  
**12:00 – 1:30 p.m. EDT**



### *Contents*

- Participant Letter
- Introduction
- PowerPoint Presentation
- Handout
- James E. Lukaszewski Biography



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In Communications

March 2009

Dear Web Seminar Participant:

Thank you for registering for the IABC virtual seminar, *Managing Contention: Building Relationships, Reducing Anxiety, Bringing Constituencies to Agreement*. During the brief time we'll be together by telephone on March 25th, you will learn how to cope with and occasionally be victorious over the disheartened, disgruntled, and disenchanted, each of whom now has their own Web-based platform and network to, perhaps, target and talk about you. If you have problems with bloviators, bellyachers, bloggers, and Web-based bullies, this is a program for you.

Please review the enclosed materials. I'll use these thought blocks during my presentation. Also included with the *Participant Guide* are related handout materials and an extensive bibliography. During the last 20 minutes of the program, time will be devoted to the specific questions and concerns of those participating.

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, fax, or e-mail:

914.681.0000 – Office  
914.681-0047 – Facsimile  
tlg@e911.com – E-mail

If you would like to visit my Web site to get a flavor for the extensive knowledge and background brought to bear on today's topic, please go to:

[www.e911.com](http://www.e911.com) – Web site

Included in the *Participant Guide* is a discussion outline. Should you or those 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. Also, please see the special program introduction on the following page. It will help you get the right mindset for the program.

Sincerely,

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

P.S. *Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor*, published by Jossey-Bass, is now in bookstores and is also available on [www.e911.com](http://www.e911.com), [Amazon.com](http://Amazon.com), [BarnesandNoble.com](http://BarnesandNoble.com), or [800ceoRead.com](http://800ceoRead.com). The book describes a powerful approach to getting into the inner circle.

# INTRODUCTION

Democracy is the messiest form of government on our planet. In a democracy, getting things done takes extraordinary effort and commitment. With the advent of the Web and “new media” come the reality that everyone who wants to be heard has a platform, the status of being a journalist, and often an audience. Gaining success and public permission in the democratic environment has become more complex, and in many ways considerably tougher.

Having recognized this new dimension, it remains true that the process of securing public permission still requires patterns of activity, public behavior, and sensitivity very similar to those used before this new “MySpace Generation.”

The entire process just seems more fractured and contentious.

Five powerful victory axioms remain true:

1. You can win even with significant opposition, angry people, and media criticism.
2. The prerequisite attitudes to win are:
  - Long-term vision and resources
  - Stamina to withstand the contention, exaggeration, and irritation these situations cause
  - Wisdom and persistence to wage peace, make accommodation, be relentless, be positive, and pay constructive attention to even the smallest detail
3. Recognize that while engineering, chemistry, physics, and math have solutions and end points, the public permission process tends to go on forever.
4. Avoid conflict, confrontation, and discrediting the ideas, opinions, and actions of others. Talk like war, act warlike, beat your chest, and war is very likely. War brings victims, casualties, and critics: all of whom live forever, and all of whom are committed, in some respect, to defeating you.
5. The three main goals of your strategy, action, behavior, and communications are to:
  - Reduce the production of critics
  - Strive to help the community be neutral about what you are asking permission to accomplish
  - Apologize promptly when mistakes and foolishness occur; pay the price quickly and move forward

Welcome to the IABC Web Seminar  
Wednesday, March 25, 2009

## Managing Contention

Building Relationships,  
Reducing Anxiety, Bringing  
Constituencies to Agreement

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

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## Questions for Jim

To ask a question . . . click "Q&A" on the menu bar  
at the top of your screen.



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## Questions for Jim

1. Type your question in the upper box.
2. Click "Ask" to submit your question.

- Receipt of your question will be confirmed.

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## Questions for Jim

Click anywhere on the menu bar to close the Q&A box.

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## To Ensure Listen-Only Mode Please Press Mute

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Insert this and then when facing

**International Association of Business Communicators**

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

If you prefer to submit your evaluation online, please go to: <http://www.iabc.com/eval.asp?ID=12432>

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3. Audio quality \_\_\_\_\_

4. Ease of registration \_\_\_\_\_

Presenter: overall effectiveness \_\_\_\_\_

5. Areas for improvement \_\_\_\_\_

6. Would you participate in another virtual session? \_\_\_\_\_

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) \_\_\_\_\_

PLEASE FAX TO 1.800.472.5138 or +1.715.653.5474

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Outside U.S. Call:  
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## Attending Today

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**Please Tell Jim  
Where You Work**

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**You Must Have a  
Site License to Attend  
Today's Program**

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**Check out Jim's new Crisis Guru Blog**

[www.e911.com](http://www.e911.com)

**Your first stop when crises occur.**

**Sign up for the free E-Newsletter**

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**The Lukaszewski Group Inc.** CRISIS COMMUNICATION MANAGEMENT SPECIALISTS

**INSIGHT. INFLUENCE. IMPACT.**

**In This Issue**

- Want the Boss to Participate in Safety During Crisis? Here's a Plan
- The Dark Art of Laying People Off: A Crisis Management Case Study
- Watch Your Language
- Makeup the News

**Quick Links**

- About Us
- Coaching & Training
- eNewsletter Archive
- Schedule Jim as a Speaker
- The Crisis Store
- TLG Web Site

**Executive Action**  
Strategic Management Insights for Leaders, Decision Makers, and Their Trusted Advisors

**January 14, 2009**  
Number 3

**Note to Readers**

Hope you are finding *Executive Action* helpful. In this edition we add two more features that you will see from time to time.

**New feature in this issue: Watch Your Language**

We'll take a quote from a newspaper, publication, or speech and translate it into what should have been said. The very interesting first feature deals with a spokesperson talking about the Rhino, a utility terrain vehicle (UTV) manufactured by Yamaha, which is coming under fire for the accidents and injuries associated with their use.

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

Photo Credit: Harry Turner.

