



The slide features two word clouds. The top one is shaped like a cloud and includes terms like 'Crisis', 'Management', 'Communication', 'organization', 'threats', 'risk', 'process', 'recovery', and 'business'. The bottom one is shaped like a person and includes terms like 'Crisis', 'management', 'process', 'major', 'organization', 'business', 'industry', 'risk', 'chances', 'methods', and 'public'. To the right, a hand is shown crossing out the word 'UNPREPARED' with a red marker. Below that is a photo of a person speaking into a microphone.

Crisis and Change Management and Audit

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Agenda



An arrow points to a vertical list of five blue rounded rectangular boxes, each preceded by a light blue circle. The items are: Crisis Management, Audit's Role, Change Management, Audit's Role, and Auditor Changes.

Crisis and Change Management and Audit

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Reputation - Wikipedia

Reputation of a social entity is an opinion about that entity. Reputation may be considered as a component of identity. Its influence ranges from competitive settings, like markets, to cooperative ones, like firms, organizations, institutions and communities.

Reputation acts on different levels: firms, corporations, organizations, countries, cultures and even civilizations.

It affects phenomena of different scales, from everyday life to relationships between nations. Reputation is a fundamental instrument of social order, based upon distributed, spontaneous social control.

Integrity - Wikipedia

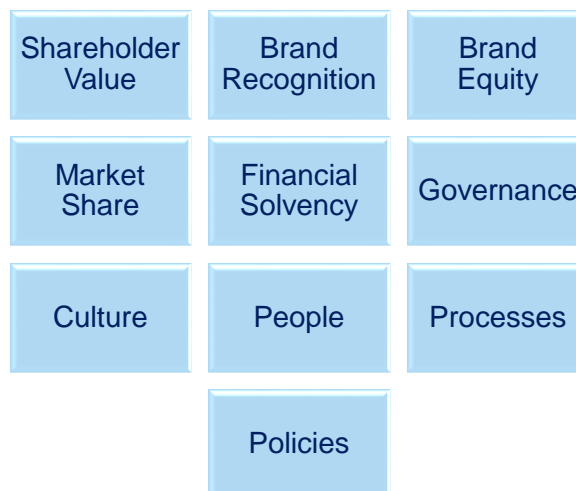
Integrity: the quality of being honest and having strong moral principles; moral uprightness. It is generally a personal choice to uphold oneself to consistent moral and ethical standards. Integrity is regarded by many people as the honesty and truthfulness or accuracy of one's actions.

Integrity is the inner sense of "wholeness" deriving from qualities such as honesty and consistency of character. As such, one may judge that others "have integrity" to the extent that they act according to the values, beliefs and principles they claim to hold.

Reputational Integrity is a Company's most valuable



Reputation Integrity



Organization Focus



Senior Management
Assessment of RI



Internal Audit advocating RI

Wise Words



It takes 20 years
to build a
reputation and
five minutes to
ruin it.

2016 joint study by Deloitte Touche Tohmatsu Limited and Forbes
Insights of more than 300 board members from across the globe

The crisis area that makes board members feel the most vulnerable is corporate reputation (73 percent), yet only 39 percent said they had a plan to address it.

Of those who had endured a crisis, less than one-third (30%) felt they recovered their reputation in less than a year — 16% said it took four years or more.

Crisis

A **crisis** is any event that is, or is expected to lead to, an unstable and dangerous situation affecting an individual, group, community, or whole society.

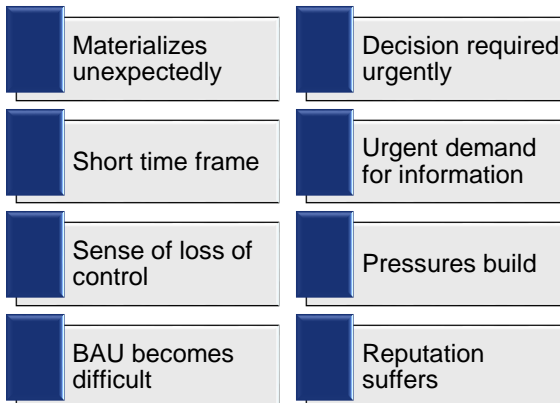
Crises are deemed to be negative changes in the security, economic, security, political, societal or environmental affairs, especially when they occur abruptly, with little or no warning.

More loosely, it is a term meaning "a testing time" or an "emergency event".

Common Elements



Common Features



Types of Crises

Natural: Hurricane Katrina

Technological: Exxon Valdez spill

Confrontational: Rainbow/PUSH boycott of Nike

Crisis of Malevolence: Tylenol murders

Crisis of misdeeds:

- Skewed management values: Sears / K-Mart
- Deception: Dow Corning's silicone breast implant
- Management misconduct: Enron

Workplace violence

Rumors

Terrorist Attacks / man-made disasters

Crisis Events

Recession

Pandemic

Cyber Attacks

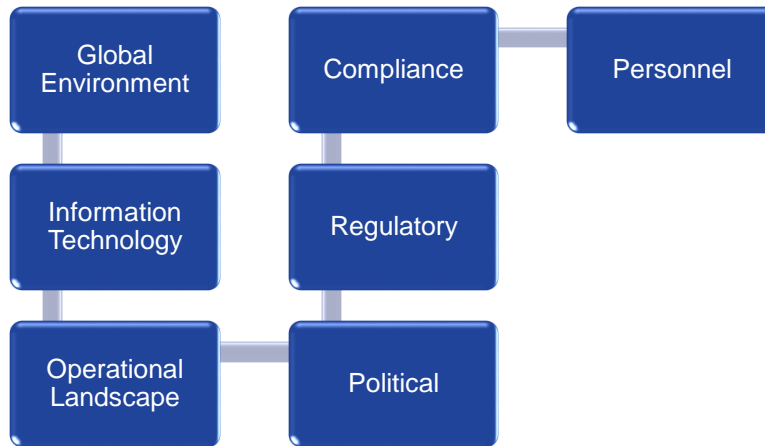
Drug Issues

Large Scale
Fraud

Nuclear Issues

Airplane
Crashes

Crisis Risks



Unexpected significant disruption or catastrophic event resulting in a loss of reputational integrity

Reputational Crises

- Product Recalls
- Striking Unions
- Sudden Leadership Changes
- High Employee Turnover
- Third Party Vendors
- Social Media Issues

Company Position



Not Prepared

Reactive

No Formal Process

Head in the sand



Well Prepared

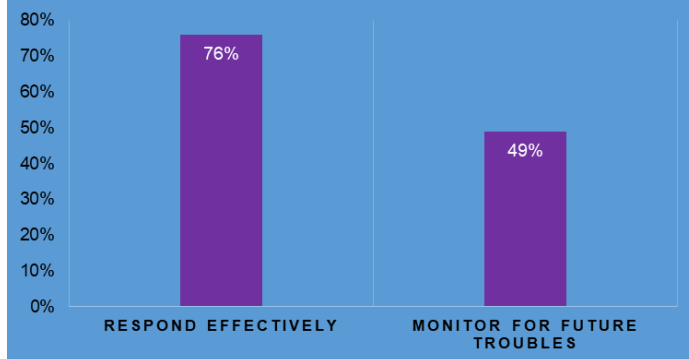
Board Approval

Training Held

Organization In Place

Processes in Place

BOARD CONFIDENCE



2016 joint study by Deloitte Touche Tohmatsu Limited and Forbes Insights of more than 300 board members from across the globe

Being Prepared

For each of its critical activities, an organization should determine potential loss mitigation and risk treatments that:

- Reduce the likelihood of a disruption
- Shorten the period of disruption
- Limit the impact of a disruption on its key products and services

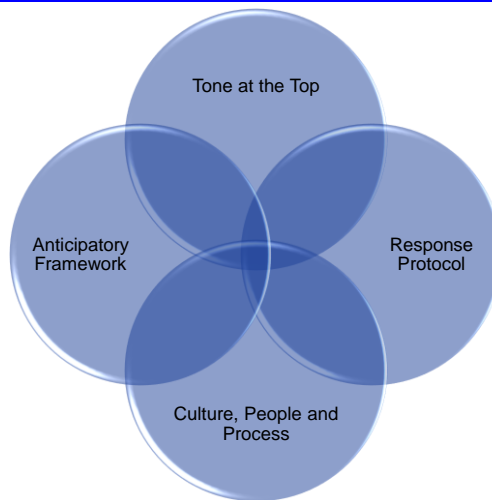
Risk that is not identified, or at least not identified with the scale and intensity it presents, can produce a crisis.

