

# Confrontation to Cooperation

## The Art of Managing Difficult Conversations

IDENTIFY THE TRUTH



Tony Paixão, CFI, CFE  
Executive Director | International Association of Interviewers (IAI)  
Speaker/Consultant | Wicklander Zuluski & Associates (WZ)





www.w-z.com


1

“Inherent Resistance”

ON THEIR WAY TO SPEAK WITH HR

# The Challenge.



2

## learning objectives

- Explain the concept of "inherent resistance" and ways to overcome it
- Learn foundational elements of strategic rapport development
- Identify maladaptive behaviors and how they impact communication
- Discuss the differences between "reacting" v. "responding"



3

First things first.  
Rapport.

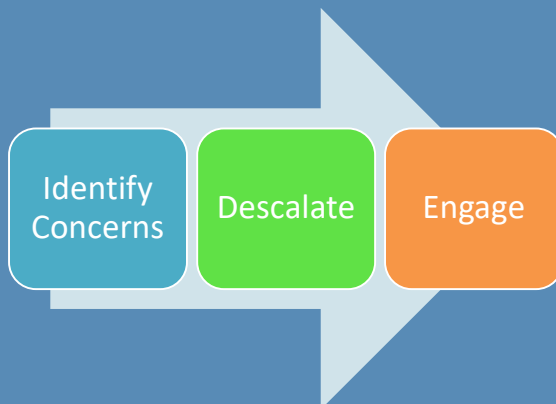


IDENTIFY THE TRUTH

[www.w-z.com](http://www.w-z.com)

4

## Starts and Ends with Rapport



IDENTIFY THE TRUTH

#WZTrained

5

## Not just what you say....but HOW you say it.

IDENTIFY THE TRUTH

#WZTrained

6

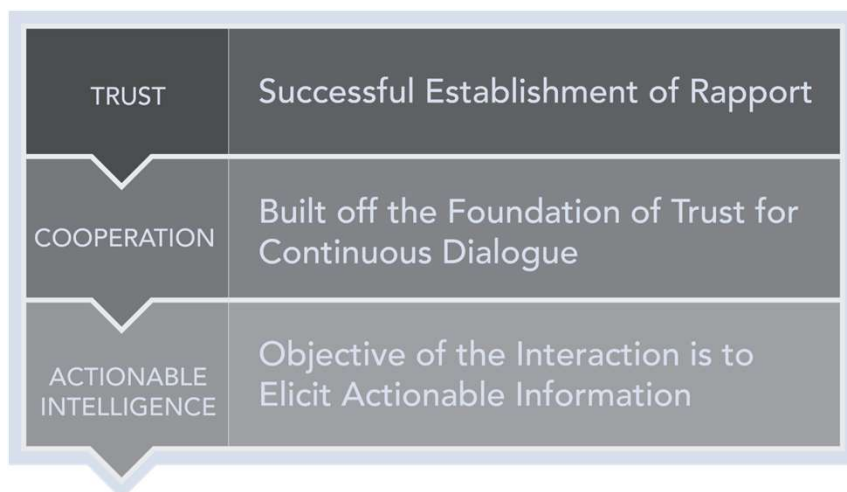
# Not just what you say...but HOW you say it.



IDENTIFY THE TRUTH

#WZTrained

7



Rapport

©Wicklander-Zulawski & Associates – All Rights Reserved

#WZTrained

8



- Significance of the ORBIT research findings
- Largest field-based study focused on rapport during investigative interviews
- Universal impact across all venues

Rapport ©Wicklander-Zulawski & Associates – All Rights Reserved #WZTrained

9

## FOUNDATIONS OF RAPPORT



10

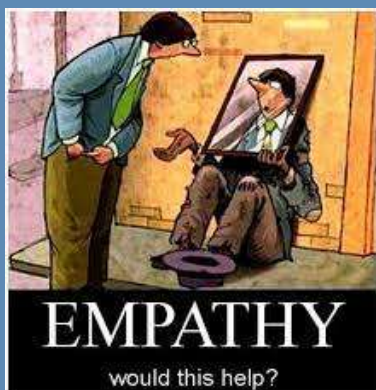
## HONESTY

- Transparency
- Credibility
- Respect



11

## EMPATHY



- Supportive environment
- Trust
- Cooperation



12

## AUTONOMY

- Make decisions
- Take action
- Trust & mutual respect



13

## ADAPTABILITY



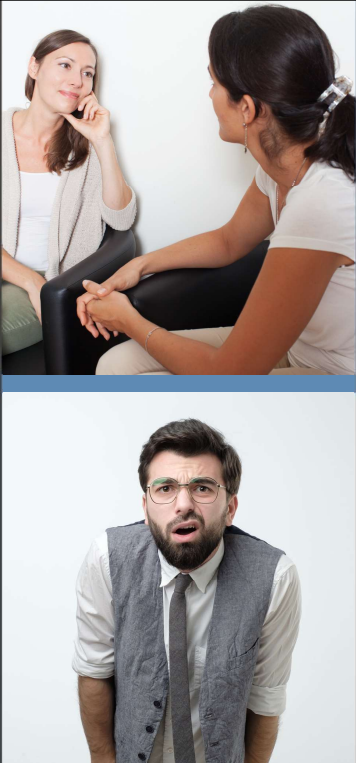
- Flexible
- Mutual understanding
- Collaboration




14

**RESPONDING V  
REACTING**

What's the difference?



The image contains two photographs. The top photograph shows two women sitting and talking; one is listening attentively while the other speaks. The bottom photograph shows a man with a beard and glasses, wearing a vest and tie, looking surprised or reacting with an open mouth.