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**Today's Program**

**Three Faces of Contention  
Where Contention Comes From  
Contention Reduction Strategies**

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**The Contender's  
Definition of Contention**

**Opposing the Powerful for the  
Benefit of the Powerless**

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**The Defender's  
Definition of Contention**

**Irrational and Misguided, Often  
Mistaken Opposition by People  
With Personal Agendas**

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**Contention Ends When Agreement Begins**



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**Lexicon of Contention**

**External Causes:**

- Activist action
- Angry neighbors (upset communities)
- Intense competition
- Active critics
- Customer irritation
- Disgruntled employees
- Dissident board members
- Labor unrest
- Media attacks
- On-line activism (electronic bullying)
- Problem public officials
- Facility site opposition

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**Lexicon of Contention**

**Internal Causes:**

- Acquisition/merger/takeover
- Benefit reduction
- Building or expanding a facility
- Closing a facility
- Culture change
- Downsizing/layoffs/restructuring
- Labor activity
- New CEO
- Private to Public
- Public to Private
- Reduction of benefits for employees
- Relocation/off-shoring
- Restructuring
- Succession
- Whistleblowing

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## Your Lexicon of Contention

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## Effect/Cause Analysis

### Contester

- **Betrayal**
- **Deception**
- **Ignored**
- **Targeted**
- **Defenseless**
- **Humiliation**
- **Hopelessness**
- **Victimization**

### Defender

- **"Too early to tell"**
- **Limit information**
- **"No need to know"**
- **Attack weaknesses**
- **"Do anything we please"**
- **Discredit them**
- **Benefits outweigh risks**
- **Irrational**

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## Getting to Agreement

- **Commitment to promptly do what the community really expects:**
  - **Public meetings where you explain and listen. Provide extra data.**
  - **Answer the crucial questions:**
    - **Is it really necessary?**
    - **Aren't there other alternatives?**
    - **What are the real risks?**
    - **Why disrupt our lives this way?**
    - **Why do you have to threaten everything we care about?**

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## Getting to Agreement (Continued)

- **Decisions based on sound assumptions:**
  - Minimize the PR/maximize the candor.
  - Recognize that beliefs or values always outweigh economic benefit.
  - Environmental threats are always more powerful than economic benefit.
  - The community truly needs it.
  - Empathy has more power than good data.
  - Good data is still essential.

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## Getting to Agreement (Continued)

- **Maximize face time and personal contact:**
  - Use simple handouts, personally delivered and explained.
  - Always use the front door rather than the back door.
  - Strive to build understanding of your objectives rather than finding people to endorse them.
  - Use themes and messages that directly address real community fears, questions, and emotions.

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## Getting to Agreement (Continued)

- **Be open:**
  - Anticipate questions and issues.
  - Listen carefully.
  - Prepare to modify your plans.
  - Discourage third-party support.
  - Keep drawing the public into the project, from the earliest possible time.

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## Getting to Agreement (Continued)

- Assign individuals from your organization and the community who care; who can explain technicalities in simple, positive terms; are good communicators; and, where possible, someone the community, activists, and victims can respect.

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## Getting to Agreement (Continued)

- Trustworthy, independent local oversight:
  - Opponents are answered, respected, and engaged.
  - Neighbors are considered potential victims and are treated respectfully.
  - Activists are responded to and engaged.
  - Public officials are continuously briefed in.
  - “We routinely invite people to look over our shoulders. And when they have questions, we answer them promptly.”

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## My Corporate Contention Reduction Philosophy

- First-line supervisors are key.
- Use video strategically.
- Avoid missions, visions, values jargon.
- Use formats that can be easily read and verbally shared.
- Use the Web.
- Be simple, sensible, constructive, positive.
- Avoid negative language, instructions.

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## Contention Reduction Communication Strategy

1. Candor
2. Openness, accessibility
3. Truthfulness
4. Apology
5. Responsiveness
6. Empathy
7. Transparency
8. Engagement
9. Clarification and correction

Handout  
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## Use Positive Language

- |   |  |
|---|--|
| 1. I don't believe it . . . or you.                     | 1. Here's what I believe. Here's what we believe . . .                               |
| 2. It won't work; it never worked.                      | 2. Here's how it might work. Here are some suggestions to make it work . . .         |
| 3. That's a lie.  | 3. Check the facts more carefully and you'll find . . .                              |
| 4. That's not our style.                                | 4. We're known, even respected for . . .   |
| 5. We don't do that.                                    | 5. Here's what we actually do.   |
| 6. We don't invest in benefits our employees won't use. | 6. We have three categories of employees, each with distinctly different needs . . . |
| 7. We've never done that.                               | 7. Here, specifically, is what we do . . .   |
| 8. You're wrong.  | 8. Let's look at the facts . . .   |

Handout  
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## Managing the Emotional Dimension

1. Manage the emotional dimension first.
2. Clarify how you can help.
3. Tell the truth/state or acknowledge the negatives.
4. Make credible comparisons (avoid analogies).
5. Try for consensus/solution (optional).

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## Long-term Contention Management

- Find and build your base.
- Build trust through advance information.
- Construct a Web site/use the power of the Web.
- Establish your communication intentions.
- Answer all the obvious questions first.

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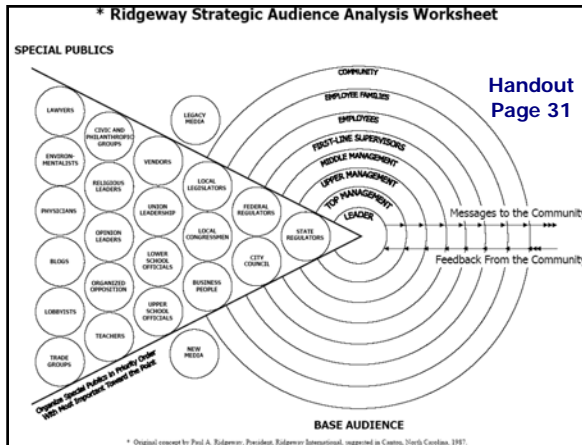
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## Community Communication Realities

- Public consent is required, continuously.
  - Public involvement is necessary and ongoing.
  - Public involvement can kill projects, ideas, and permits.
- (Ask Wal-Mart, Disney, Nestlé, Ikea, NASA, NRC.)

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## Community Communication Realities (Continued)

- Public officials expect you to win the public's support.
- The media will always focus on the conflict, controversy, and confrontation.
- Personal self-interest values/needs take precedence over social values/needs.
- There are no end points.

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## Channel Contention in Positive Ways

- Use ad hoc advisory committees.
- Use the energy of contentious meetings to build your credibility.
- Know what your employees are doing in the community.
- Manage the record.
- Respond relentlessly.

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## Use Language That Gives Control to Others

Laws  
Restrictions  
Accountability  
Oversight  
Regulations  
CONTROLS  
RULES

(Avoid mindless chest beating.)