Crises may also be the product of an unforeseen combination of interdependent risk. They develop in unpredictable ways, and the response usually requires genuinely creative, as opposed to prepared, solutions.

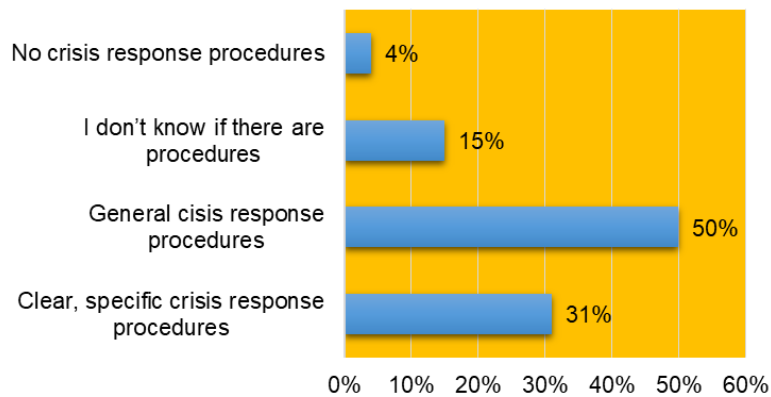
Crisis Management

Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public.

Elements of Crisis Management



Crisis Response Procedures



Source: Polling question from February 2017 IIA North America webinar titled Crisis-Proofing Your Organization. Question: How would you describe your organization's crisis response procedures? Internal auditor respondents only. $n = 1,467$.

Why the Lack of CM

Denial: deny company is vulnerable to threats of imminent crisis and decide that no measure is to be taken

Idealization: crises do not happen to good organizations, thus ignoring all existing signals of crisis

Disavowal: recognize that a crisis will affect the organization, but its impact is considered to be too small to be taken into consideration

Intellectualization: minimize the probability of occurrence of a crisis

Grandiosity: presume the company is so big and powerful that we will be protected from the crisis

Compartmentalization: if a crisis should affect the company, it will affect only some departments

Crisis vs Risk

Risk Management

Assess potential threats

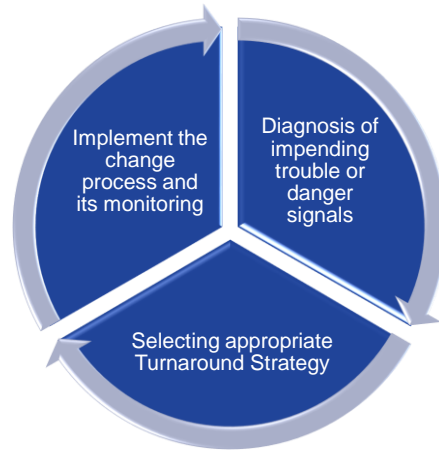
Ways to avoid those threats

Crisis Management

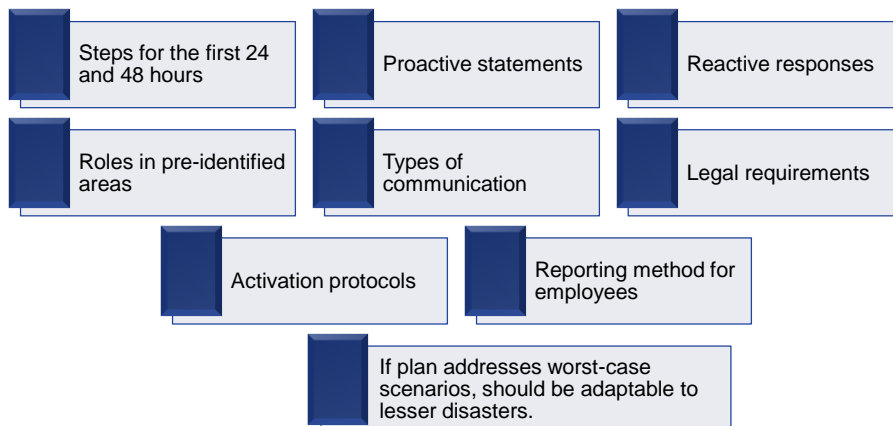
Dealing with threats before, during and after

Identify, assess understand and cope with a crisis

Phases of Crisis Management



Action Plan



Contingency Planning

Planning

Rehearse a crisis plan by developing a simulated scenario to use as a drill

Clearly stipulate that only designated persons can speak externally

The first hours after a crisis breaks are the most crucial, the plan should indicate how quickly each function should be performed

Statements made externally and internally should have accurate information

Plan contains information and guidance to help decision makers to consider the short-term and long term consequences

Crisis Leadership

Building an environment of trust and reforming the organization's mindset

Identifying obvious and obscure vulnerabilities of the organization

Making wise and rapid decisions and taking courageous action

Learning from crisis to effect change

Social Media Impacts

- Social media has accelerated the speed that information about a crisis can spread
- Stakeholders can break news faster than traditional media - making managing a crisis harder
- Mitigate by having the right training and policy in place and the right social media monitoring tools to detect signs of a crisis breaking
- Gives crisis management teams access to real-time information about how a crisis is impacting stakeholder sentiment and the issues that are of most concern to them
- Have a planned approach to releasing information to the media in the event of a crisis. A media reaction plan includes a company media representative as part of the Crisis Management Team



Just canceled six tickets through United. I advice everyone to do the same. Now they wont have to worry about overbooking again.

Omg. Are you people at United out of your minds?! Have you seen the news and Twitter? Nothing will EVER erase the image from my mind of a doctor being dragged from his seat screaming, then bloodied and brutally dragged down the aisle because you overbooked the flight then demanded he give up the seat for one of your staff. My God. Horrible! Nothing justifies that.

United Airline Tweets

- “Drag and Drop”
- “Our prices can’t be beaten, but our passengers can”
- “We have First Class, Business Class and No Class”
- “Not enough seating, prepare for a beating”
- “We treat you like we treat your luggage”
- “We beat the customer. Not the competition”
- “And you thought leg room was an issue”
- “Where voluntary is mandatory”
- “Fight or flight. We decide”
- “Now offering one free carry off”
- “Beating random customers since 2017”
- “If our staff needs a seat, we’ll drag you out by your feet”
- “A bloody good airline”

Musician headed to Missouri scuffles with United Airlines staff over violin

The Associated Press 8:16 a.m. ET June 7, 2017



KANSAS CITY, Mo. (AP) — A classical musician has accused a United Airlines supervisor of barring her from boarding a plane with her centuries-old violin, sparking a scuffle that caused her to miss her flight and left her worried her hands — and by extension, her livelihood — may have been harmed.

Correia had a discount fare that, according to rules posted on United's website, doesn't let passengers stow luggage in the overhead bin, although an exception is allowed for "small" musical instruments. It was not clear Tuesday why Correia was told to check the violin — made in Italy and believed to date to the late 1700s, her attorney said — instead of being allowed to carry it on board.

Musicians long have complained that airlines frequently require that instruments they rely on for their livelihoods be checked and be entrusted to baggage handlers, with the result that they often are damaged or lost.