15

**YOUR SIGNIFICANT OTHER SAYS...**

**“**

**I don't like the tone you are using  
with me right now.**

**”**



16

**YOUR COWORKER SAYS...**

**“**

**I can't believe how great this diet is. I can't stop losing weight! You really should try it!**

**”**




17

**YOUR MOTHER SAYS...**

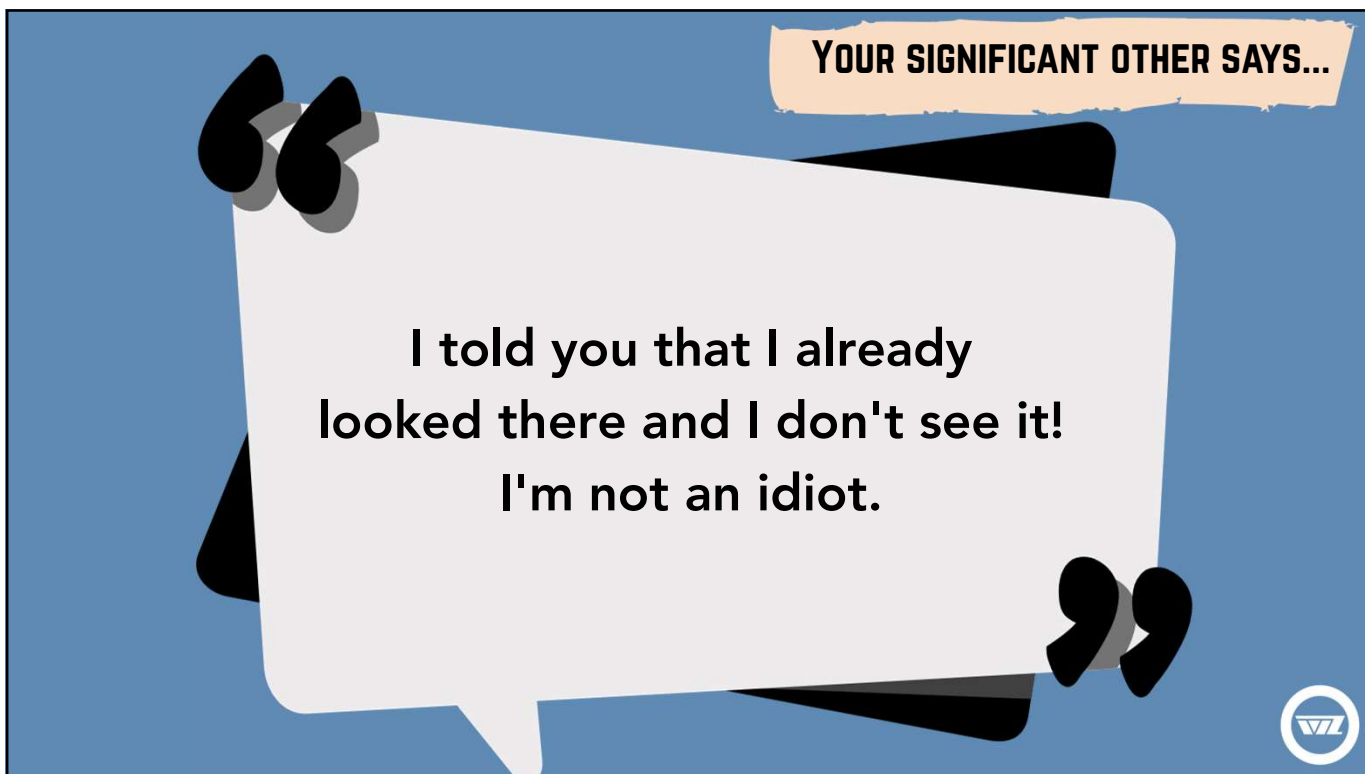
**“**

**I really thought you'd be married by now.