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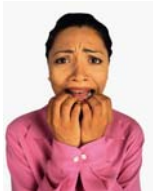
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## Trust Loss Triggers

1. No advance warning
2. No input from victims
3. No alternatives
4. No justice
5. No compassion (at first)
6. Too much spin
7. No response plan
8. Cold, arrogant responses
9. False, phony excuses



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## Build Internal/External Trust

- Provide advance information.
- Ask for input.
- Relentlessly answer questions.
- Really listen.
- Demonstrate that you've heard.
- Respond to concerns.
- Stay in touch.
- Bring them into the decision-making process.
- Be simple, sensitive, sincere.

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## Use the Power of the Web

- Manage media coverage.
- Reduce media calls.
- Provides information 24/7.
- Script everybody.
- Set and manage the record.
- Counteract the bloggers, bellyachers, bloviators, and boneheads.



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## Site Template

- Advertising
- Blogs
- Communication intentions
- Contrast analysis
- Corrections & clarifications
- Dear So & So
- Downloads (audio/video)
- In the news
- Issues & policies index
- Links
- Our purpose
- Overview
- Podcasts
- Presentations
- Publications/sources
- Q&A
- RSS
- Site map
- Timeline/calendar of events
- What we do
- Who we are

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### Dear So and So

On this section of the site, you can send questions and comments directly to me. \_\_\_\_\_ I'll be posting the most interesting questions you send, or those that stimulate the most interesting answers, in [So and So's Update](#).

My goal for this effort is to correct, clarify, and comment, as well as answer your questions as directly as I can.

Note: Questions and comments are limited to 150 words (600 characters) per message. Any attachments will be stripped away. Only the text of your comments or questions will remain. Responses to the most interesting questions will be posted at [So and So's Update](#). Thank you.

Dear So and So:

My question, concern, or fear about \_\_\_\_\_ is:

Please respond by:

Telephone call     Letter     E-mail

On the website     Just looking into it, no response necessary

Name (Optional):     E-mail:

Address:

Street:     Home Phone:

City:     Office Phone:

State:

Zip:

You may use my name     Please keep my name private

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## New Media Victory Manifesto

1. Speak only for yourself; say less, write less, but make these communications really important.
2. Aim for 75-150 word responses; this is 30-60 seconds reading or speaking time.
3. Always let others speak for themselves. When you try to speak for others, you will always be wrong, and attacked or humiliated for being wrong.
4. Avoid claiming that you agree with your opponents on anything, unless they say so first. Once opponents say it, you may quote them saying it, but always say what you believe to be true and back that up.
5. Avoid saying that you work closely with public agencies, other organizations, or even individuals related to your situation, unless they say so first and you then quote them. Otherwise, they will deny it or point out, as some may quite quickly, that whatever links exist are weak. They will then describe those weaknesses. Those who can and may support you in the future must have their status preserved for the long run. Drawing them into your discussion may needlessly make them targets of attack. They will have to abandon and, perhaps, disown you.
6. Assume that everyone in the discussion has more credibility than you do. Your job is to validate your credibility, every time, rather than to discredit others.
7. Be relentlessly positive (avoid all negative words) and constructive (avoid criticizing and criticism). Both provide the fuel opponents thrive on.
8. Focus on the truly important 5%; forget the rest. Respond to and develop what truly matters.
9. Emotional words plus negative, destructive language equals less truth and trustworthiness. Let the attacker discredit themselves.
10. Practice laggedship. Speak second but always have the last word.
11. Be calm. Critics, agitators, and bullies are energized by anger, emotionalism, and whimsiness.
12. Silence is always toxic to the accused. Even your friends will sacrifice you.
13. Refuse to be distracted by negativity, friendly pressure, or the agendas of others. They are not in the spotlight. You are.

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



**Questions  
&  
Answers**

To ask a question via phone, please press \*1 on your telephone keypad.

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Thank You for Attending the IABC Web Seminar  
Wednesday, March 25, 2009

**Managing Contention**  
Building Relationships,  
Reducing Anxiety, Bringing  
Constituencies to Agreement

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

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# MANAGING CONTENTION:

**Building Relationships,  
Reducing Anxiety,  
Bringing Constituencies to  
Agreement**

## *Handout*

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

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

**Wednesday, March 25, 2009**  
**12:00 – 1:30 p.m. EDT**



### *Contents*

- Contention Reduction Communication Strategy
- The Strategic Power of Positive Language
- Bad News Eradicator
- Strategic Audience Analysis Model
- Dear So and So Model
- New Media Victory Manifesto
- The Victim Dimension
- Discussion Outline

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# CONTENTION REDUCTION COMMUNICATION STRATEGY

## Communication Intentions

1. *Candor*
  - Disclose, announce early.
  - Explain reasoning and reasons.
  - Discuss options, alternatives considered.
  - Provide unsolicited helpful information.
2. *Openness, accessibility*
  - Be available.
  - Be willing to respond.
3. *Truthfulness*
  - Point of reference matters more than facts.
  - Unconditional honesty, from the start.
4. *Apology*
  - Verbalize or write a statement of personal regret, remorse, and sorrow.
  - Acknowledge personal responsibility for having injured, insulted, failed or wronged another.
  - Humbly ask for forgiveness in exchange for more appropriate future behavior and to make amends in return.
5. *Responsiveness*
  - Every concern or question, regardless of the source, is legitimate and must be addressed.
  - Answer every question; avoid judging the questioner.
  - Avoid taking any question personally.
  - Build followers and be nice, even in the face of anger or aggressive negativity. Anger and arrogance create plaintiffs.
6. *Empathy*
  - Action always speaks louder than words.
  - Action illustrates concern, sensitivity, and compassion.
  - Act as though it was happening to you or someone you care about.
7. *Transparency*
  - Our behavior, our attitude, our plans, even our strategic discussions are unchallengeable, positive, and explainable.
  - Our families would be comfortable reading about our actions, decisions, and discussions on the front page of tomorrow's newspaper.
  - No secrets (because important things and stupid stuff always come out).
8. *Engagement*
  - Face-to-face is the communications approach desired by just about everyone.
  - Those who challenge us most will require aggressive positive interaction.
  - Our base and those who give us permission to operate expect us to deal with unconvinced and victims.
  - Direct interactive response, even negotiation, empowers the initiator.
9. *Clarification and Correction*
  - Relentlessly correct and clarify the record.
  - Prompt, positive, constructive elaboration of the facts preempts critics and empowers employees and supporters.

## **THE STRATEGIC POWER OF POSITIVE LANGUAGE**

One of the great epiphanies for communicators is the recognition of how destructive negative language is and how powerful, controlling, and strategic positive words are.