Key Ingredients



Questions About the Plan

CM Plan

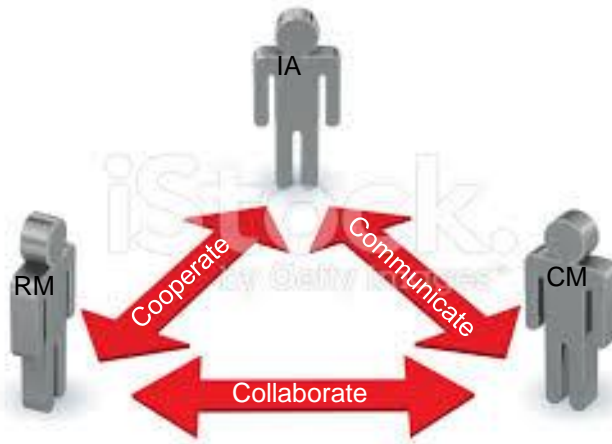
Who has "ownership" of the crisis management plan?

When and how often is the crisis management plan reviewed?

Who conducts the review?

What is included in a crisis management plan?

Structure



- Executive Sponsor
- CMT
- ERM
- DR & BCP
- Communication Strategy

Seek sponsorship and support from governing bodies across the entire organization: Board of Directors and Senior management (the “C-suite”)

C-Suite Questions

What if.....?

What could go wrong (strategic, operational, financial)?

How will we know..?

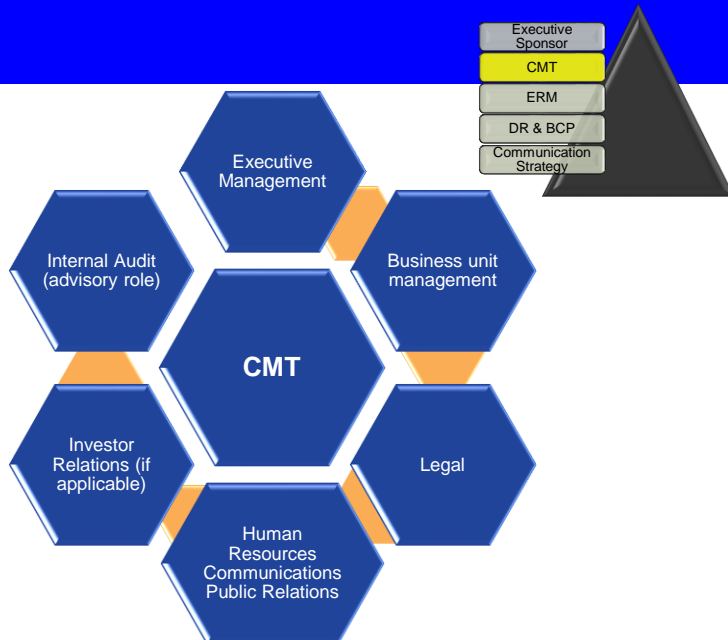
What alert procedures or internal controls are in place?

Are we ready....?

What happens if something does go wrong?

What will we do....?

What is the impact on reputational integrity?



Executive Sponsor
CMT
ERM
DR & BCP
Communication Strategy

Conduct risk identification workshops

- Apply a risk-based approach to identify, define, and document all possible sources of risk: global environment, operational landscape, information technology / social media
- Internal Audit can help facilitate these sessions

Perform an enterprise-wide risk assessment

- Global environment, operational landscape, information technology / social media
- Common risk language

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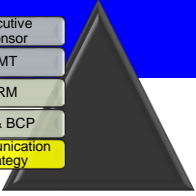
Executive Sponsor
CMT
ERM
DR & BCP
Communication Strategy

Develop a plan to address events or situations that disrupt business operations

- Team members and contact information
- Roles and responsibilities
- Inventory of key resources (process personnel, physical assets, systems) critical to sustaining business continuity
- Communication protocols

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Executive Sponsor
CMT
ERM
DR & BCP
Communication Strategy



Communicate appropriate, relevant, consistent, and timely crisis information:

- Focus on communication outcome(s)
- Prepare basic crisis information "toolkits" and script crisis communication messages
- Anticipate questions/inquiries
- Use technology (e.g. "hotline", the Internet)
- Demonstrate genuine empathy

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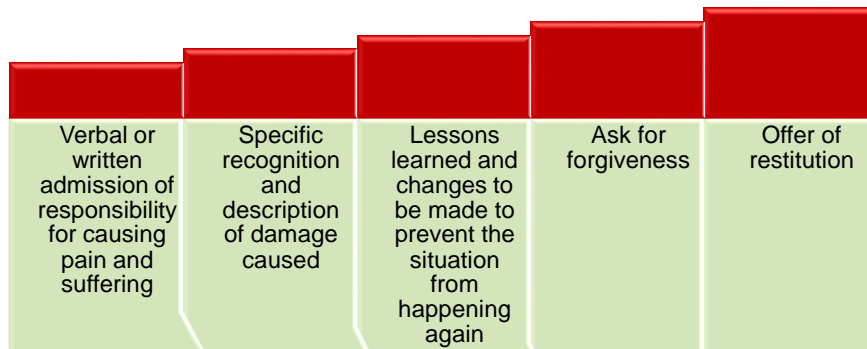


Chris Ann Goddard, president of CGPR public relations, says some of the [airline's efforts at quelling the uproar](#) since video went viral of a passenger being dragged screaming from a flight **have done more harm than good**. United needed to immediately shift into crisis mode.

A crisis plan, she said, should include a heartfelt apology, release of a specific plan for addressing the mistakes, clear communication with front-line employees and a statement sent to frequent fliers and loyal customers. **"Three apologies in two days? Really?"** Goddard says. "Put the heartfelt apology out there, issue a thoughtful statement, admit a company's wrongdoing, be consistent on social media. ... **And, oh by the way, don't blame anyone else, especially the victim.**"

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The Perfect Apology



Skip even one of these ingredients and your apology will have little credibility.

Source: *Lukaszewski on Crisis Communication: What Your CEO Needs to Know About Reputation Risk and Crisis Management*, Rothstein Associates Inc. Brookfield, CT, © 2013, James E. Lukaszewski

10 Crisis Communications Steps



Successful Crisis Management



Testing and Training

- Test the plan so when something actually happens, the organization can more easily shift into response mode.
- Use coaching and training, right way/wrong way problems, simulation, and tabletop exercises that allow everyone to walk through their roles.
- After every training, update the plan. Ask yourself and each participant in the exercise, what do we now know we need to know more about? What else is going to happen because this just happened?

Agenda



Internal Audit

Senior management must be strong advocates for the criticality of crisis management

Define role of IA within the crisis management process and commit to it

Ensure crisis management is on the organizational radar screen today, tomorrow, and beyond

Ensure senior management is an active participant in crisis management planning and execution

Use risk assessment to educate and inform senior management

Establish a "common risk language" across the organization

Define the Role of IA

Before a crisis

Assure an up-to-date crisis management plan fully addresses the incident and the aftermath, and verify the ability to activate an incident response team.

During a crisis

Assess scope of event, need for third parties, reputational risk,. Work with in-house counsel to verify the legal ramifications, and work with HR to help investigate an employee situation, or determine if qualified personnel will be available to staff an incident

After a crisis

Evaluate CMP execution, and lessons learned

Looking Ahead

IA ensures crisis management is on the organizational radar screen today, tomorrow, and beyond

Emphasize the criticality of “tone at the top”

Raise awareness: board and senior management

Advocate executive ownership (e.g. CEO, CRO, etc.)