**

**”**



18



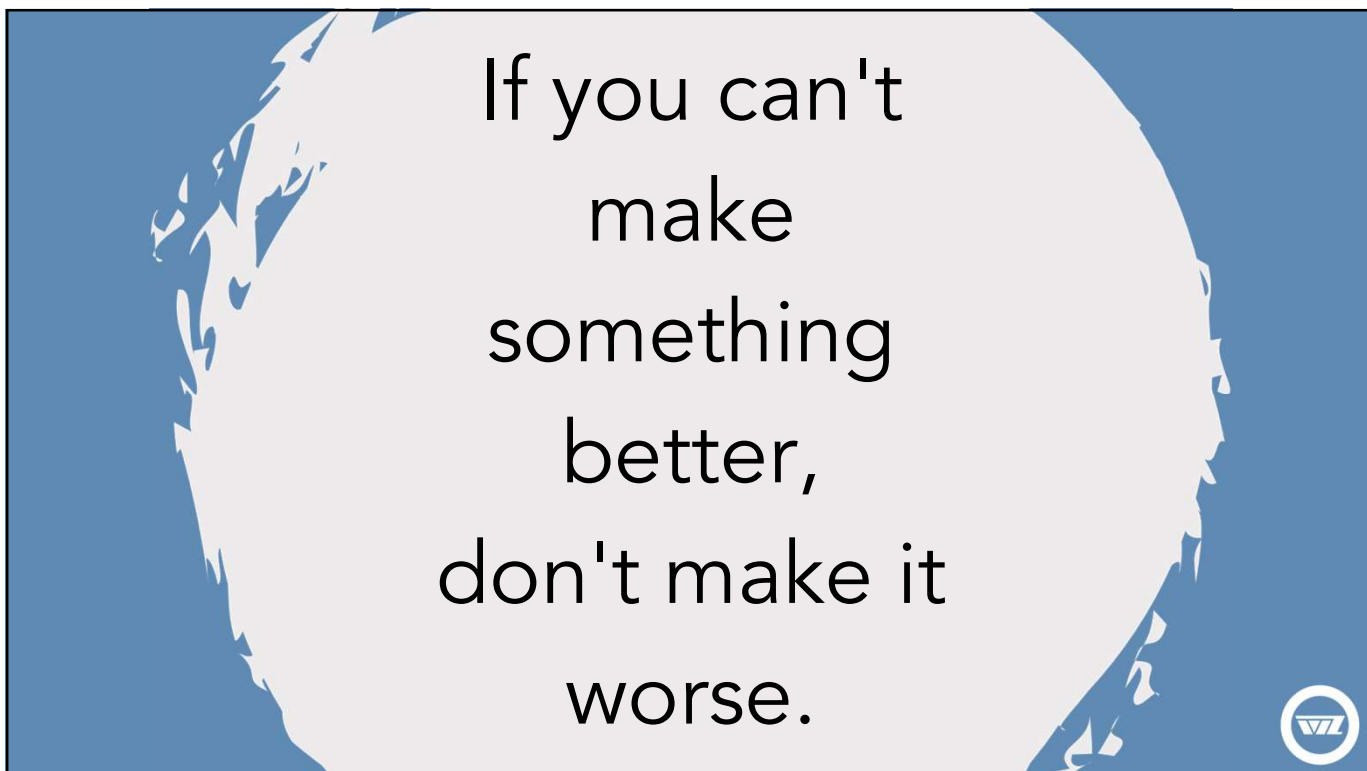
19



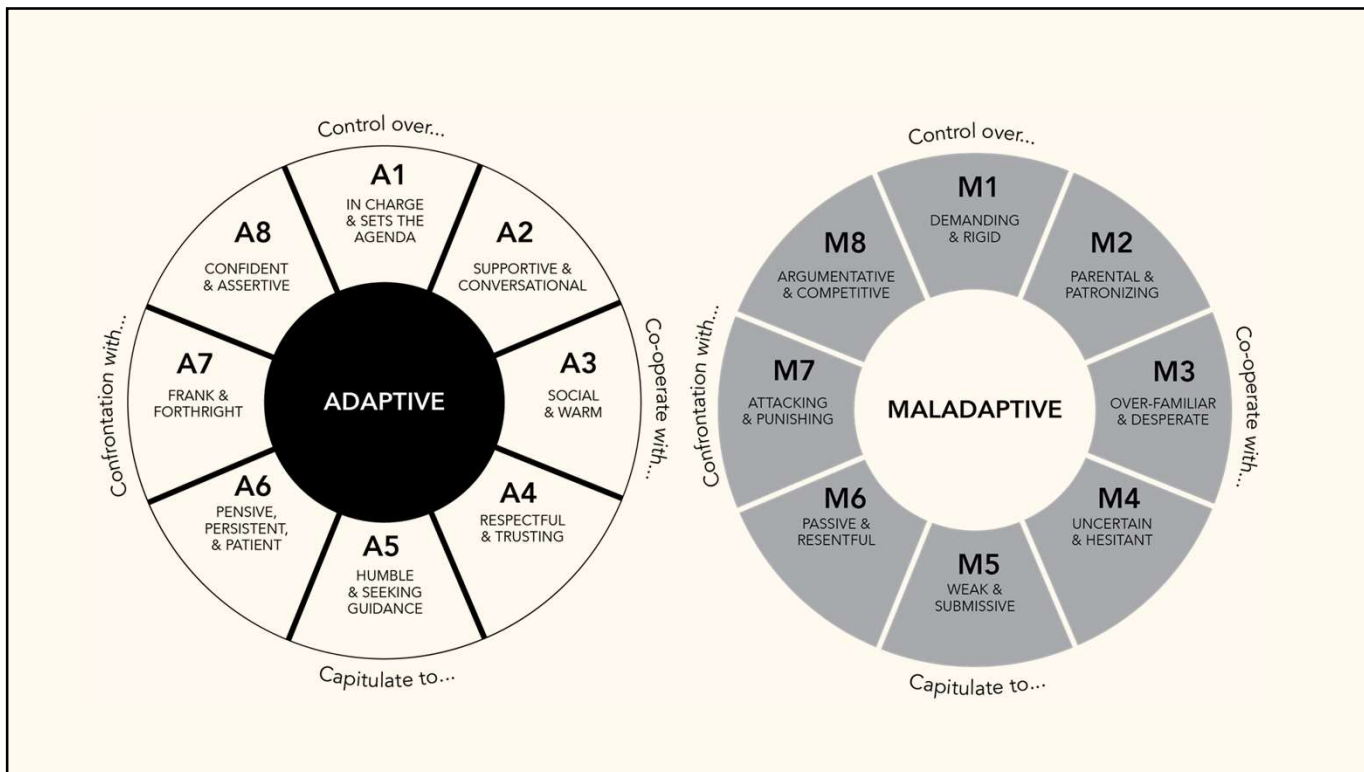
20



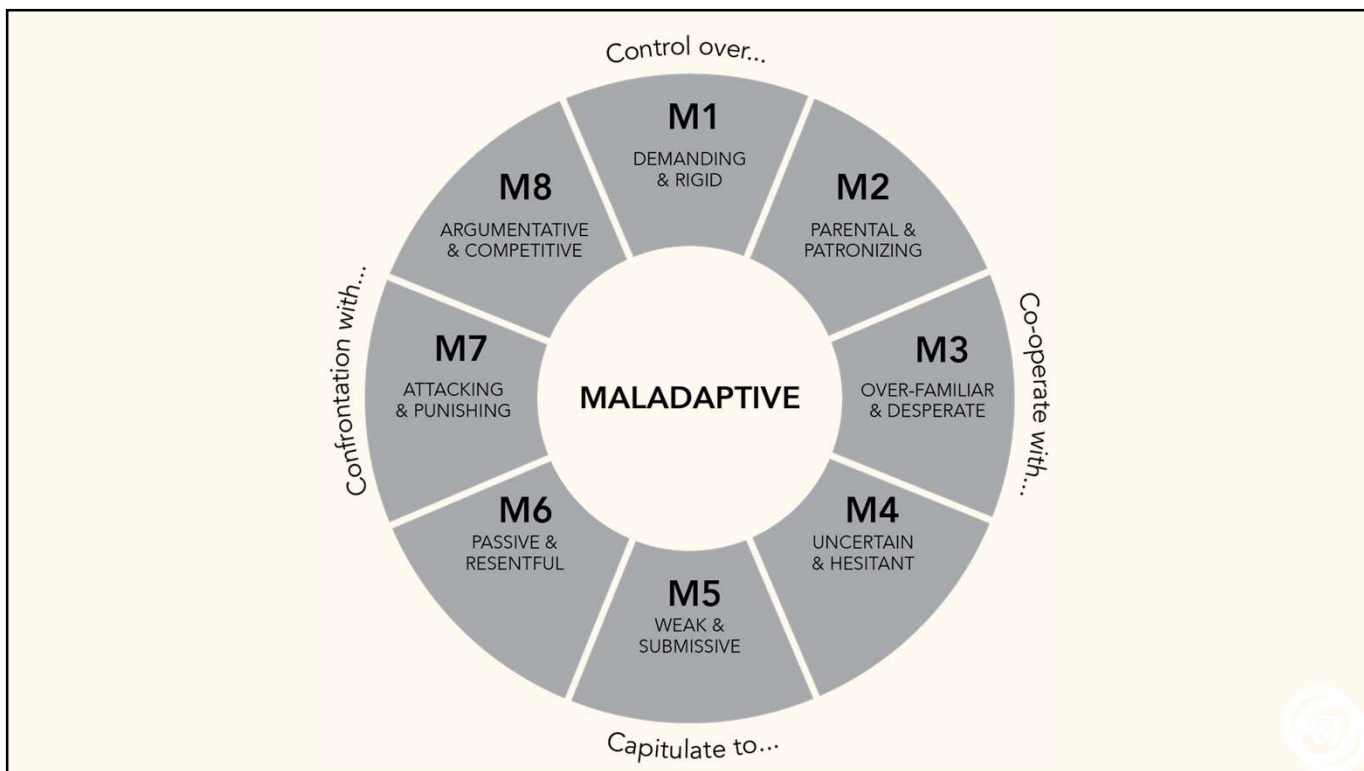
21



