PEOPLE-CENTRIC SKILLS:
CRUCIAL COMMUNICATIONS

Danny M. Goldberg, Founder

SEVEN C’S TO EFFECTIVE COMMUNICATION
Clear/Coherent

- Focused
- No question about intention or objective
- Leave no doubt
- Eliminate irrelevance
- Embrace logic
- Straight forward
- Comprehendible

Which is more clear?

- Please take care of the assignment I emailed you a few weeks back regarding the memo on accounting.
- Brent, a few weeks back (May 12th) I emailed you concerning the accounting for our new acquisition (ABC Company). I wanted to check in and see the status of the memo. Please let me know at your earliest convenience.
The Standard in Staffing, Recruiting and Professional Development

Which is more clear?

• Please take care of the assignment I emailed you a few weeks back regarding the memo on accounting.

Somewhere in the middle

• Brent, a few weeks back (May 12th) I emailed you concerning the accounting for our new acquisition (ABC Company). I wanted to check in and see the status of the memo. Please let me know at your earliest convenience.

Brent – I wanted to check on accounting memo on our new acquisition (ABC). Please let me know the status as soon as possible. Thanks!

Concise

• Minimize word usage but….
  – Do not spare words for the sake of being brief

• Use useful words, not space killers

• Do keep your audience engaged and interested
Complete/Correct

- Be thorough, paint a picture
- Beginning to end
- Get your point across
  - Introduce
  - Support
  - Reiterate
- Truthful
- Accurate
- Honest
- If you do not know, admit it!

Captivating

- Interesting
- Know when to dive into an area and know when you are giving too much detail
  - Subject matter must be flexible
- Command more attention and better responses
- Compelling language that encourages action
- Know your objective and consistently reiterate
- Well organized messages
Which is more captivating?

• Thank you for your presentation this morning; it was exciting, endearing and very engaging. I would like to follow up this presentation with a request for the presentation slides as I would like to pass them on to my superiors. Thank you so much.
• Thanks.

Conversational

• Easy to follow and understand
• Speak with an audience, not to them
• Personalize the experience, make them connect
Courteous

- Professional demeanor
- Friendly
- Approachable
- Talk with not to

Concrete

- Specifics and certainty
- No ambiguity
- Direct and to the point
Mode of Communication

- When do you email vs. phone vs. in-person?
- Messages are easily confused or misinterpreted via email
- When should emails be responded to via phone or in-person?
- When is IM appropriate?
- When should you respond to emails via Blackberry?
Email VS Phone VS In-Person

• Email
  – One way VS. Two way communication
  – Simple and straightforward message (Optimal Length?)
  – Script out responsibilities (if reiteration) and deadlines
  – Never write emotionally-charged or spur of the moment emails

• Phone
  – Too long to email but not an emotional conversation
  – Very clear and concise message

• In-person
  – Dialogue
  – Emotion
Email Basics

• Email can hang around forever
• Your emails can be subpoenaed
• You may be called to explain or defend something you emailed years later
• Regardless of personal or business

Try to avoid:

• Making accusations of fraud or error via email
• Making personal attacks or derogatory comments about others
• Sending confidential, classified or personal identifiable information (like SS#’s, etc.) via email
• Blunt statements (I will respond to you at my earliest convenience)
• Emotional responses

Practical Email Leading Practices

• Two Leading Causes of Email Miscommunication:
  1. Assuming the recipient has all the background
  2. Tone Ambiguity
• Understand your audience (is this the appropriate mode of communication?)
• Consider what you are communicating
• White space is good
• It’s not just what you say, but how you say it
• Never send an email angry
• Don’t forget about verbal communication
Typical **HORRIBLE** Practices

- Urgent or Badly Misleading Subject Lines (or Blank or Non-Descript)
  - Meeting Date Changed
  - Follow-Up to Call Last Friday
- Reply All (use it wisely)
- Overuse of punctuation (exclamation points)
- One Word Responses (previously discussed)
- CC & BCC – what is appropriate use?
- Read & Delivery Receipts

**THE STANDARD IN STAFFING, RECRUITING AND PROFESSIONAL DEVELOPMENT**

**INFLUENCING CHANGE THROUGHOUT THE AUDIT PROCESS**
Influencing Change t/o Audit Process

- Level of Communication
  - Throughout Audit Cycle
  - Outside of Audit Cycle
- Communication: When, What, How
- Establishing Rapport
- Presenting Audit Observations

GROUP EXERCISE

HOW DO YOU BUILD RAPPORT?
Building Rapport = Breaking Down Barriers

- Handshake
- Small Talk
  - How Long?
- “Me” Wall/Pictures
- Eye Contact
- What else?

GROUP EXERCISE

How do you approach clients when introducing findings/observations?
Presenting Observations

• Transparent, continuous communication
• Present Facts; let them come to their own conclusions
• Summarize (focus on themes)
• Why is this important to them?
• Lay the groundwork throughout the audit

Watch Out Words

Think through some words that should not be used and make a list (at least five)
Watch Out Words

- Emotional Triggers
  - Adequate/Inadequate
  - Fail
  - Wrong
  - Finding
  - Opinion
  - Fraud
- Mysterious Terms
  - Discovered
  - Appeared
  - Revealed
  - Captured
- Definitive Terms
  - Absolutely
  - Never
  - Always
  - Must
- Ambiguous Terms
  - Reasonable
  - Should
- First/Third Person
  - Personally
  - We/I/You
- British Terms
  - Perhaps
  - Whom
  - Shall

NEGOTIATION & CONFLICT RESOLUTION
Confrontation

- People inherently do not like confrontation
- Transparency and honesty can breed confrontation but that can be healthy confrontation
  - Lack of transparency and honesty breeds negative confrontation
- Caused in many cases by miscommunication
- Optimize your confrontations……..

Optimize Your Conflict Resolution

- Personally confront the issue
- Make your initial statement and stop talking
- Avoid arguing during the confrontation
- Know the resolution you want prior to the confrontation
- Focus on the real issue of the confrontation
- Acknowledge feelings
Optimize Your Conflict Resolution

1. Personally confront the issue
2. Make your initial statement and stop talking
3. Avoid arguing during the confrontation
4. Know the resolution you want prior to the confrontation
5. Focus on the real issue of the confrontation
6. Acknowledge feelings

Group Exercise: What Words/Phrases that Start a Statement Destroy a Discussion (i.e. Bad Conversation Starters?)
Bad Conversation Starters

- To be Honest
- In my opinion
- I know what you mean
- I see your point
- Fair enough
- Help me understand
- I am not here to judge you
- If I was in your shoes
- Don’t take this personally
- It appears
- I hear what your saying......

PC Skills – Gold Nuggets

- Communication is one of the top skills for all professions
- Relationships matter....sometimes more than knowledge itself!

<table>
<thead>
<tr>
<th>Skills Recruited or Built</th>
<th>Recruited</th>
<th>Essential</th>
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</thead>
<tbody>
<tr>
<td>Analytical/Critical Thinking</td>
<td>74%</td>
<td>96%</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>57%</td>
<td>96%</td>
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Source: The CBOK 2015 Global Internal Audit Practitioner survey : © 2015 The IIA Research Foundation