Audit Value to CMP

Enterprise-wide Perspective

Knowledge of the business

Awareness of industry and competitive landscape

Regulatory / compliance requirements

Controls and risks

Policies and Procedures

Analysis of existing policies and related internal controls

Understanding the crisis management process

Identification of process improvements and relevant best practices

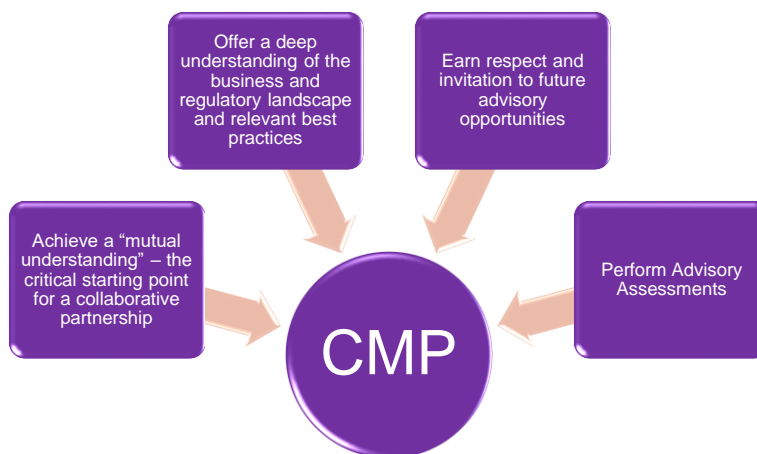
Goals and Objectives

Understanding crisis management outcomes

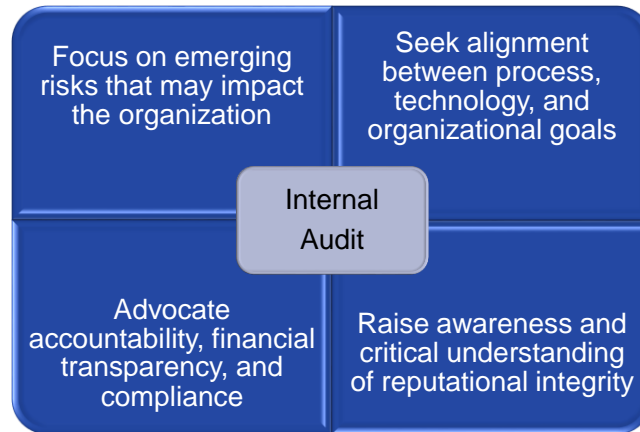
Assessment of crisis communication strategy and protocols

Evaluation of the CMP and its impact on reputational integrity

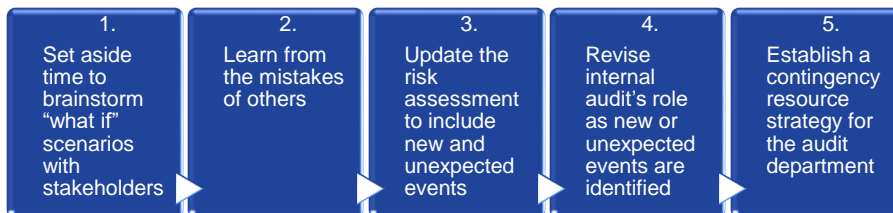
IA = Business Partner



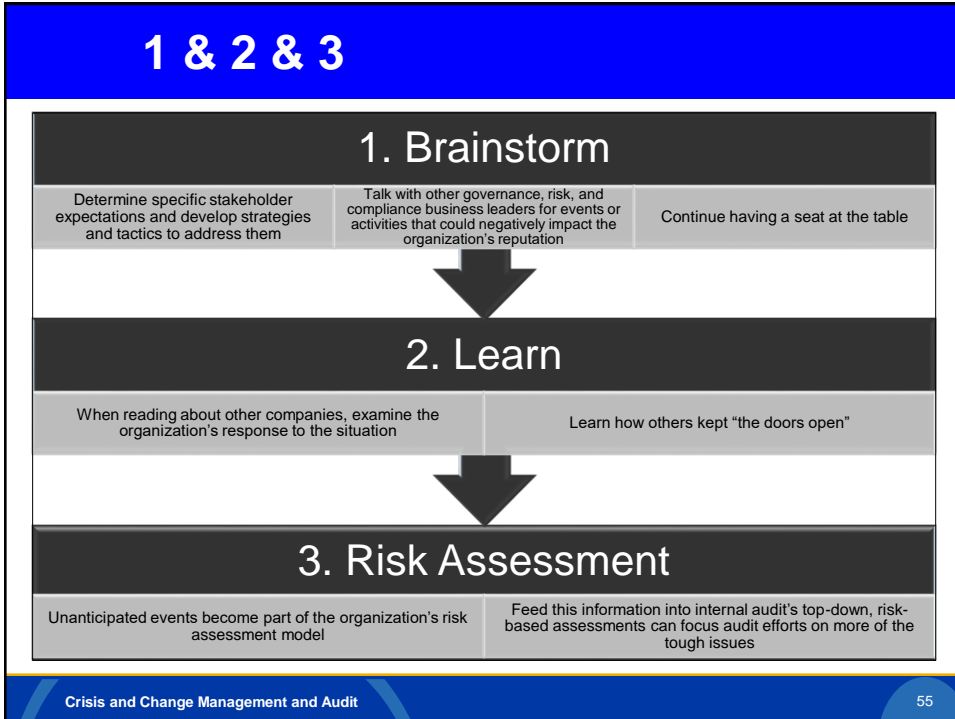
Other IA Value Factors



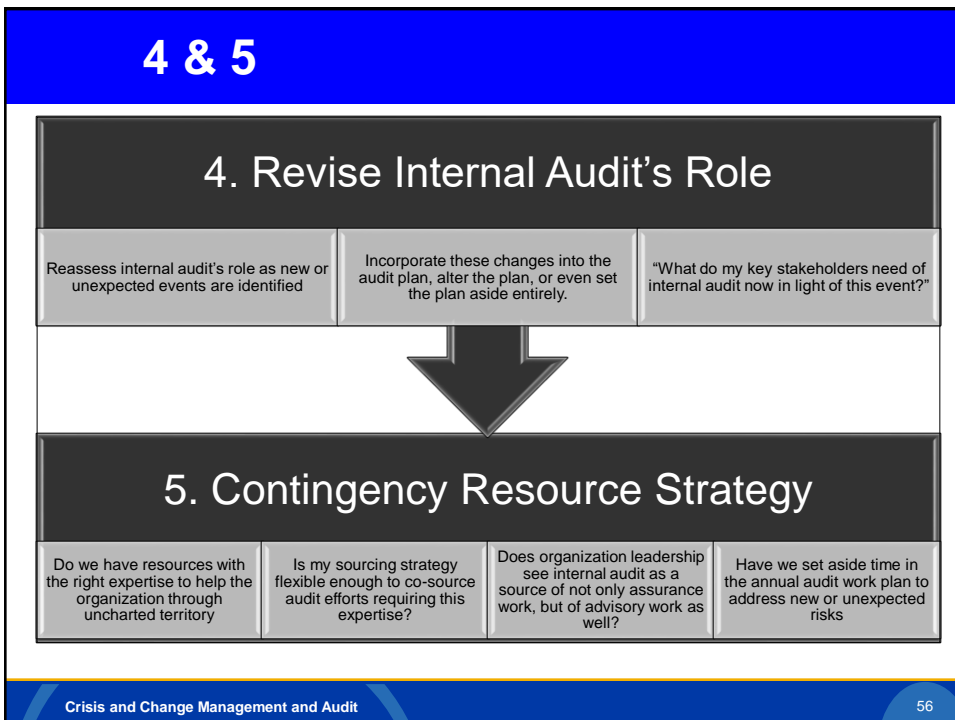
CAE Anticipate the Unexpected



1 & 2 & 3



4 & 5



Audit the CMP

- Evaluate the design and effectiveness of the crisis management plan:
 - Compliance with crisis management policy and procedures
 - Assessment of internal controls
 - Evaluation of communication “toolkits” and protocols
- “Tone at the top” – Board and senior management
- Risk management framework and culture
- Crisis management team
- Organizational risk assessment

Post-Crisis Review

How was the incident uncovered?