Contrary to popular belief and much pr mythology, negative stories and headlines are generally driven by the negative language, stories, and examples spokespersons use – verbally but also in writing. You might have noticed that even the best interview often results in a story with a negative slant simply because a single negative phrase was used. Reporters and adversaries habitually and intentionally phrase their questions and information requests in negative ways that demand negative responses.

Another negative speech habit is to talk in double and compound negatives, perhaps because spokespersons mistakenly assume that more than one negative creates a positive result: “It’s wasn’t our intent to not seem sensitive.” “You can’t believe that we didn’t care.” “Don’t be silly; he won’t really care.” “No problem, it won’t be any trouble at all.” “Certainly not. Please don’t hesitate to call.” “We had no idea it wouldn’t work.” “I don’t disagree.” “Change doesn’t come without a price.”

The critical reality of positive language is that if you wish to establish a pattern of long-term improvement in relationships, and control the conversation and the environment in which communication takes place, it is positive language that gives you control of your destiny, your opposition, and the distractions on your way to victory.

What is it about negative language that makes negative words so destructive?

### **1. Negative language is non-communication**

If I say to you, “That’s not how we do it,” or, “That’s meaningless,” what have you learned? I’ve probably put you off because the answer is somewhat accusatory, like you should have known more than you did.

### **2. Negative language is destructive**

If I say to you, “You’re wrong,” you are now a victim. I haven’t provided information that would help you know what is right. Even if I follow that comment with some useful, positive information, chances are that you’ll have difficulty hearing it because I have seriously insulted or hurt you, and you are licking your wounds, not listening to me.

### 3. **Negative language causes defensiveness (yours)**

Once I've told you, "That's not the way we do it," or, "It won't work," if I care about you at all, I know I haven't communicated, I know it's not what you wanted to hear, therefore I feel that I must now do something to overcome my non-communication. This is what defensiveness is, a feeling of inadequacy brought on primarily by incomplete, negative, stupid, or erroneous communication.

### 4. **Negative language drives communication out of control**

As soon as I say, "That's not the way we think," what are your options as a victim responder? You'll ask me why not, why isn't it, and why won't we? These are all negative responses, which drive communication even further off any positive, productive track. Your situation is now sliding into the verbal ditch. You are out of control, and you can feel it.

### 5. **Negative language causes a kind of intellectual deafness**

Reporters, protestors, activists, and angry opponents seem to need negative language. In fact, the fulfillment of their mission revolves around the use of it. When they get negative language in response, the communication immediately becomes driven by it and its power to continue, even expand conflict. It is impossible to be positive enough to punch through the negative shield, once it has formed.

The news media especially use negative language as a means of balancing almost any positive news or information:

- Man Lands On The Moon, But Cost Overruns Mar The Occasion
- Life-Saving Medication Introduced Today In Cleveland, 17 Deaths During Clinical Trials Raise Questions

- Religious Icon Rises From The Dead, Relationship With Prostitute In Previous Life Under Investigation

### 6. **Negative language never brings closure**

Negative language is used in the mistaken belief that a negative response somehow brings closure to allegations, assertions, and negative questions. The actual affect is just the opposite.

Besides, when challenged or insulted, we tend to want to strike back because it feels so good. I refer to this as *testosterosis*, an emotional state affecting both men and women when their favorite ideas are assaulted, questioned, or impugned.

While negative language can seem responsive, the recipient automatically understands and senses important aspects of who you are, where you are, how you are feeling, and whether or not you can actually win the argument. You are uncomfortable, defensive, non-communicative, and have no idea how to accommodate or win.

### 7. **Negative language never achieves victory**

Victory is supposed to be a positive event. If you haven't defined victory, there is no language strategy that will get you there. Or, to say it positively, define victory and you'll be able to structure a verbal and written strategy to achieve it.

### 8. **Negative language weighs more than positive language**

Risk communicators have learned that characterizing serious issues and topics in negative language, even if just a little, is almost impossible to overcome no matter how many positive words, phrases, and thoughts are used. Verbally, it seems, negative words weigh five times as much as positive words weigh. Negativity is memorable.

## WHAT IS THE POWER OF POSITIVE DECLARATIVE LANGUAGE?

To build better employee relationships, resolve labor problems, and get a labor agreement, sooner or later one has to resort to positive, useful, productive language to strike a deal, get a contract, end the dispute, and to hear. It's harder if you begin by waging verbal warfare. If you want to win an argument, the verbal struggle, you're going to have to come up with useful, positive, helpful examples that illustrate the proof of your own assertions and assumptions.

If you wish to control the dialogue, you're going to have to drive the discussions forward using meaningfully specific, positively stated examples, verbal illustrations, and stories that teach, illustrate, draw others toward your point of view, and persuade.

## TOXIC RETORTS KILL IDEAS & ENERGY

Ideas, concepts, and forward thinking are often controlled or destroyed by the use of toxic retorts. These destructive, negative responses generally end discussion and kill concepts.

Here's my favorite list of toxic retorts.

- I don't like that idea
- I don't see the connection
- I wouldn't say that
- It can't be done
- It didn't happen that way
- It didn't work before
- It won't work now
- It's against company policy
- It's never been done before
- It's not my responsibility
- It's not affordable
- Let's not over-react
- It's too much trouble
- No comment
- Not my job, unfortunately
- Not that again
- Our boss would never buy it
- Our customers wouldn't like it
- Our people would never do that

- That isn't our problem
- That won't build our product
- That's impossible
- That's not a good question
- That's not our fault
- We aren't that bad a company
- We can't change that fast
- We can't talk about it
- We couldn't have known
- We did all right without it
- We didn't know
- We don't care
- We don't have enough studies
- We don't have the resources
- We don't have the time
- We won't have the money
- We can't because we're just too busy
- We're not ready for that
- What you're not saying is . . .
- Why won't you use everything I say?
- You didn't talk to me about this
- You're mistaken
- You're wrong

## OVERCOMING TOXIC RETORTS & NEGATIVE LANGUAGE

There are two techniques for overcoming negative and toxic language: Using positive declarative language and power words.

### Positive Declarative Language

Here are some examples of converting negative approaches into positive declarations.

1. Negative: I don't believe it . . . or you.  
Positive: Here's what I believe. Here's what we believe.
2. Negative: It won't work; it never worked.  
Positive: Here's how it might work. Here are some suggestions to make it work.
3. Negative: That's a lie.  
Positive: Check the facts more carefully and you'll find . . .
4. Negative: That's not our style.  
Positive: We're known, even respected for . . .

