

PAPAC

Handling critical feedback, objections, resistance

What	Do	Say
Pause & Appreciate	<ul style="list-style-type: none"> Take slowly and deeply a breath before you answer Take the person and the objection seriously 	<ul style="list-style-type: none"> "Thank you for sharing with me" "Is there anything more you want to say or I should know?"
Acknowledge & Empathize	<ul style="list-style-type: none"> Mirroring the objection Be empathetic and reflective 	<ul style="list-style-type: none"> E.g. "So, you have concerns about the possible risks" "Ok; I understand what you say and how you feel" (only if so; if not, ask more questions to understand – see below)
Probe	<ul style="list-style-type: none"> Gain as detailed an understanding of the objection as possible 	<ul style="list-style-type: none"> "I would like to better understand what is behind – can you tell me more about it?" "What does it mean to you?", etc. "What possible benefits can you see?"
Answer	<ul style="list-style-type: none"> Respond to the objections/requirements/wishes/misgivings Offer a convincing argument about the benefits of your idea If possible to establish a win-win situation- negotiate Or make yourself understood why and what you want and that there is no room for alterations (but don't just be stubborn) 	<ul style="list-style-type: none"> "I hear you and understand, how you think and feel. "I am sorry to say, that I am not capable or willing to change my opinion, because... (summarize your motives)." "Let me give you some more insights to the thinking behind the decision..."
Confirm	<ul style="list-style-type: none"> Summarize the discussion and the result Confirm what has been agreed or what you have commanded to do Ask your dialogue partner about his the next steps (don't take over) 	<ul style="list-style-type: none"> "What are your take aways?" "What will you do next?" "How does that work for you?" "By when will you be able to complete this?"