Who knew about it first?

Who were the “first responders” that identified the effect of the disruption?

How was the response to the incident handled by management? By staff?

How well and often was communication with staff, clients, key business constituents, key service providers, regulators, the media?

Was a post-mortem review conducted as to the root cause, effects, and impacts to the business, as well as lessons learned?

Was an action plan implemented to address any deficiencies, risks, or additional threats?

Not This

But This



- **Challenges:**

- Standards and regulation which encourage auditors to assess plans against a generic specification
- Inexperienced auditors being deployed who are unable to challenge the effectiveness of the plans.
- Good practice starts with an assessment of the current operating environment for the unit being reviewed, and then the plans are assessed to see whether they are fit for purpose in that context



Change Management: Definition

from Wikipedia

Change management (CM) refers to any approach to transitioning individuals using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization.

Organizational Change Management (OCM) considers the full organization and what needs to change. Organizational Change Management principles and practices include CM as a tool for change focused solely on the individual.

CM focuses on how people and teams are affected by an organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions.

Causes of Change

Mergers & Acquisitions

New Technology

Regulatory Requirements

Management Changes

Economy / Markets

Corporate Executive Board 2016 Hot Spot

Frequent Change Leading to Strategy Execution Failure:

The speed and frequency of changes are increasing and led to an increase in mergers and acquisitions.

- Companies have seen significant changes in their leadership, processes, or staffing models. Audit teams report, on average, six such material changes at their organizations during the last year.
- These changes are impairing the ability of employees to successfully support business objectives. Only 21% of the workforce is actively aligning their efforts to strategic goals, causing strategy execution to suffer—which results in more than one in three strategic initiatives failing.

Employee Fatigue Resulting from Frequent Change:

Frequent instances of strategic change lead to “change fatigue”—when employees experience greater levels of cynicism and exhaustion.

- Almost 65% of employees at all levels indicated experiencing change fatigue in some form in a recent survey. Control owners feel this fatigue most acutely.
- Change fatigue among this group results in higher levels of disengagement and turnover, as well as greater levels of control deficiencies, putting stress on the risk management environment.

CEB 2016

Role of Internal Audit

Ensure a rigorous risk assessment process is followed for all change initiatives and that communication, staff resources, and capacity all contribute to effective strategy execution.

Review the integrity of the control environment during change initiatives and scrutinize gaps in affected control systems.

2016 Audit Plan Additions

Review the process for identifying and ensuring the effectiveness of basic operating controls.

Review the process of communicating strategic change initiatives to all levels of the organization.

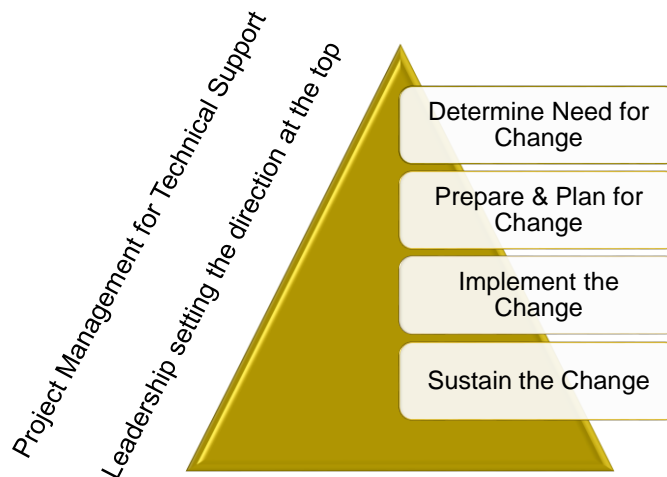
Assess management's practices of identifying and responding to signs of employee disengagement, ensuring they use regular conversations to evaluate engagement, and note changes in attitude and behaviors.

CEB 2016

Key Risk Indicators

- Existence of documented risk assessment reviews for all strategic change initiatives
- Level of employee engagement scores in business areas experiencing change
- Level of employee turnover in business areas impacted by change
- Employee productivity levels in business areas undergoing change
- Percentage of projects experiencing cost overruns
- Percentage of projects delayed
- Ratio of failed projects to projects undertake

Foundation



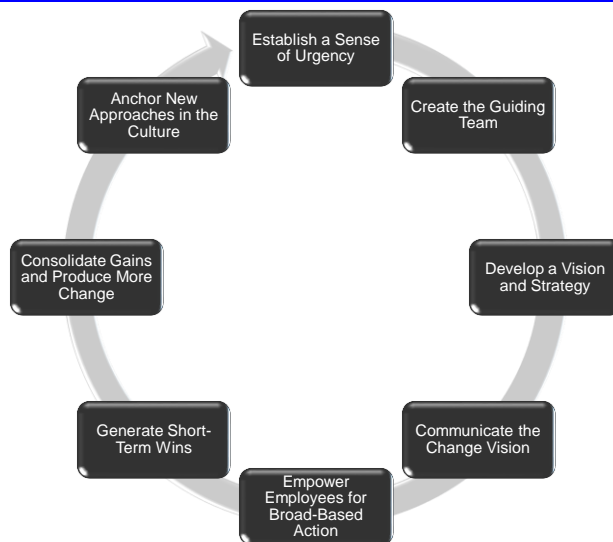
Don't do This....



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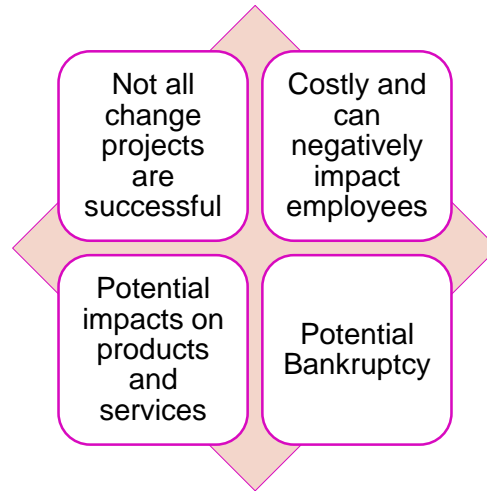
Leading Change



Crisis and Change Management and Audit

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Facts of Life



The Rules of Change

It's all about the people:

- Technology may enable change, but the success of change ultimately depends upon whether employees embrace it or resist it.
- Think about the people implications.
- Minimize the resisters and maximize the drivers.

Change takes time:

- Changing the way employees think about their roles, the business, and your culture doesn't happen overnight.
- The time required to change hearts and minds must be built into your change management plan.

Start with a vision:

- Successful change management strategies require a clear conception of what you're trying to achieve.
- That idea can't be too static allow for alterations along the way.

The Rules of Change

Engage the stakeholders:

- Identify the people who will be most affected by proposed changes and get them invested in the project.
- They will become either the strongest resisters or your most powerful champions for change.
- If possible, involve them in the creation of the change management vision from the outset.

Know the tradeoffs:

- All changes have knock-on effects.
- When planning for change, identify other areas that will be affected and seek to quantify that effect to understand the tradeoffs you'll be making.

Work with the willing:

- Listening to dissenting voices can be valuable, as they may have considered tradeoffs that you haven't.
- Make sure you've got key individuals, especially those in critical roles, that are your drivers.

The Rules of Change

Communicate, communicate, communicate

- A clear vision of your goal won't help much if you don't share it.
- Use town halls, emails, newsletters, intranet sites, videoconferencing, and more to share visions for change with employees.

Listen

- Communication isn't one way.
- The stakeholders that are closest to the thing being changed often have insights.
- Their feedback is essential.

Empower the silent majority

- A few voices are likely to be the loudest – doesn't mean they speak for everyone.
- Seek opinions from those who may not otherwise speak up.