5. Negative: We don't do that.  
Positive: Here's what we actually do.
6. Negative: We don't invest in benefits our employees won't use.  
Positive: We have three categories of employees, each with distinctly different needs.
7. Negative: We've never done that.  
Positive: Here, specifically, is what we do . . .
8. Negative: You're wrong.  
Positive: Let's look at the facts . . .

## POWER WORDS

Power words add energy, thickness, and momentum to the conversation. Power words are critically important for confronting color words\*, words that are emotionally negative in nature, words like ashamed, afraid, worried, frightened, embarrassed. Color words grab the spokesperson or an audience by their guts. Use **power words** to make important statements and to manage the emotional power of color words:

1. Was it a bad or stupid choice?
2. Power response: In their place, I would have made ***different*** choices.
3. It sounds like they hate your plan.
4. Power response: As we ***emphasize*** solutions, they'll be more positive about what we're doing.
5. Will this problem destroy your reputation?
6. Power response: These matters are certainly ***urgent***, and we will do our best to deal with them.
7. Shouldn't your company be ashamed of its performance?
8. Power response: We're ***surprised*** at the public response, but intend to respond ***powerfully*** and ***aggressively*** to the public's concerns.

Other power words include:

- Different
- Emphasize
- Empathize
- Energize
- Prioritize
- Proud
- Strong
- Surprised

- Exciting
- Fascinating
- Great
- Hopeful
- Legitimize
- New
- Powerful
- Sympathize
- Tough
- Unique
- Unusual
- Urgent
- Value

## POSITIVE LANGUAGE POSTULATES

1. Say less; make what you say positive, powerful, and therefore more important.
2. Saying nothing can be very powerful and positive (because in some cases the other side just wants to be heard).
3. Peace, success, and victory are won only with positive language.
4. Compassion and empathy sometimes use negative color words such as:

- Ashamed
- Concerned
- Disappointed
- Embarrassed
- Failed
- Humiliated
- Mortified
- Regrettable
- Shocked
- Tragic
- Unfortunate
- Unhappy
- Unintended
- Unnecessary
- Unsatisfied

Be very careful how you express empathy. Empathetic sentiments can cause toxic retorts.

5. The positive responder controls the level of negativity of any verbal or written exchange.

\* For more information and lengthier discussion on this subject and a more complete list of color words, contact the author by E-mail at [tlg@e911.com](mailto:tlg@e911.com) or explore his Web site at [www.e911.com](http://www.e911.com).

## 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.”               |                                 |

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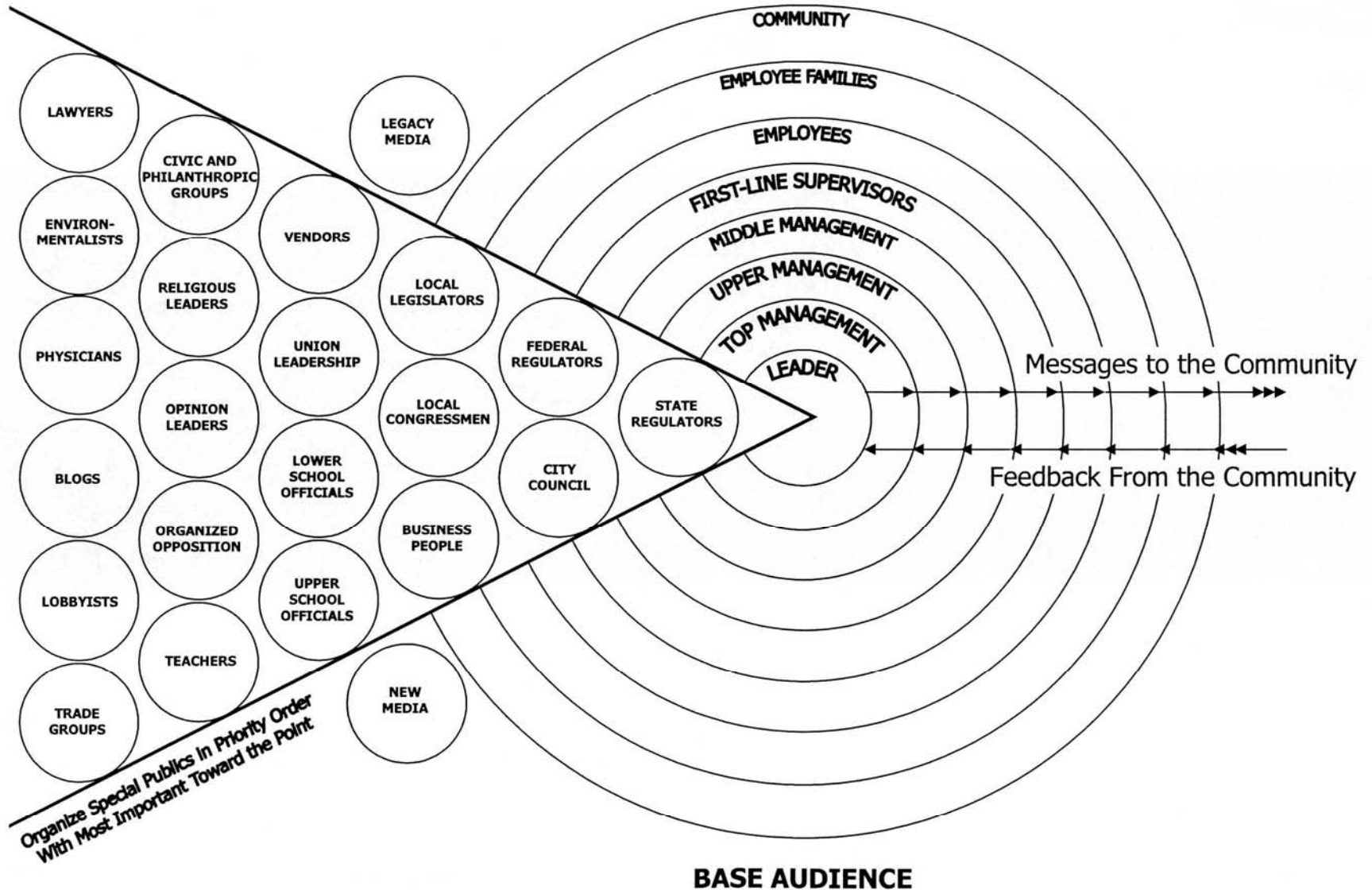
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| 33. | “If adequate funds are not available.”                                   | “If we need additional funds . . . ” |
| 34. | “If either of these events had not occurred . . . ”                      |                                      |
| 35. | “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 . . . ” |

# \* Ridgeway Strategic Audience Analysis Worksheet

## SPECIAL PUBLICS



Organize Special Publics in Priority Order  
With Most Important Toward the Point

\* Original concept by Paul A. Ridgeway, President, Ridgeway International, suggested in Canton, North Carolina, 1987.

