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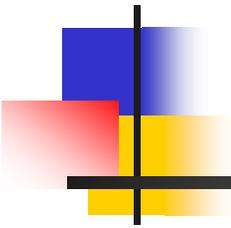
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15.281 Advanced Managerial Communication

Spring 2009

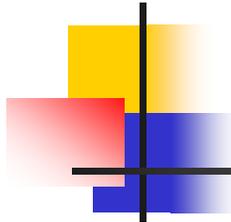
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Working Effectively with a Difficult Audience



15.281

Advanced Managerial
Communication



Today's Agenda

- Working with difficult audiences
- Exercise – Fast Food Fiasco
- Presentations to hostile audiences
- Homework – agenda preparation



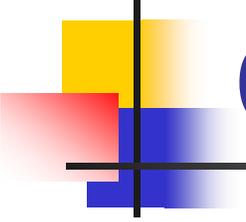
Why People Get Hostile

- Passion/Emotion
- Fear and Threat
- Self-protection
- Defensiveness
- Lack of Information
- Sense of Impotence
- Resentment of Opposition Figures
- Isolation



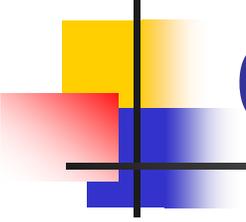
Use Effective Listening Skills

- Attending skills – nonverbal behaviors
- Encouraging skills – set the tone
- Following skills – ensure understanding between listener and questioner



Dealing with Difficult Questions

- Unclear questions – confusing because of structure, length, or word choice
- Questions framed in a limiting way – can trap or restrict you
- “Don’t know” questions



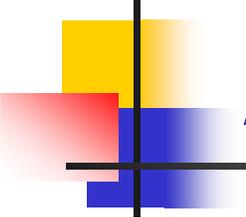
Dealing with Difficult Questioners

- Be polite – don't lower yourself to their level
– stay calm, at least on the outside
- Lessen hostility by pointing to common ground
- Paraphrase the feelings behind questions
- Interrupt repeat offenders
- Look elsewhere after responding



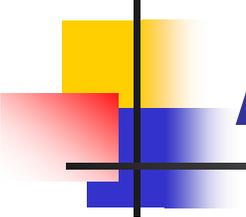
Delivering Effective Responses

- Stick to your objective and organization
- Provide a preview if you have a long answer
- Make your responses interesting
- Keep the audience involved in Q&A
- Comment on the question or the process
- Have the last word



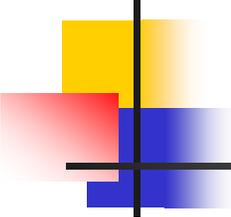
Fast Food Fiasco: A Role Play

- Work in groups of five or six
- National marketing support manager
- Franchise owner, manager, and assistant manager of a McBurger fast-food restaurant
- Observers



Presentation to a Hostile Audience

- Ten minute interactive presentation
- May be persuasive or informative
- Consider direct or indirect structure – which is most appropriate?
- Determine if visual aids are useful
- Plan for five minutes of material
- Bring your DVD+RW to the presentation



Next Class

- Team assignments
- Prepare an agenda
- Include objectives for the one hour meeting
- Suggest time allotments for each agenda item
- Teams will review agendas and select the one they wish to follow