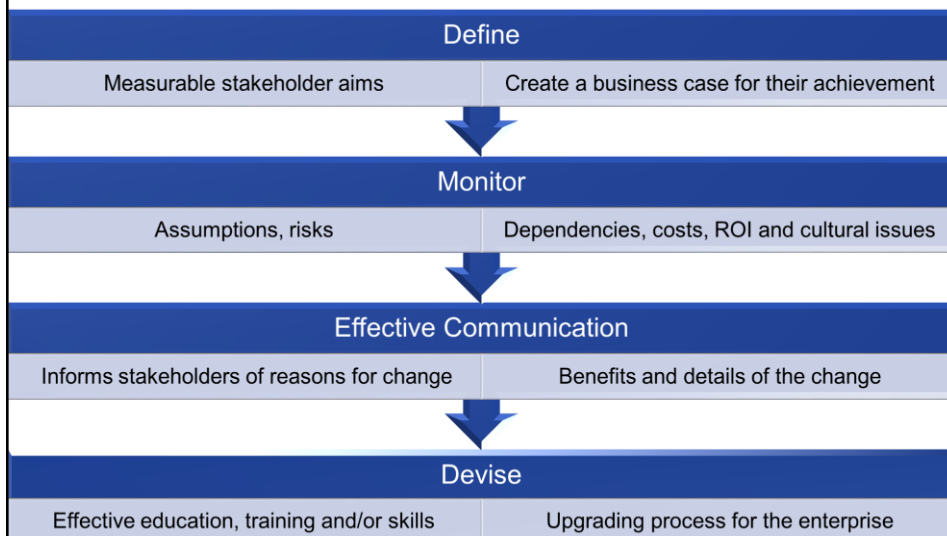
Learn as you go

- As the organization goes through change, new and unexpected challenges will arise.
- The success of your change management depends upon adjusting to those challenges.

What to Change?



Successful Change Management



Successful Change Management

Counter Resistance

From the employees of company and partners

Align to overall strategic direction of enterprise

Provide Personal Counseling

(if required) to alleviate any change-related fears

Monitoring

Monitor the implementation

Fine-tune as required

Challenges of CM

Integration

Companies overlook the role of infrastructure and the possibility of carrying out change through technology.

Managers almost exclusively focus on the structural and technical components of change.

Alignment and integration between strategic, social, and technical components requires collaboration between people with different skill-sets.

Managing change over time requires continuous adaptation. Also requires managing projects over time against a changing context, from inter-organizational factors to marketplace volatility.

Requires a balance in bureaucratic organizations between top down and bottoms-up management, ensuring employee empowerment and flexibility.

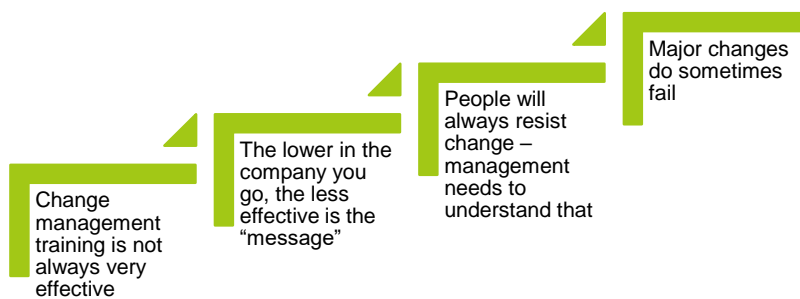
Navigation



**DON'T LIMIT YOUR CHALLENGES
CHALLENGE YOUR LIMITS**



Change Factoids



Employee Engagement

The relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and takes positive action to further the company's reputation and interests.

High employee engagement firms usually outperform those with 'low' employee engagement.

Classic



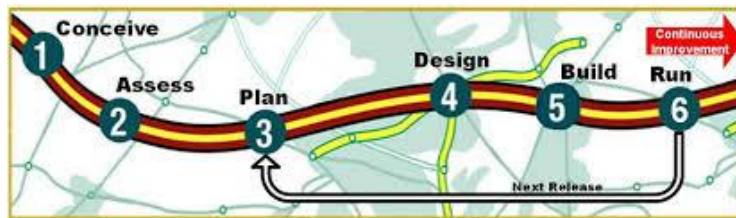
Many books on management cite the apocryphal story about an engaged janitor at NASA who when asked by Kennedy what he was doing, replied "I'm helping to put a man on the Moon".