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## DEAR SO AND SO COPY

Dear \_\_\_\_\_,

I have a concern/fear/question about:

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---

---

Please respond by:

Telephone call  
Personal Visit

Letter  
Just looking into it, no response necessary

E-mail

Intranet publication

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Department: \_\_\_\_\_

Workstation: \_\_\_\_\_

Office Phone: \_\_\_\_\_

Home Phone: \_\_\_\_\_

You may

You may not use my name with this issue or question

### Dear So and So

On this section of the site, you can send questions and comments directly to me, \_\_\_\_\_. I'll be posting the most interesting questions you send, or those that stimulate the most interesting answers, at [So and So's Update](#)

My goal for this effort is to correct, clarify, and comment, as well as answer your questions as directly as I can.

**Note:** Questions and comments are limited to 150 words (800 characters) per message. Any attachments will be stripped away. Only the text of your comments or questions will remain. Responses to the most interesting questions will be posted at [So and So's Update](#). Thank you.

Dear So and So:

My question, concern, or fear about \_\_\_\_\_ is:

Please respond by:

- Telephone call     Letter     E-mail  
 On the website     Just looking into it, no response necessary

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## NEW MEDIA VICTORY MANIFESTO

### Keeping Yourself and the Things That Matter Under Control

This manifesto is a personal and often publicly declared set of principles, policies, or intentions for addressing contentious public circumstances and situations, and behaving with integrity, honesty, and even good humor. If your mother could teach you the rules for winning in the irritating, aggravating, agitating environment of being under attack in the news media— personally, politically, or professionally, these are the 27 techniques and practices she (or most moms) would share. You can succeed even in the face of contentious people, angry neighbors, negative media coverage, and irritated public officials.

1. **Speak only for yourself.** Say less, write less, but make these communications truly important.
2. **Answer every question.** Aim for 75-150 word responses; this is 30-60 seconds reading or speaking time. Honorable organizations, people, programs, and initiatives can answer any question.
3. **Always let others speak for themselves.** When you try to speak for others, you will always be wrong, and attacked or humiliated for being wrong.
4. **Avoid claiming that you agree with your opponents** on anything, unless they say so first. Once opponents say it, you may quote them saying it, but always say what you believe to be true and back that up.
5. **Avoid saying that you work closely with public agencies,** other organizations, or even individuals related to your situation (even if you believe you do), unless they say so first and you then quote them. Otherwise, they can deny it (especially if controversy arises) or point out, as some may quite quickly, that whatever links exist are rather weak. They will then describe those weaknesses or deny that you have any real influence.

Those who can and may support you in the future (public or private) must have their status preserved for the long run. Drawing them into your discussion could needlessly make them targets of attack. They will have to abandon or, perhaps, denounce or distance themselves from you.

6. **Assume that everyone in the discussion has more credibility than you do.** Your job is to validate your credibility, every time, rather than to discredit others.
7. **Be relentlessly positive** (avoid all negative words) and constructive (avoid criticizing and criticism). Both provide the fuel opponents thrive on.
8. **Focus on the truly important 5%;** forget the rest. Respond to and develop what truly matters.
9. **Let attackers discredit themselves.** Their emotional words and negative, destructive language equals less truth and trustworthiness. Avoid “friends” who suggest this approach. It will always backfire.

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10. **Practice laggship.** Speak second but always have the last word.
11. **Remain calm.** Critics, agitators, and bullies are energized by anger, emotionalism, whininess, and negative counter attacks.
12. **Silence is always toxic to the accused.** After a while, even your friends will sacrifice or question you.
13. **Apologies are always in order,** provided they contain all of the crucial ingredients of an effective apology. The most constructive structures for apology are in *The Five Languages of Apology*, a book by Gary Chapman and Jennifer Thomas (*The Five Languages of Apology: How to Experience Healing in All Your Relationships*, Gary Chapman and Jennifer Thomas; Northfield Publishing, September 1, 2006; ISBN 1881273571.). Here, with some paraphrasing and modification based on my experiences, are the ingredients of the perfect apology.
  - **Regret (acknowledgment):** A verbal acknowledgement by the perpetrator that their wrongful behavior caused unnecessary pain, suffering, and hurt that identifies, specifically, what action or behavior is responsible for the pain.
  - **Accepting Responsibility (declaration):** An unconditional declarative statement by the perpetrator recognizing their wrongful behavior and acknowledging that there is no excuse for the behavior.
  - **Restitution (penance):** An offer of help or assistance to victims, by the perpetrator; action beyond the words “I’m sorry”; and conduct that assumes the responsibility to make the situation right.
  - **Repentance (humility):** Language by the perpetrator acknowledging that this behavior caused pain and suffering for which he/she is genuinely sorry; language by the perpetrator recognizing that serious, unnecessary harm and emotional damage was caused.
  - **Direct Forgiveness Request :** “I was wrong, I hurt you, and I ask you to forgive me.”

The most difficult and challenging aspects of apologizing are the admission of having done something hurtful, damaging, or wrong, and to request forgiveness. Skip even one step and you fail.

14. **Have courage, and refuse to be distracted** by negativity, friendly pressure, or the agendas of others. You are in the spotlight. They are in the shadows. Be especially wary of those who feel that responding empowers others, or that you might look like a sissy for having done it. Either of these outcomes is better than being considered boorish, bullyish, arrogant, or callous.
15. **Discourage others from explaining your situation.** They will get it wrong. You will be blamed, and they will be attacked. They will then have to abandon you altogether, keep some distance, or attack you to preserve their own credibility.
16. **Everything that goes around comes back around.** Avoid verbal vegetables, the words phrases, arguments, assertions, and statements you write or say that you know you will have to eat some time in the future.