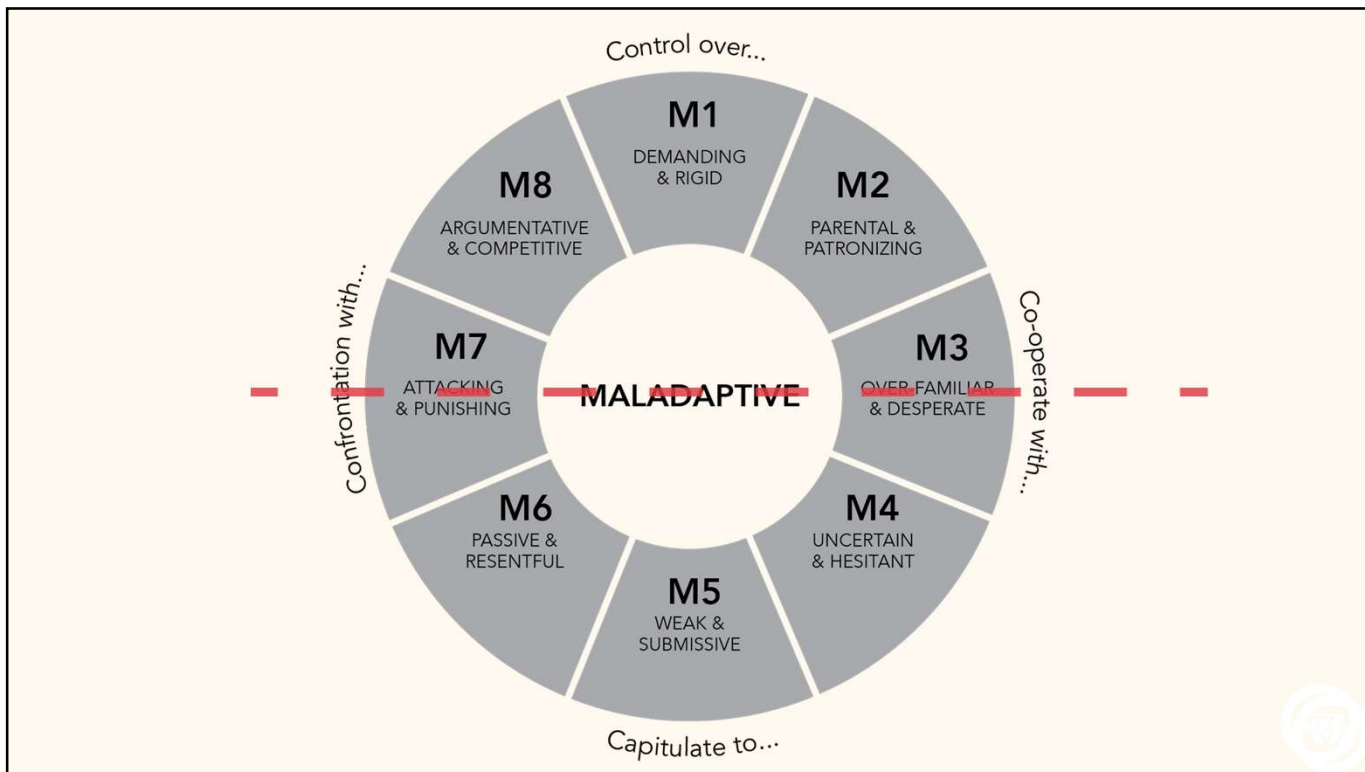
22



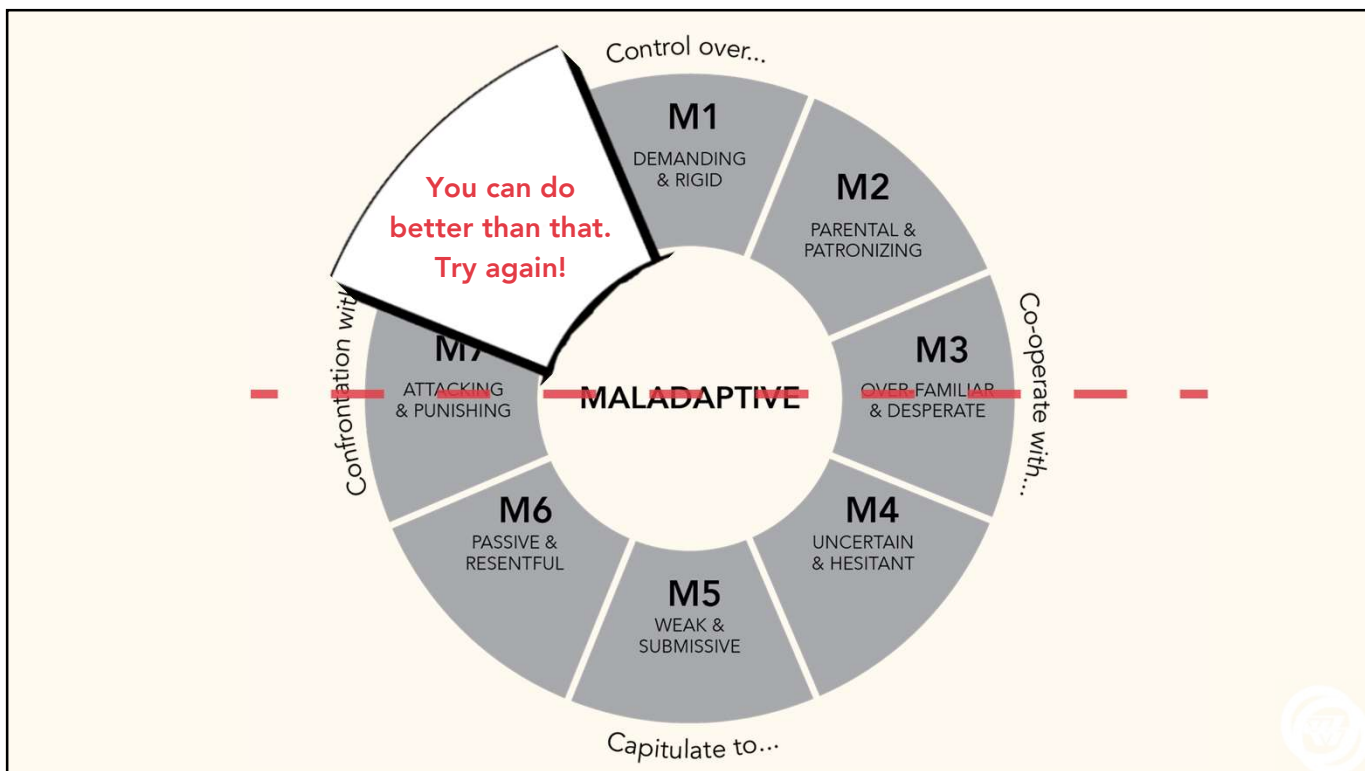
23



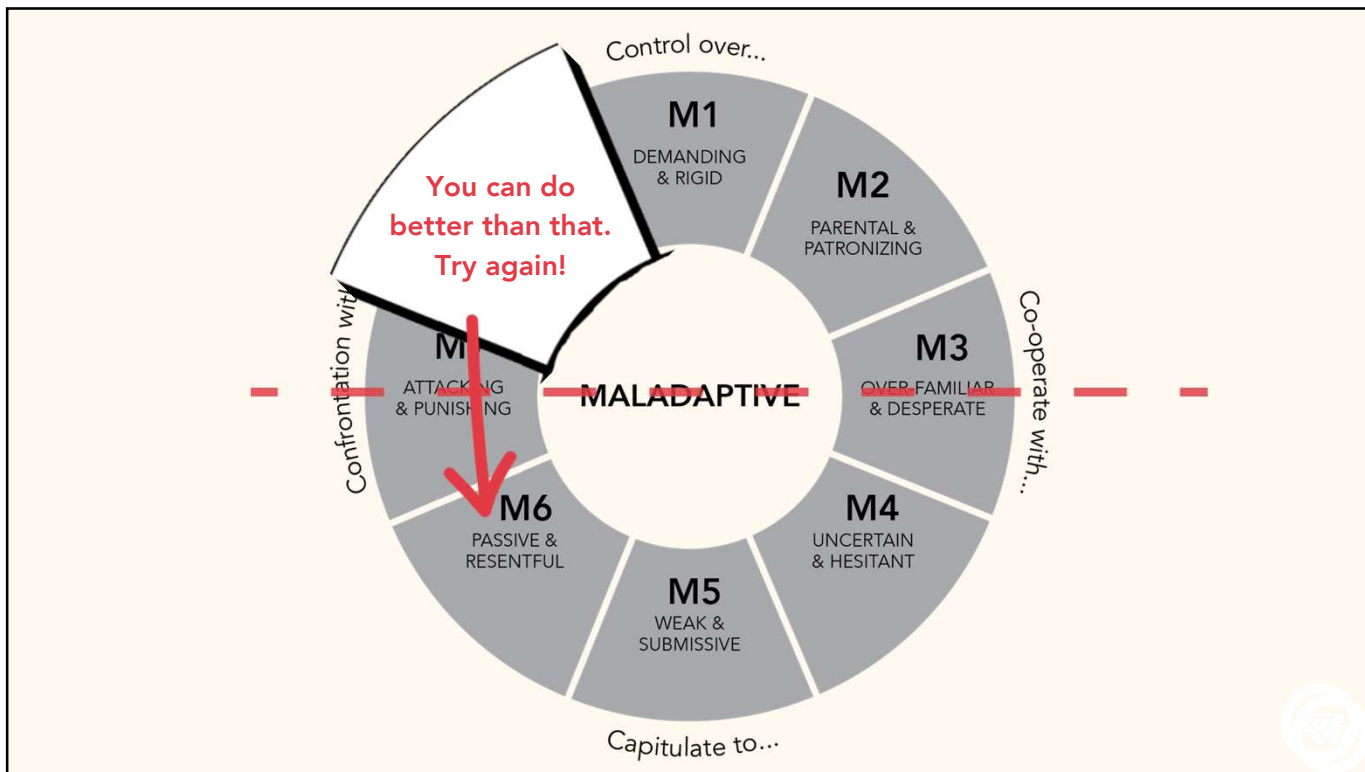
24



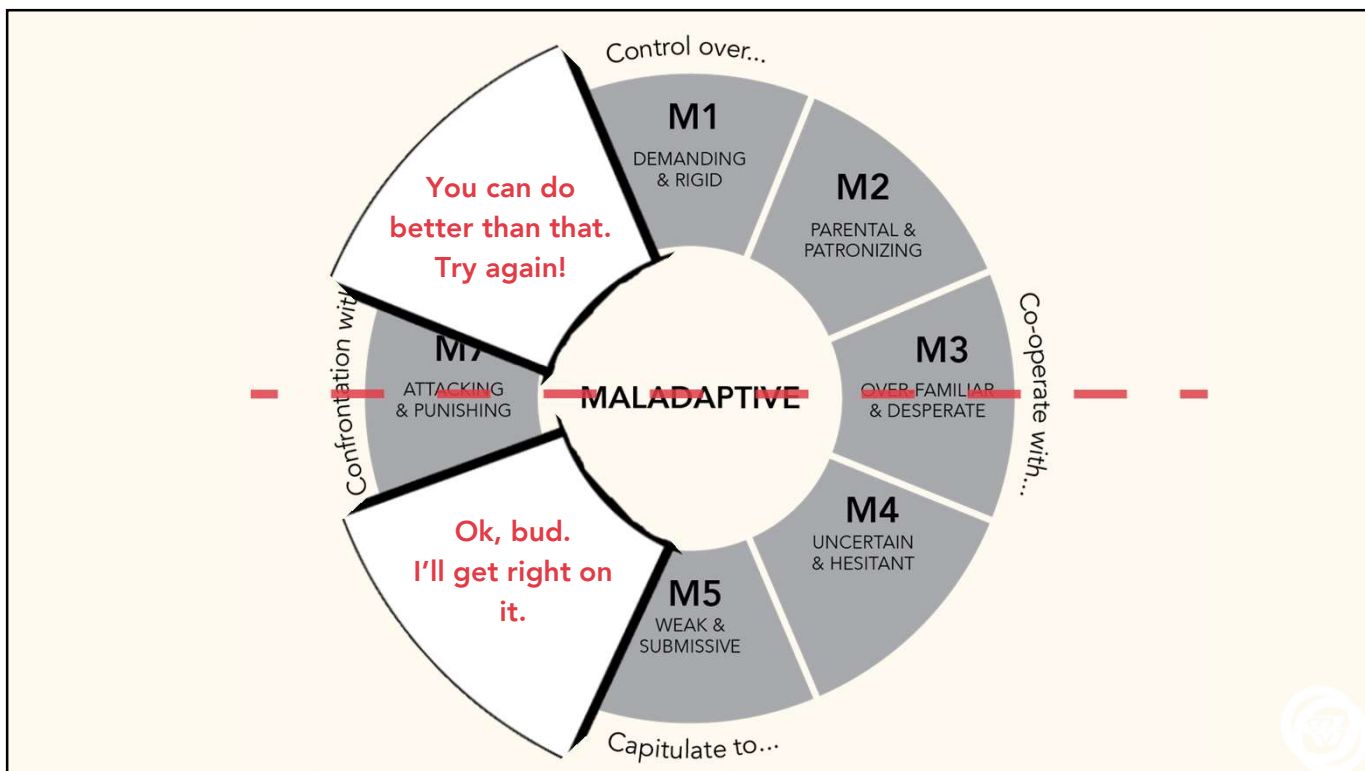
25