What it Ain't



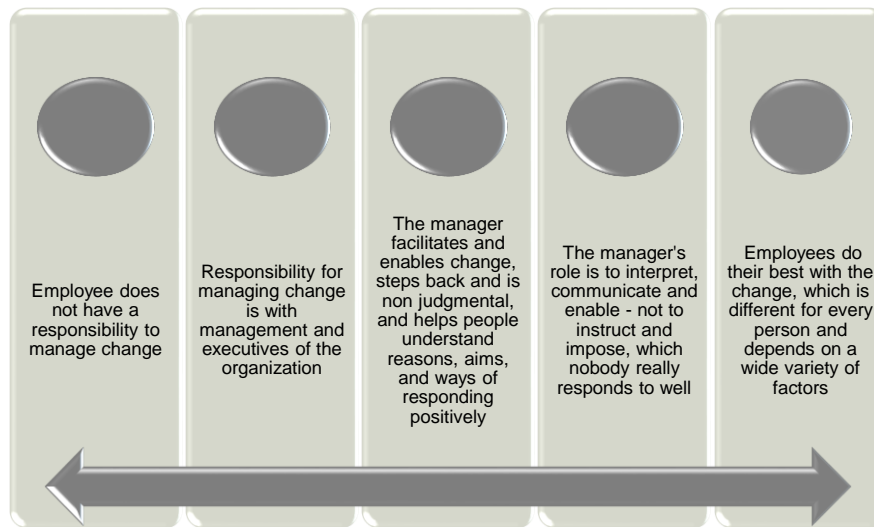
What it Is

Getting From Current State



To The Future State

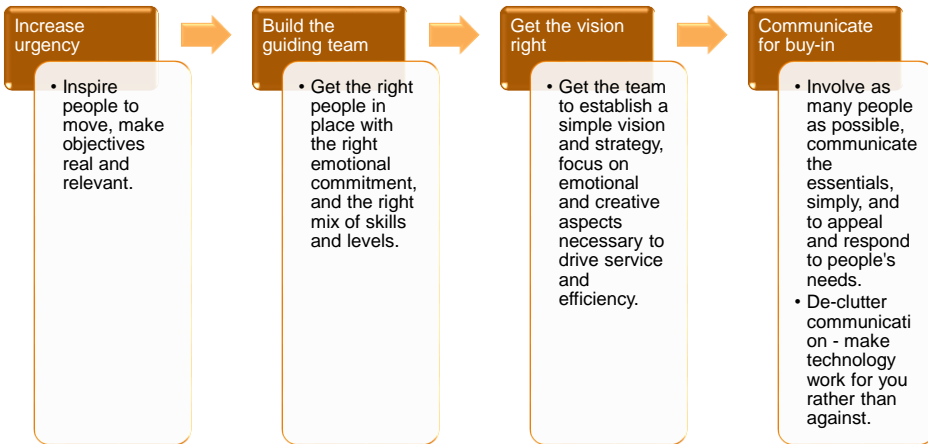
Responsibility



Success

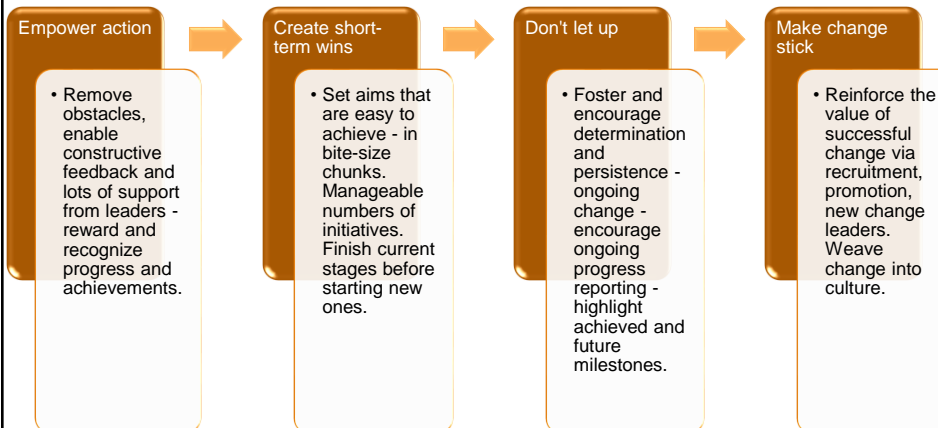


8 Step Change Model



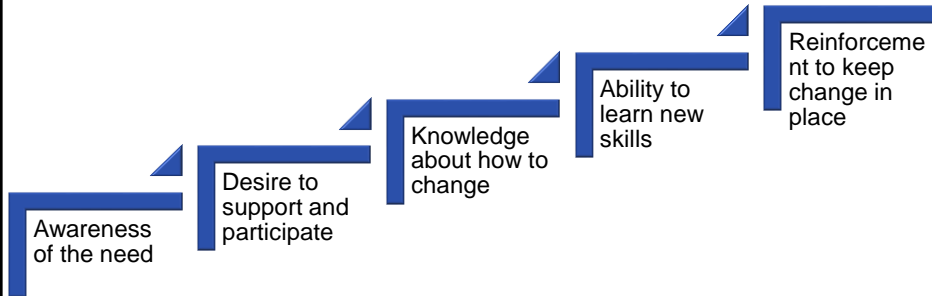
John P Kotter (b 1947) is a Harvard Business School professor

8 Step Change Model

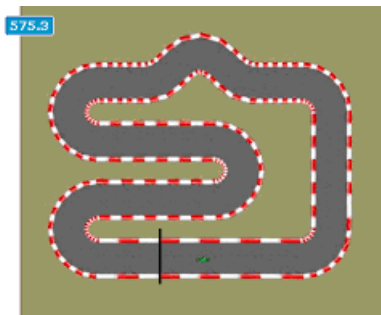


Acceptance

Employees will need to accept and embrace the change



Getting There



Resistance

IT'S WHO I AM
I AM SET IN STONE
I WILL NEVER CHANGE



*Note I know
what we're up
against*

Employees

Management



Resistance

Focus on individual change management – the employee perspective along with the organizational level change

CM must be developed as a competency at ALL level of management

Understand that different groups and people go thru the change process at different speeds

Get feedback from employees so they feel engaged and corrective actions can be developed if needed

CAE

Be aware of future major changes

Ensure IA has a seat at table

Ensure appropriate other departments are involved like Security, etc.

Be on the Steering Committee

Review all major status reports

Internal Audit

Audit compliance with the changes implemented

Reinforces the change

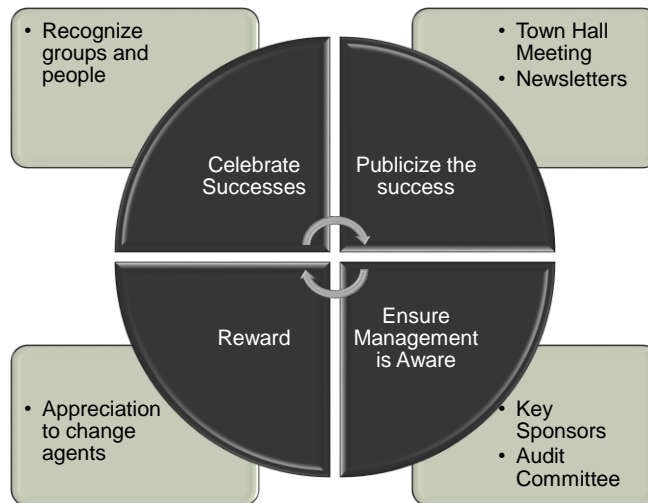
Identifies groups or individuals which have not adopted the change

Analyze effectiveness of CM activities

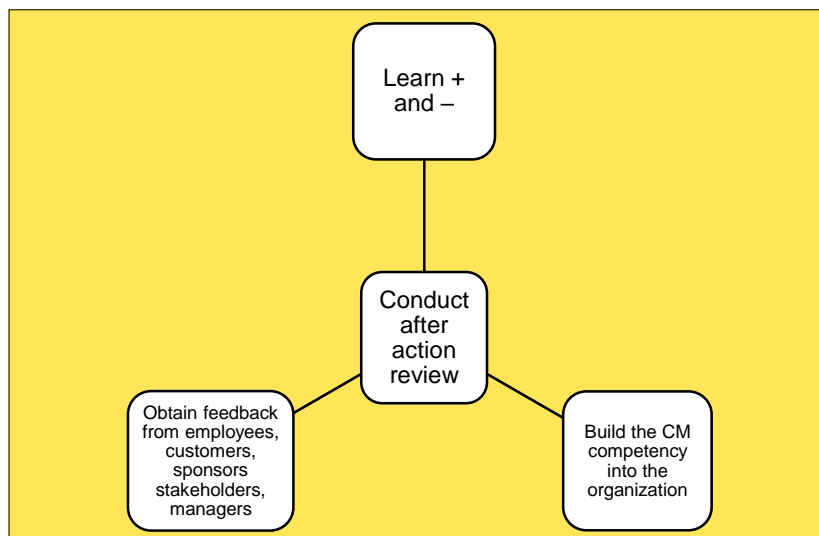
Feedback is the key

Implement corrective actions

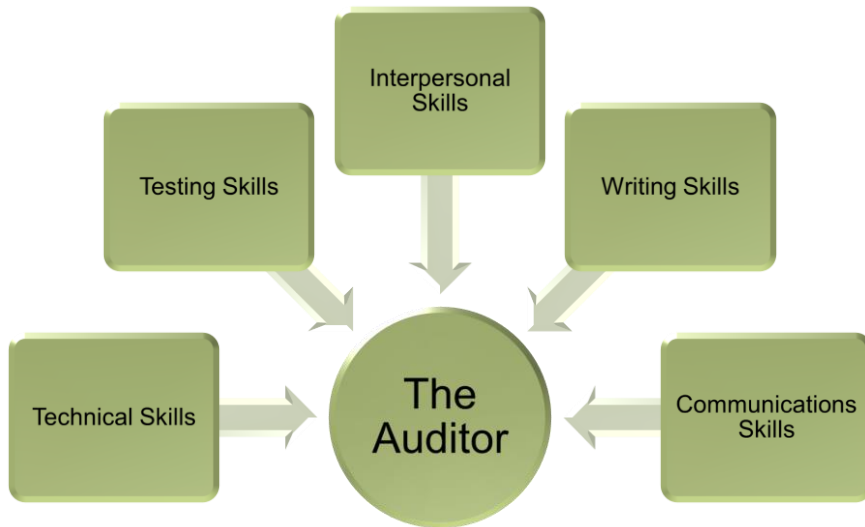
At the End



At the End

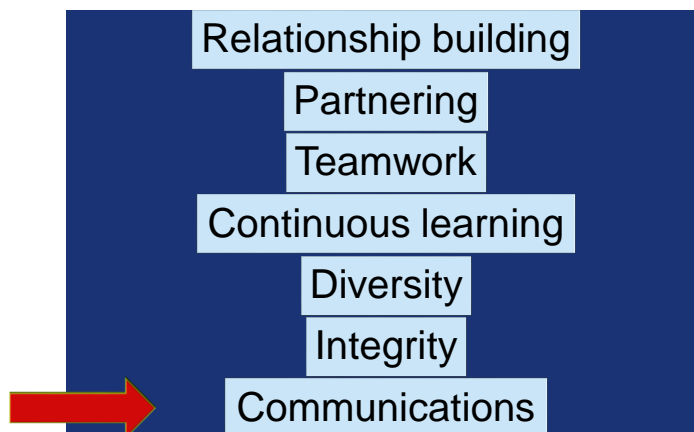


Do Auditors Change?