17. **Remember the math of truth:** Truth is 15% facts and data and 85% emotion and perception; 65% of truth is point of reference (my backyard or neighborhood). Facts do matter, but addressing the emotional component of issues and questions immediately, continuously, and constructively is essential for success.
18. **Be strategic.** Say, act, plan, and write with future impact in mind.
19. **Prepare to work alone** and to be abandoned by just about everyone.
20. **Stay at altitude,** keep a distance, avoid taking events or actions personally, and be reasoned, appropriate, and direct. Positive and constructive responses tend to disempower those making the attacks.
21. **Keep the testosterone under control.** Every bit of negative energy you throw in their direction will multiply by a factor of five to 10, and they will throw it right back at you.
22. **Be preemptive.** Work in real time. Do it now, fix it now, ask it now, correct it now, challenge it now, and answer it now.
23. **Write and speak, simply, sensibly, positively empathetically and constructively.**
24. **Avoid trying to discredit anyone, any argument, any evidence, or any movement.** Such actions stimulate the creation of critics and adversaries; who accumulate, hang around, live forever, and search relentlessly to exploit your weaknesses, vulnerabilities, and susceptibilities. Prove your position with positive, declarative language.
25. **Get accustomed to accommodating the long term, relentlessly negative nature of contentious situations.**
26. **Correct and clarify what matters promptly,** but do it all on your own Web site. Avoid joining blogs or conversations outside your site. The latter strategy will suck all of your energy into responding to the agendas of others who are having fun and sleeping well, while you are doing neither.
27. **It is your destiny.** Fail to manage it, and someone else is waiting in the wings to do it for you.

## THE VICTIM DIMENSION

### Victims Are:

- People
- Animals
- Living systems

### Victimization Is:

- Self-designating
- Self-maintaining
- Self-terminating

### Causes of Victimization:

- Abuse
- Arrogance
- Assault
- Bullying
- Callousness
- Carelessness
- Commission
- Confrontation
- Contention
- Deception
- Discrediting
- Dismissiveness
- Disparagement
- Embarrassment
- Fear
- Lies
- Negligence
- Omission
- Sarcasm
- Shame
- Surprise

### Victims Feel:

- Anger
  - Betrayal, disbelief, dread, excitability, and anxiety
- Frustration
  - Powerlessness, helplessness, fearfulness
- Inadequacy
  - Walking but wounded, agonized, lonely, poor judgment
- Betrayal
  - Trust no one, no one to trust, irritable, anxious

### Victim Reaction:

- Friendly gestures: Interpreted as threats
- Personal interest: Perceived as intrusions and betrayal
- Well meant advice: Perceived as insulting or controlling

### Victims Suffer:

- Intellectual deafness
- 24/7 internal and external monologue
- Everything is a question

### Victims Need:

- Validation
  - Preferably by the perpetrator

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- Visibility
  - To describe their pain and warn others
- Vindication
  - Resolution that prevents the victimization of others
- Apology
  - Verbal or written admission of responsibility, the promise of amends

**Victim Management Imperatives:**

- Control your own sense of outrage and betrayal
- Keep the real victim's circumstances in perspective
- Recognize the utter loneliness of victims, much of which they end up having to resolve themselves, by themselves, in their own time

## DISCUSSION OUTLINE

### **Managing Contention: Building Relationships, Reducing Anxiety, Bringing Constituencies to Agreement**

*IABC Web Seminar  
Wednesday, March 25, 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.

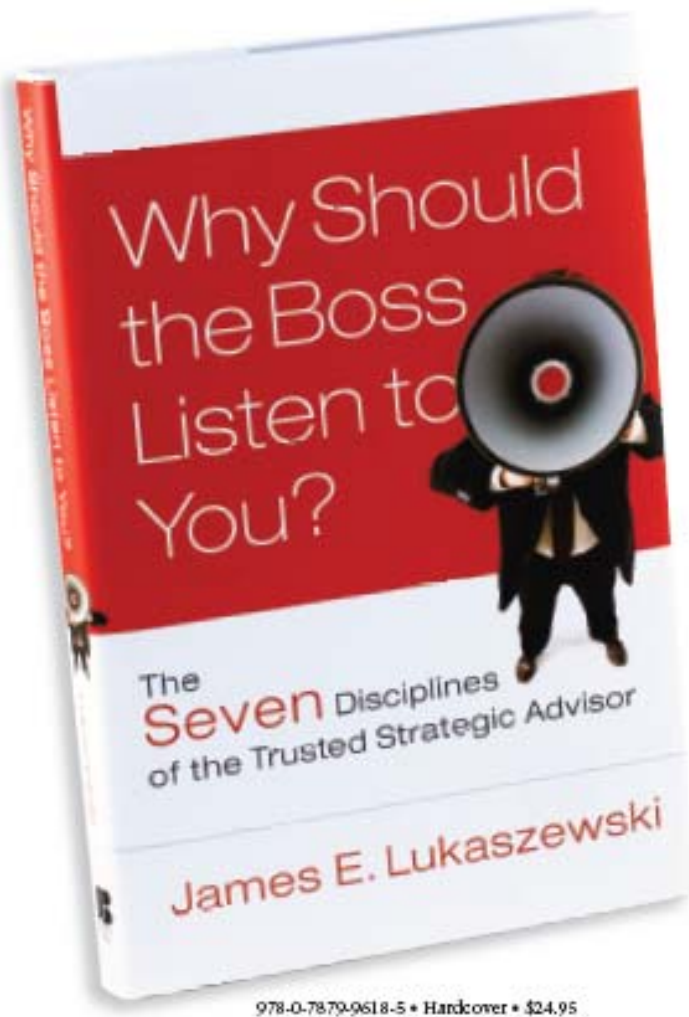
He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and public speaker. He is a member of *Public Relations Review's* Board of Professionals, a contributing editor for *Public Relations Quarterly*, member of InfoCom's *Media Relations 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. The Public Relations Society of America published the final volume of his four-volume *Executive Action® Crisis Communication Management System* in 2005: *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 February 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. His recent addresses include the 2007 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, and Syracuse University; and the 2006, 2007, and 2008 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](http://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 Georgeson & 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."

# A Book for Everyone Who Wants to Tell the Boss How to Do It



- Do people hold up meetings waiting for you?
- Do people remember what you say and quote you to others?
- Do others seek out your opinion and ideas?
- Do they try to influence you to influence your boss?