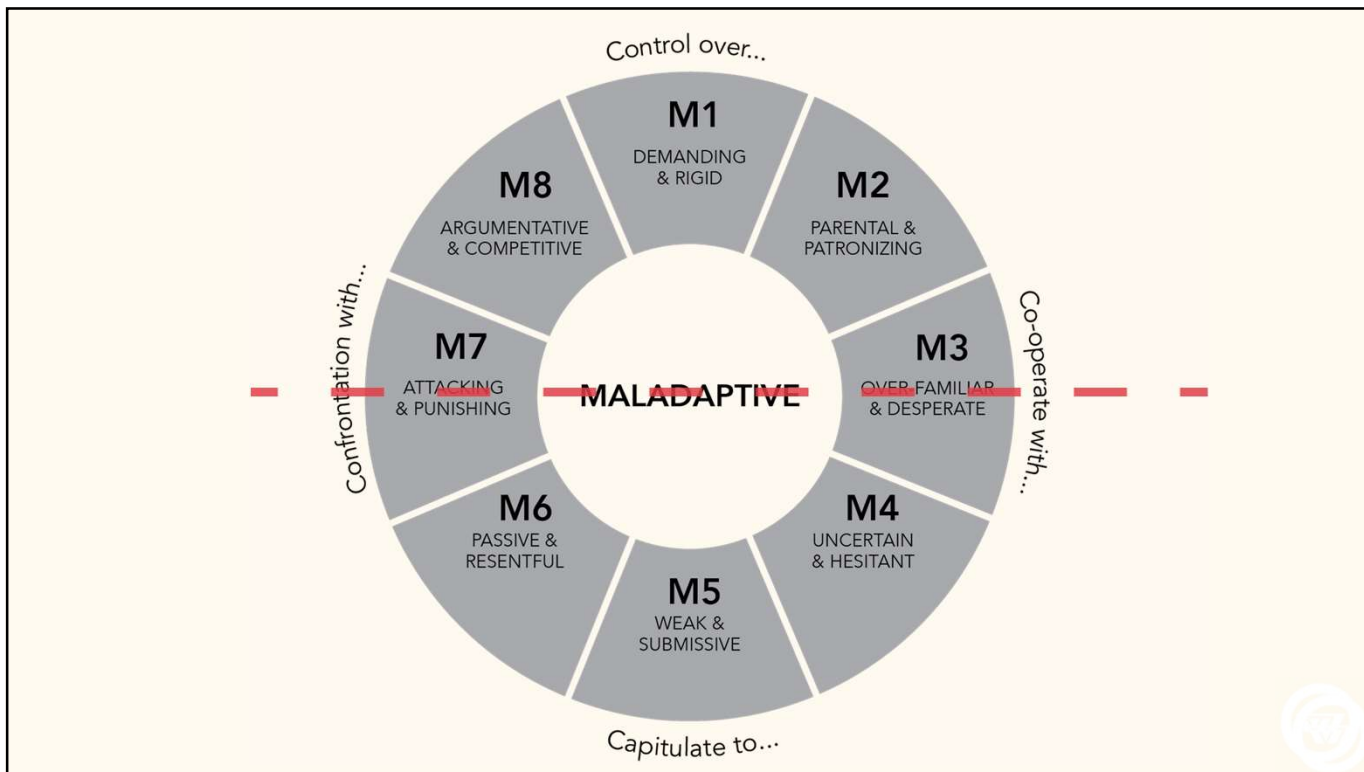
26



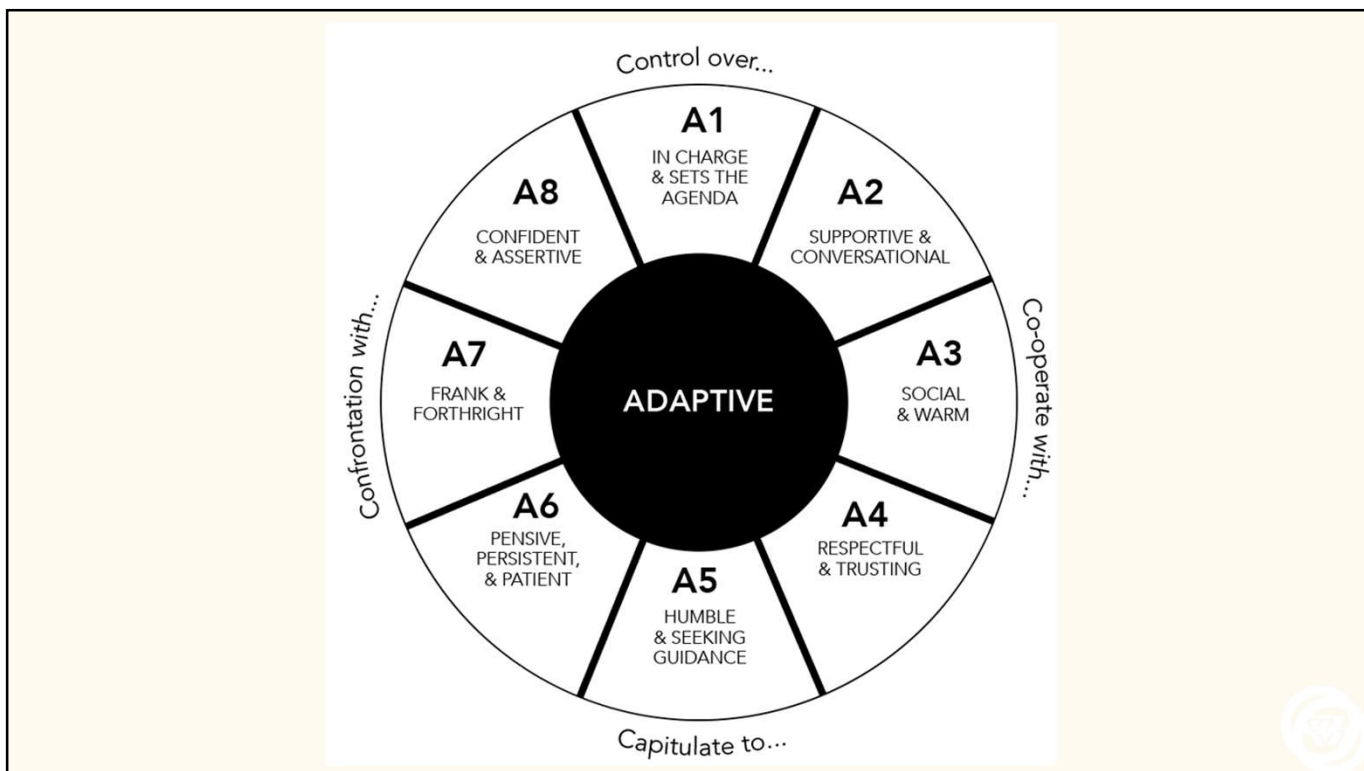
27



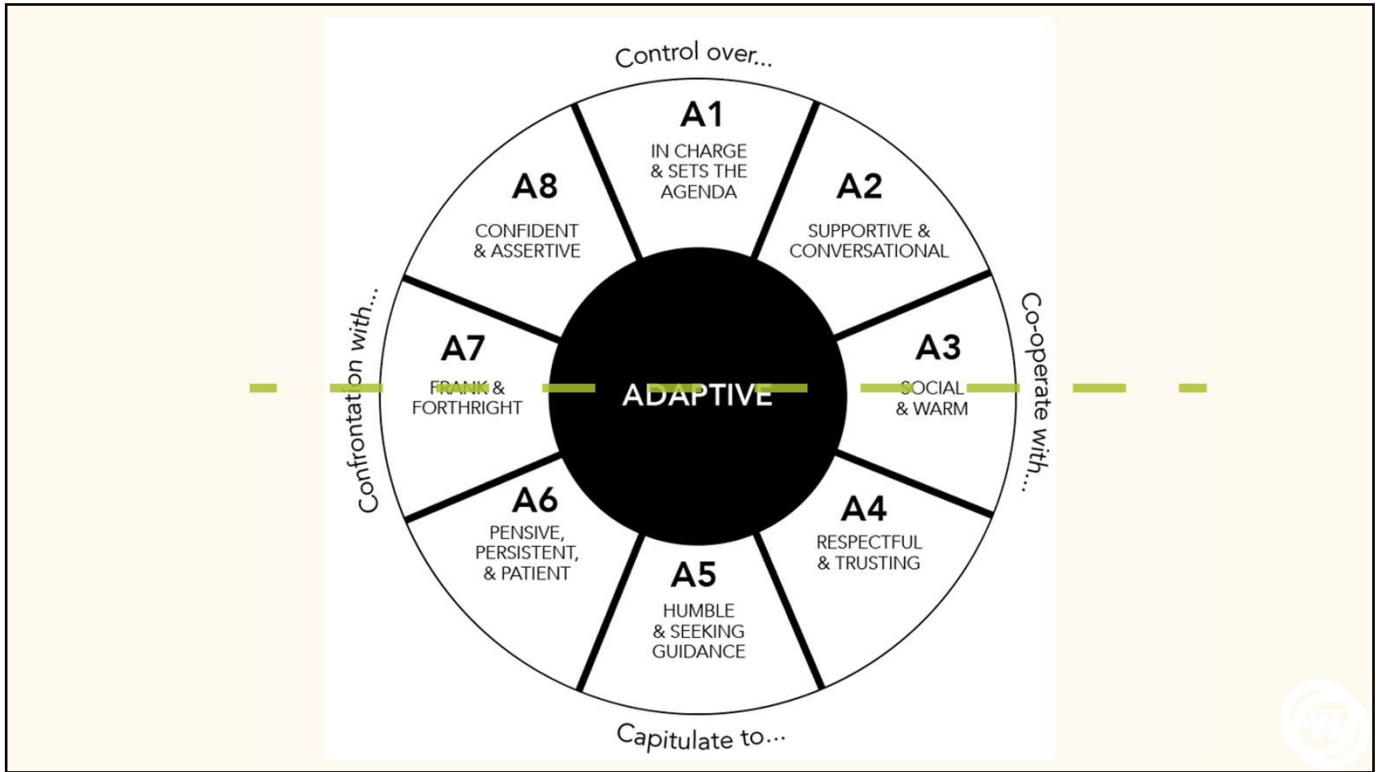
28



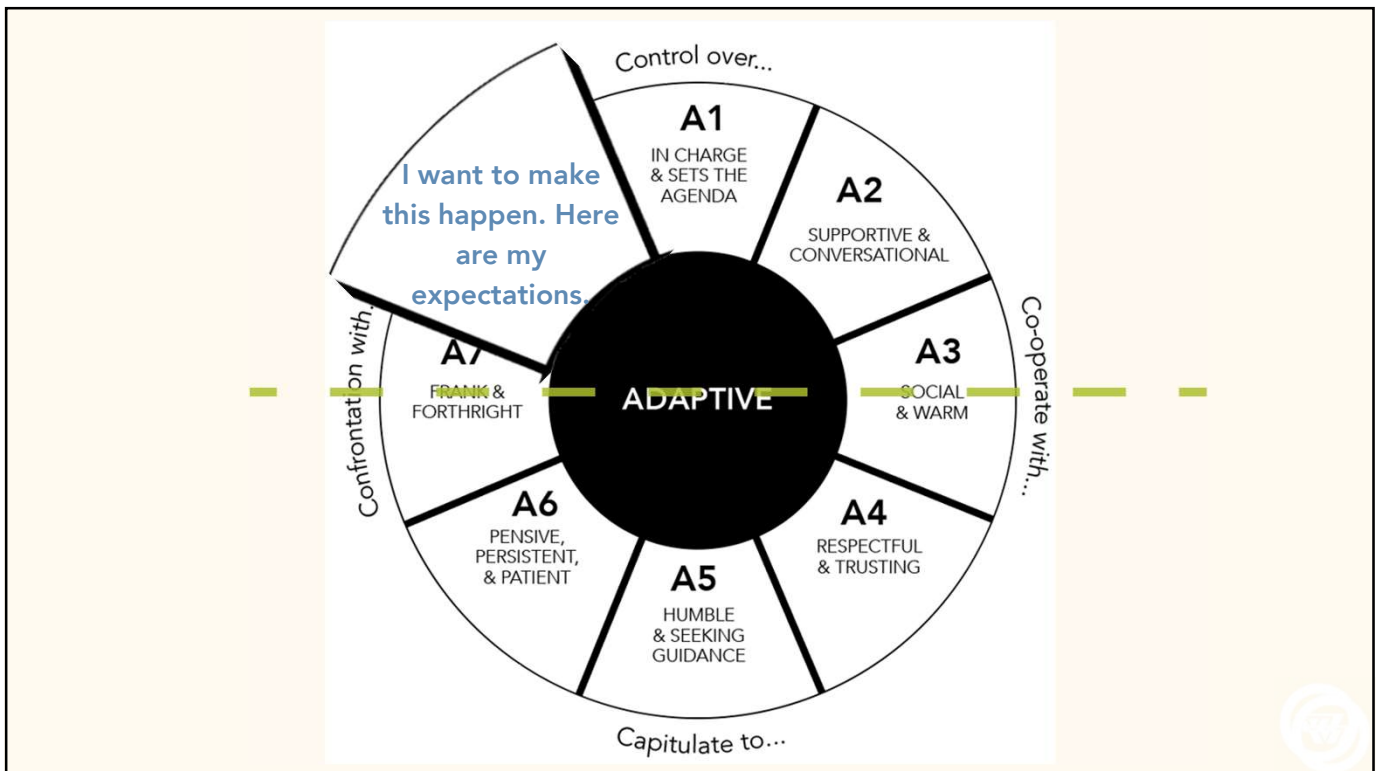
29



