

# PAPAC

## Handling critical feedback, objections, resistance

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