“Far more than it first appears. This book is a real look at the soul of what good business can be. Everything could be like this, health care, politics, etc. Jim Lukaszewski sketches the boss, inner circle, advisor, and staff. He then explains each player and how they fit together, where they are coming from, and how you contribute. The big picture is there when you finish. He has some good visuals and many lists:

7 disciplines

5 imperatives

4 things to do

5 flawed strategies

9 things a leader expects

11 things you need to know to work with a boss

3 lists of questions to consider, nice learning device

**Too many books could be a pamphlet, not this one. ‘Managers test before they trust,’ a nice thought. I liked the section on trust. On half the pages I wrote a comment. An enjoyable read of deep material. His thoughts reveal a life that works. This body of work is a protein meal. I Love this book.”**

— Dr. Don Malnati, Five Star Reviewer on Amazon.com,  
January 2, 2009

**“Leaders must have trusted advisors. This book shows you how to be one and stay one.”**

— Harvey B. Mackay, author of the *New York Times* #1 bestseller  
*Swim with the Sharks without Being Eaten Alive*

**“Jim Lukaszewski has personally helped resolve more corporate crises than anyone I know of. His experience ‘in the trenches’ equals the high quality of his judgment.”**

— Chester Burger, *APR, Fellow PRSA*, American Public Relations  
Leader Emeritus and PRSA Gold Anvil Winner

*James E. Lukaszewski* (loo-ka-SHEV-skee) is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and internationally recognized speaker.


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[tlg@e911.com](mailto:tlg@e911.com)

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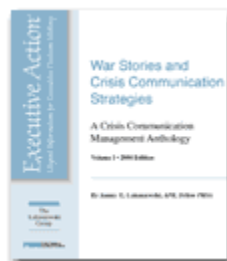
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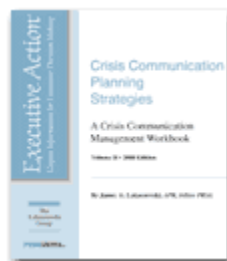
Now conveniently available on Amazon.com — books, monographs, *Strategy* newsletters, and CDs by James E. Lukaszewski, ABC, APR, Fellow PRSA, CCEP. These products share the best of Lukaszewski's pragmatic approaches to today's most difficult and critical leadership and communication issues and problems. As one of the most quoted crisis communication management consultants and prolific authors in the field, Jim provides a wealth of immediately usable ideas, tactics, and strategies.

## BOOKS

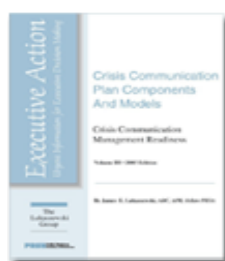
Serious, in-depth discussion of pragmatic methods and strategies explained step-by-step.



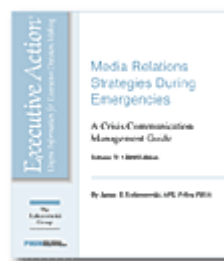
*Vol. I: War Stories and Crisis Communication Strategies, A Crisis Communication Management Anthology*



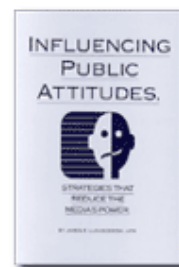
*Vol. II: Crisis Communication Planning Strategies, A Crisis Communication Management Workbook*



*Vol. III: Crisis Communication Plan Components and Models*



*Vol. IV: Media Relations Strategies During Emergencies, A Crisis Communication Management Guide*



*Influencing Public Attitudes, Direct Communication Strategies That Reduce the Media's Power*

## MONOGRAPHS

Highly focused single-topic discussions of crucial issues, questions, and management communication concerns. Monographs are designed to help inform, teach, and influence management decision making. Available in hard copy or as a downloadable electronic file.

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Becoming a Verbal Visionary  
Building Quality Community Relationships  
Communication Standards  
Construction Communication Issues  
Control Your Own Destiny, Corrections and Clarifications  
Coping With Corporate Campaigns  
Corporate Activism on the I-net

Crisis Web Site  
Current Crisis Communications Issues  
Exxon Valdez  
Finding & Keeping Clients  
First Response  
How to Develop the Mind of a Strategist  
How to Establish a Relationship With Reporters  
Ingredients of Leadership  
Moving Out of the Target Zone-Activist Attacks

Newest Discipline-Legally Driven Issues  
Peppermill Public Hearing  
Surviving 60 Minutes  
Surviving Contentious Meetings  
Tactical Ingenuity Pyramid  
Ten Strategies for Contract Negotiations  
When You Are a Target: Activist Intrusions  
Working Through Embarrassing Revelations

## CDS

Hear Jim Lukaszewski in action! These audio recordings are powerful professional development opportunities that provide personal insight, influence, and impact.



Becoming a Verbal Visionary



How to Develop the Mind of a Strategist: Becoming a Trusted Advisor



Ingredients of Leadership

## STRATEGY NEWSLETTERS

As one of the field's leading corporate management communications strategists, Jim Lukaszewski in his *Strategy* newsletter applies strategic thinking and analysis to: a) a growing range of corporate problems, business scenarios, and leadership issues; b) the process of being strategic and an effective strategist; c) the importance of strategy as a management function; and d) scenarios and current examples. Synopses of currently available *Strategy* newsletters appear on our Web site, [www.e911.com](http://www.e911.com).

1. Let's Get Serious About Strategy
2. How to Develop the Mind of a Strategist
3. How Managers Make Strategic Decisions
4. How to Become a Strategic Player
5. Rethinking Employee Communications
6. Waging Peace: Replace Employee-Management Conflict
7. Influencing Management Attitudes
8. Profiles in Jell-O®: Communication Strategies Guaranteed to Perpetuate Trouble
9. Selective Engagement
10. The Strategic Power of Positive Language
11. Litigation Communication Strategy
12. Activism: Counteractive Strategies
13. Building and Busting Trust
14. Inside the Mind of the CEO
15. Engagement: The Crucial Communication Success Ingredient
16. CEO Survival: The First 100 Days
17. Becoming a Strategic Counselor
18. Patterns: A Foundation for Action
19. Attack and Counterattack Web Site Strategy
20. First Response Strategy
21. Dumb, Dopey Strategies: Attack the Press
22. Overcoming Destructive Management Communication Behavior
23. Answering Tough, Sensitive Questions
24. Managing the Boss During Crises
25. The Crisis Response Template: Getting Management on Board
26. Transformational Communication
27. Corrections & Clarifications
28. Bad News Eradicator

Lukaszewski-authored books, monographs, *Strategy* Newsletters, and CDs may be purchased directly from The Lukaszewski Group through The Crisis Store, [www.e911.com](http://www.e911.com).

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