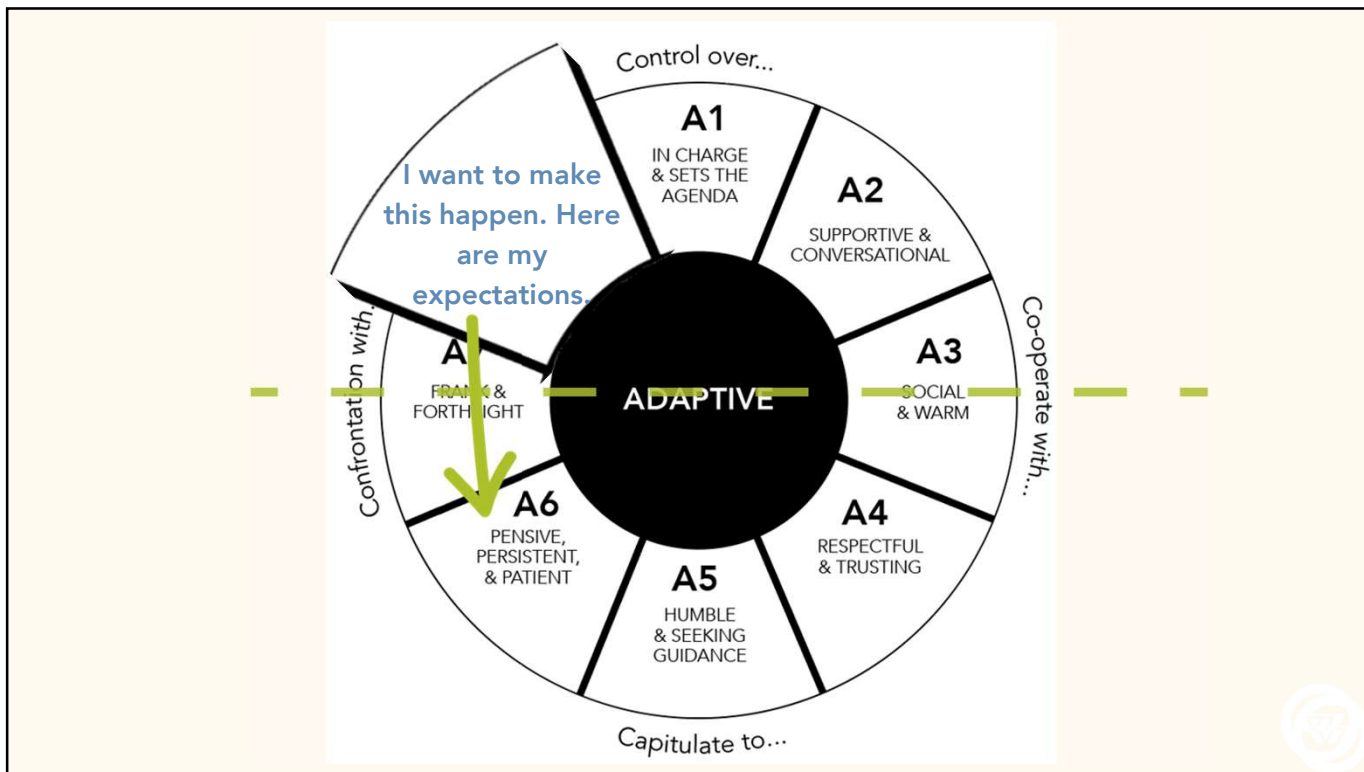
30



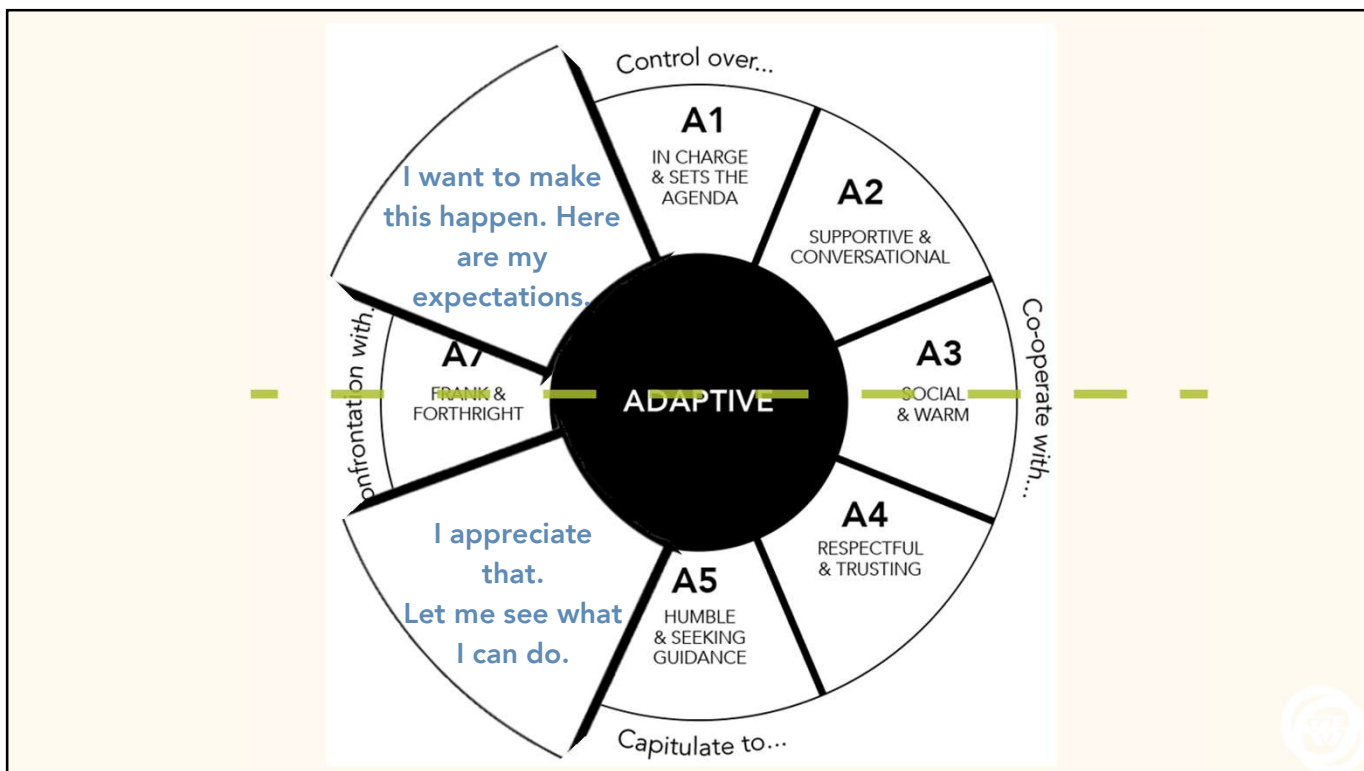
31



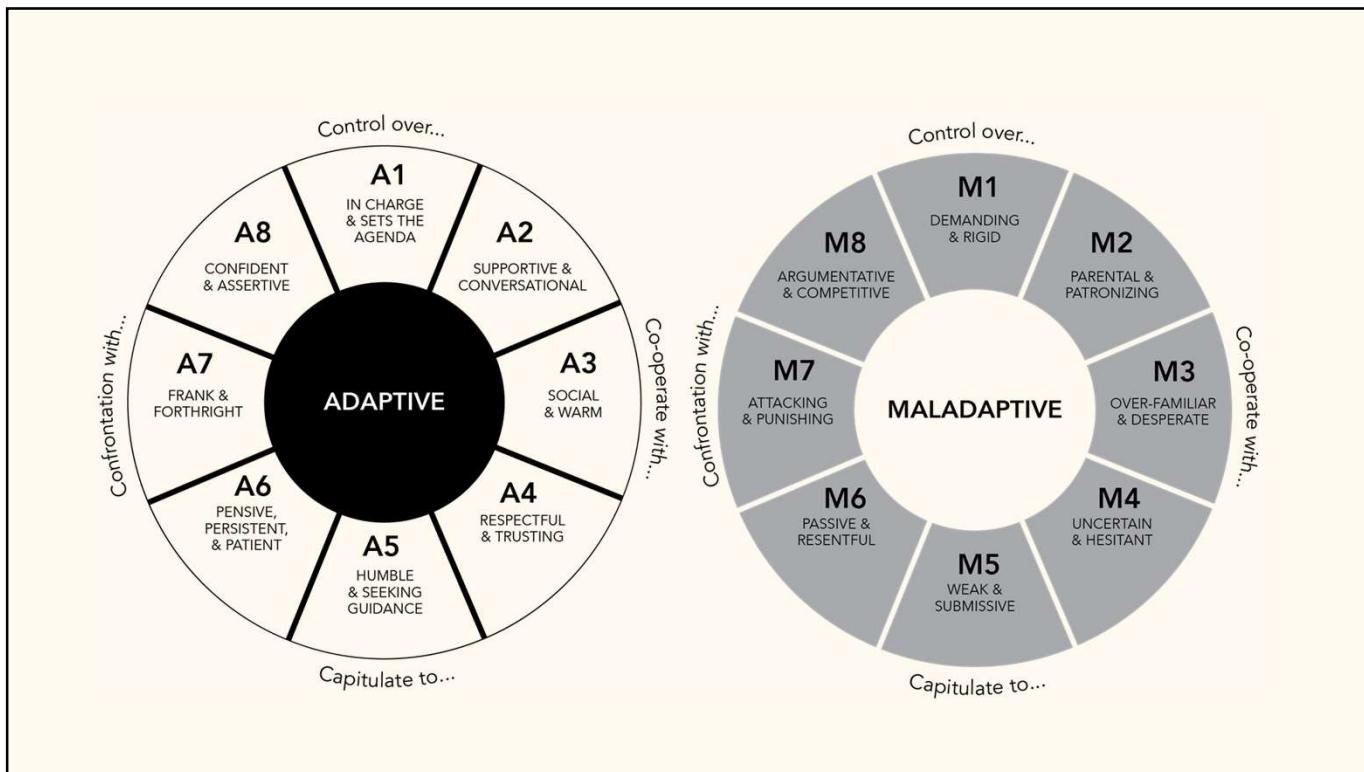
32



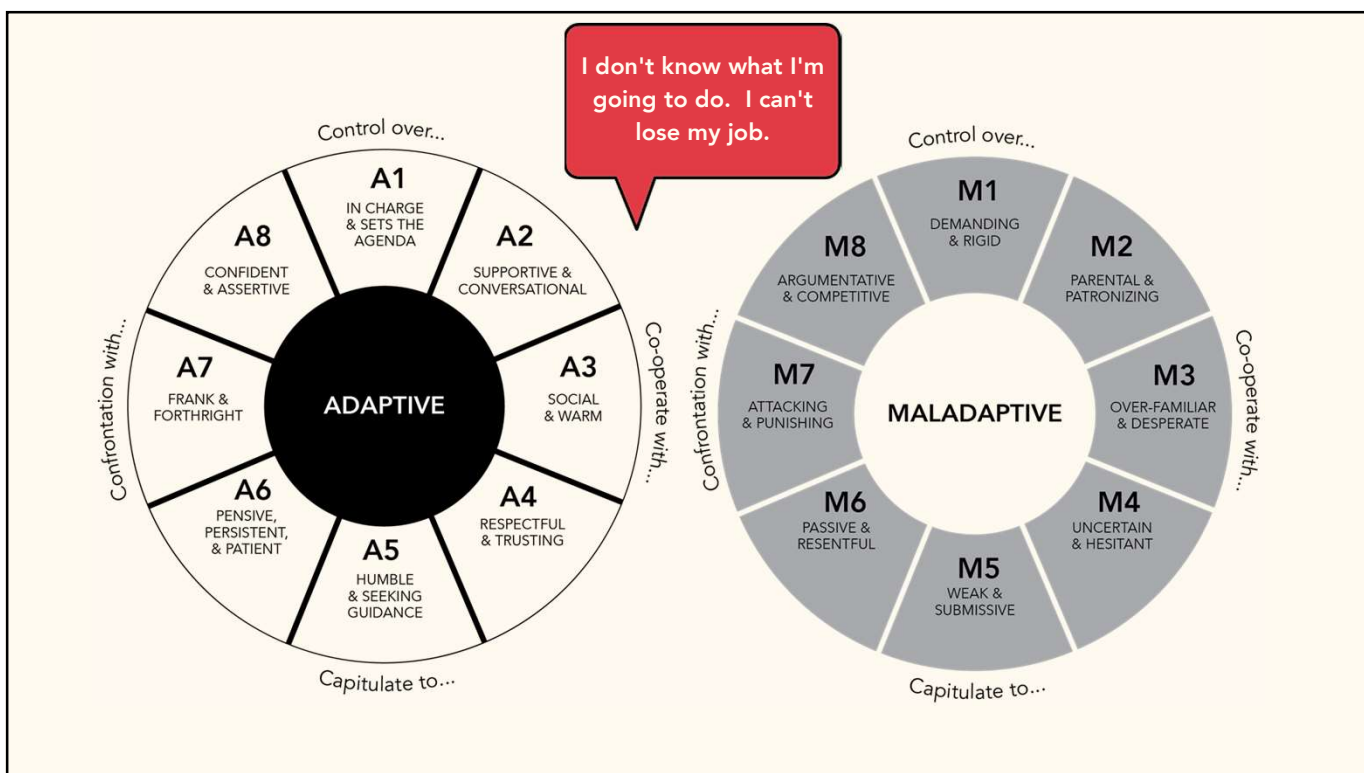
33