2013 IIA Study

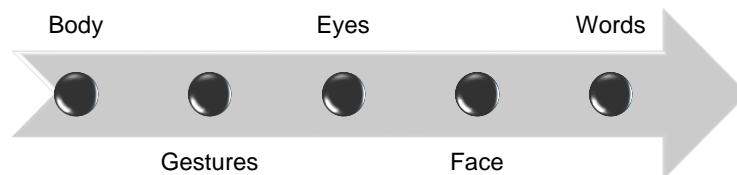
Audit Success Factors

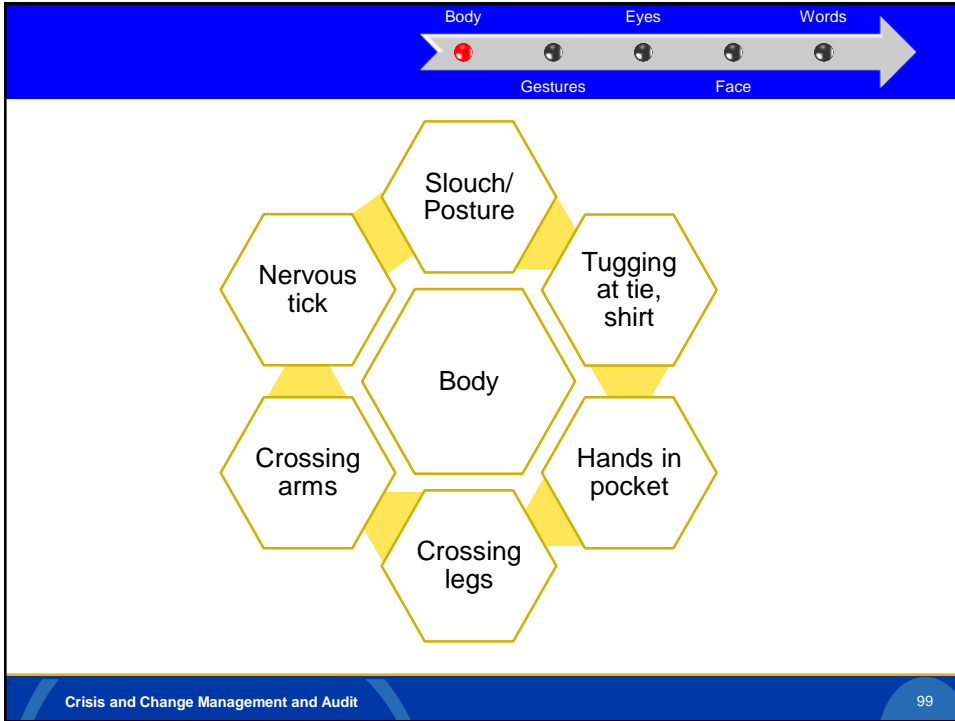


Communication

- A message improperly delivered is never heard
- Conversations can be headed to the complicated and the confrontational

How do we communicate







Body Eyes Words


Gestures Face

- You're listening but haven't looked up from your phone yet
- You continue to eat or look at your monitor

Our non-verbal and non-written cues often reveal more than we think they do.

Crisis and Change Management and Audit 100



Waving the arms

Pointing


Jabbing

Fist clenched

Finger biting

Looking at your watch

Crisis and Change Management and Audit 101



Looking directly shows you are an honest person

Avoiding eye contact indicates uncomfortableness

Eyebrows

Looking over the other person's shoulder

Droopy eyelids

Crisis and Change Management and Audit 102

Body Eyes Words

Gestures Face

Frowns

Smiles

Clenched jaws

Poker face

Boredom

Yawn suppression

Crisis and Change Management and Audit 103

Body Eyes Words

Gestures Face

●

- Clear
- Concise
- Accurate

●

- Factual
- Unnecessary conversation fillers: "um's" and "ah's" - do little to improve your conversation

Crisis and Change Management and Audit 104

Tone of voice

Volume

Pace

Be **Brief** Yet Specific

Brief = Background, Reason, Information, End, Follow-up

Use it for both written and verbal communication

Crisis and Change Management and Audit 105

Who Do We Communicate With

How can we improve our communication?

Crisis and Change Management and Audit 106

Script for Small Talk

Inevitable, awkward silences with people you hardly know

Use FORD: family, occupation, recreation dreams

- Conversation starter
- Sharing of information to create a bond

Ask Questions - Repeat

By asking questions and repeating other person's last words, shows you're interested in what they say

Keeps you on your toes, and helps clarify points that could be misunderstood

It also helps for small talk and to fill in awkward silences

Ask a question like "Got any plans for the summer?"

Tailor Message to Your Audience

The best communicators adjust how they talk based on whom they're speaking to

Use a different style of communication with family versus co-workers versus executives

Increase Your Empathy

- Communication is a two-way street
- Take the opposing viewpoint and reduce the difficulty and anxiety
- Developing empathy helps you better understand even the unspoken parts of your communication with others, and helps you respond more effectively

Listen, *Listen*, Listen

- Learn to really listen by paying attention and letting the other person talk without interrupting
- A good conversation is a bunch of words elegantly connected with listening
- Hopefully the other person will be attentively listening to you too
- Listen with intent and clarify what you hear - hold off thinking about your response and don't interrupt
- Paraphrase your interpretation of what was discussed and ask clarifying questions

Build trust - be Consistent

Be clear and purposeful - ambiguity will sets you up for misinterpretation

A productive interaction occurs when each side makes an effort to understand the other's viewpoint

If you sense that a barrier is coming up in a conversation, acknowledge it and articulate the different perceptions.

Offer Your Ideas

Offer ideas, do not impose them

Engage others in the implementation of a new idea

Plant seeds and watch employees “find” the idea in full bloom on their own

If an idea comes to you during a conversation with other coworkers, acknowledge how the input of the others helped generate the idea

Engage others in further discussion and invite your coworkers to offer ideas of their own. Innovation most often comes through collaboration

Use Questions Skillfully

Loaded questions

- Statements or accusations disguised as questions
- “What did you expect?”
- This is not a question that promotes productive dialog
AVOID

Open-ended questions

- “What would you like to see happen in this upcoming meeting?”
- Furthers dialog, expands the scope of the discussion and uncovers missing information

Closed-ended questions

- Used to obtain specific information and to regain control of the conversation
- Specific questions requiring a “yes” or “no” answer
- “Do you need help with this project?” will help you acquire the specific information you seek

Tackle Negative Emotions

Emotions find their way into the workplace. When different personalities converge in a shared space for long lengths of time, chances are emotions will come out at some point.

Allow the emotional party to express themselves without interrupting or defending yourself. Acknowledge the other person's feelings and show you understand their perspective, even if you don't agree. Ask questions to show your engagement, acknowledge your understanding, and then guide the conversation back to substantive issues.

If you find yourself becoming emotional, try mentally detaching yourself from the situation and resist the urge to speak or respond immediately. Think for a moment, regain composure, and then respond.

Motivation

According to *Psychology Today*, three of the top four things that motivate employees involve communication (the other was compensation):

- **The desire to defend their accomplishments**
- **The need to make sense of their environment**
- **The need to bond with others and feel as though they belong**

Motivation

- **Encourage, Encourage, Encourage.** Regardless of the conversation, try to keep it positive. If you have to deliver harsh feedback, do it in constructive and team-centric manner. Focus on behavior and performance and not the employee or his character.
- Encouragement from management and co-workers through effective communication can create an environment that employees everywhere desire.

Miscellaneous