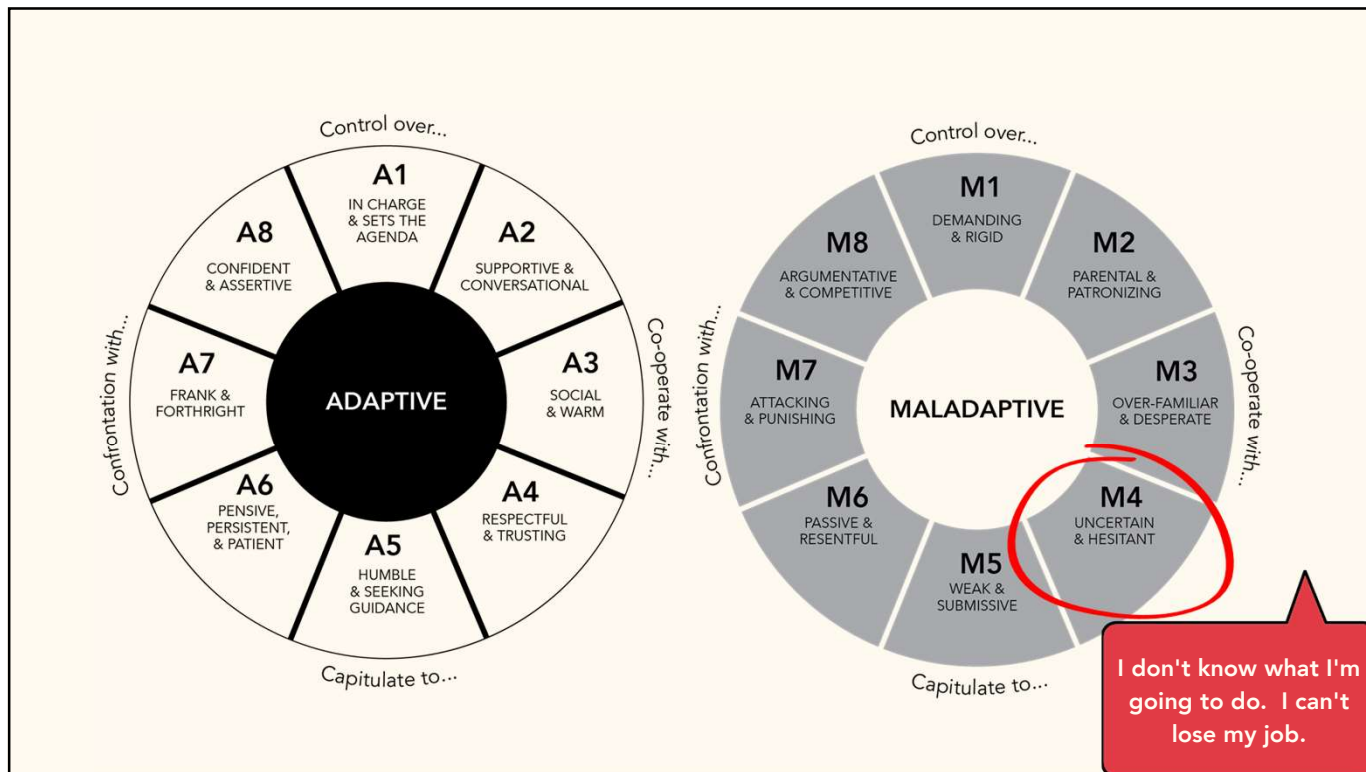
34



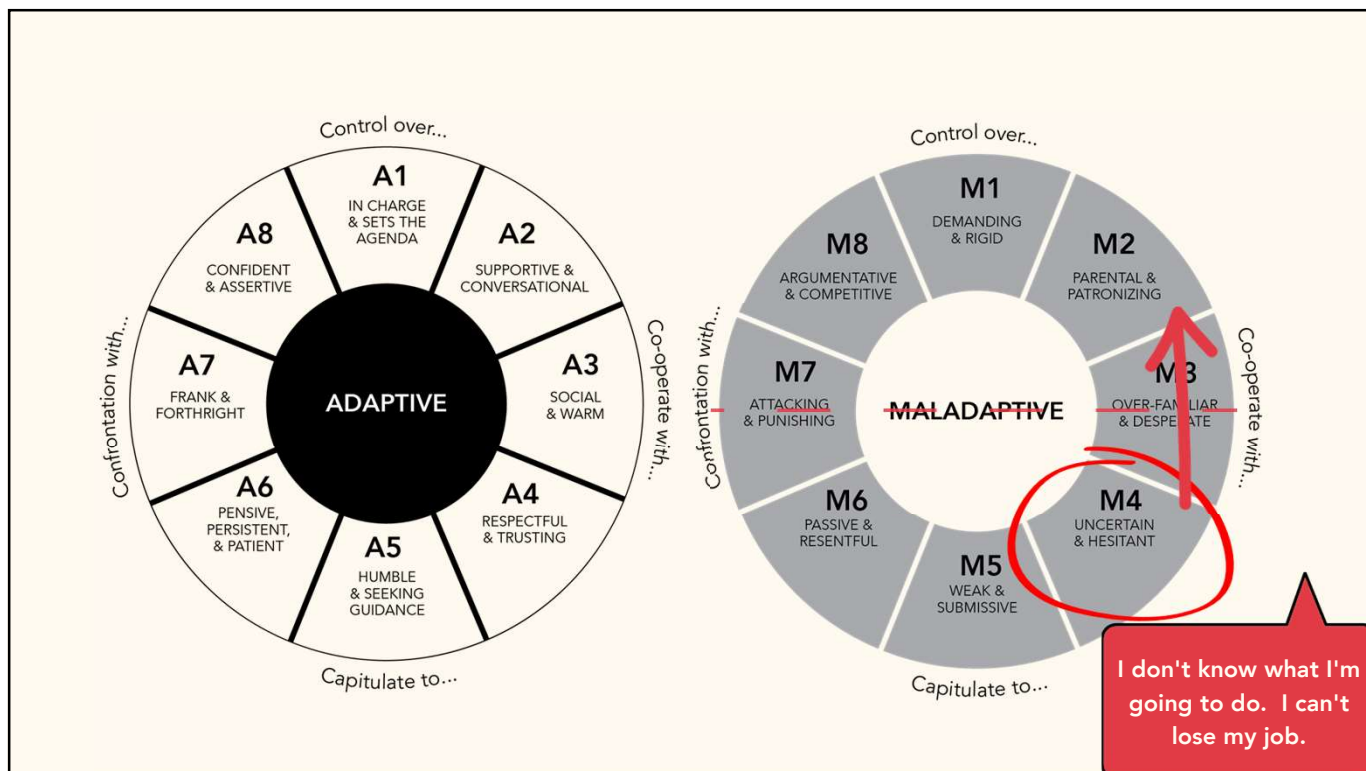
35



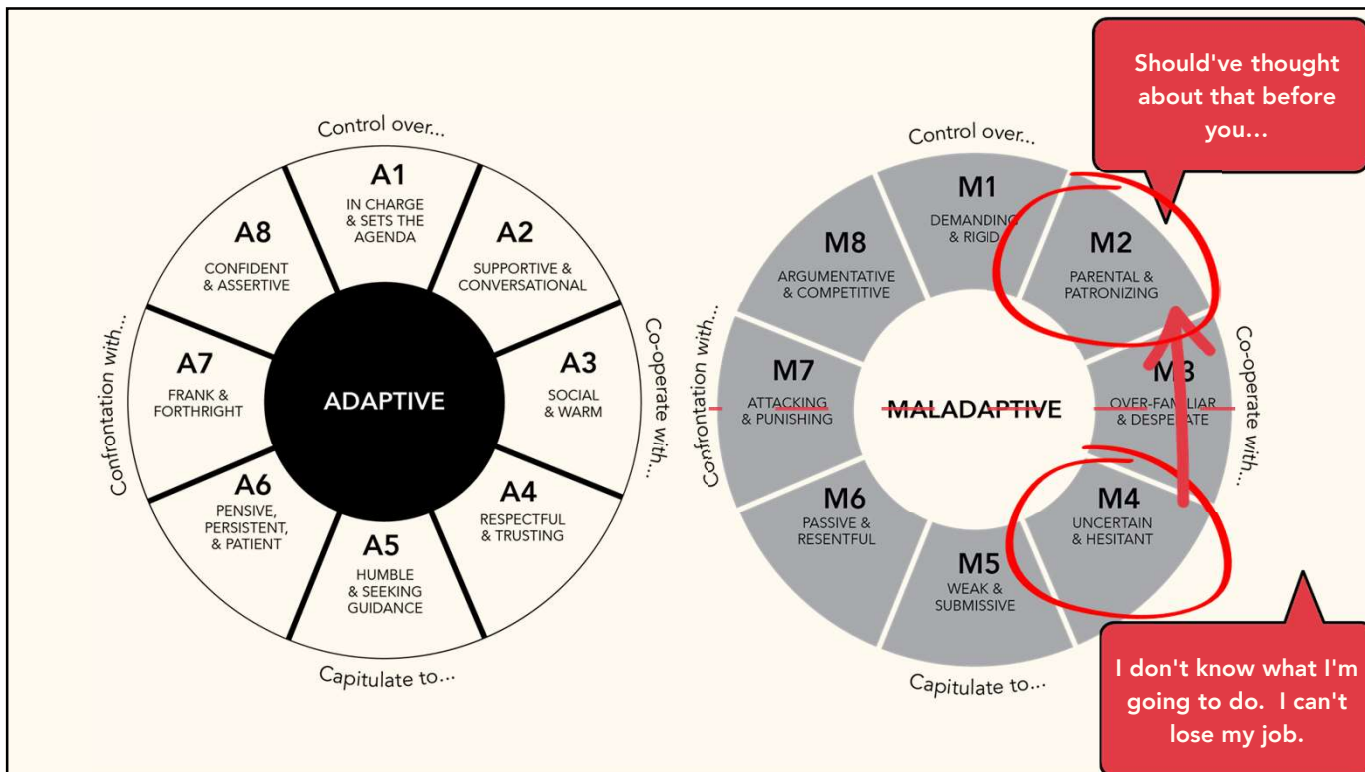
36



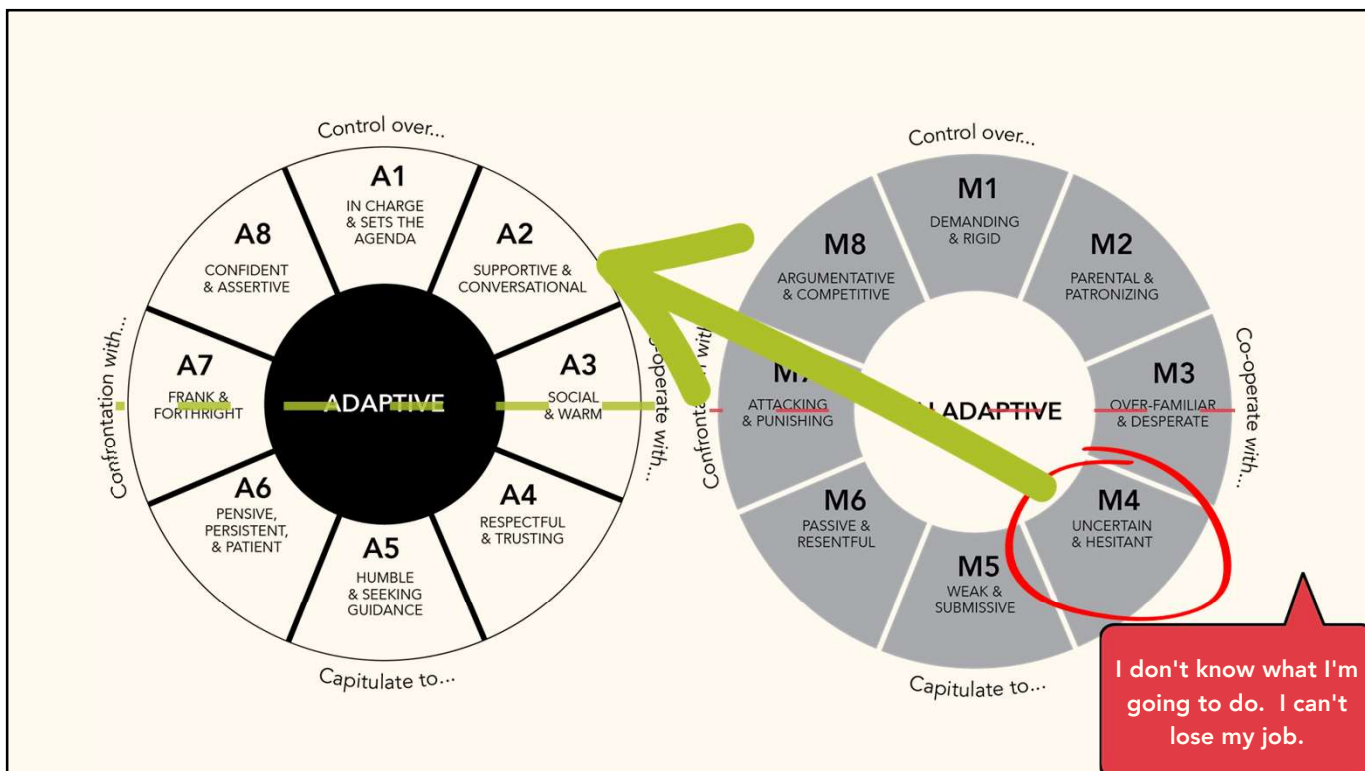
37



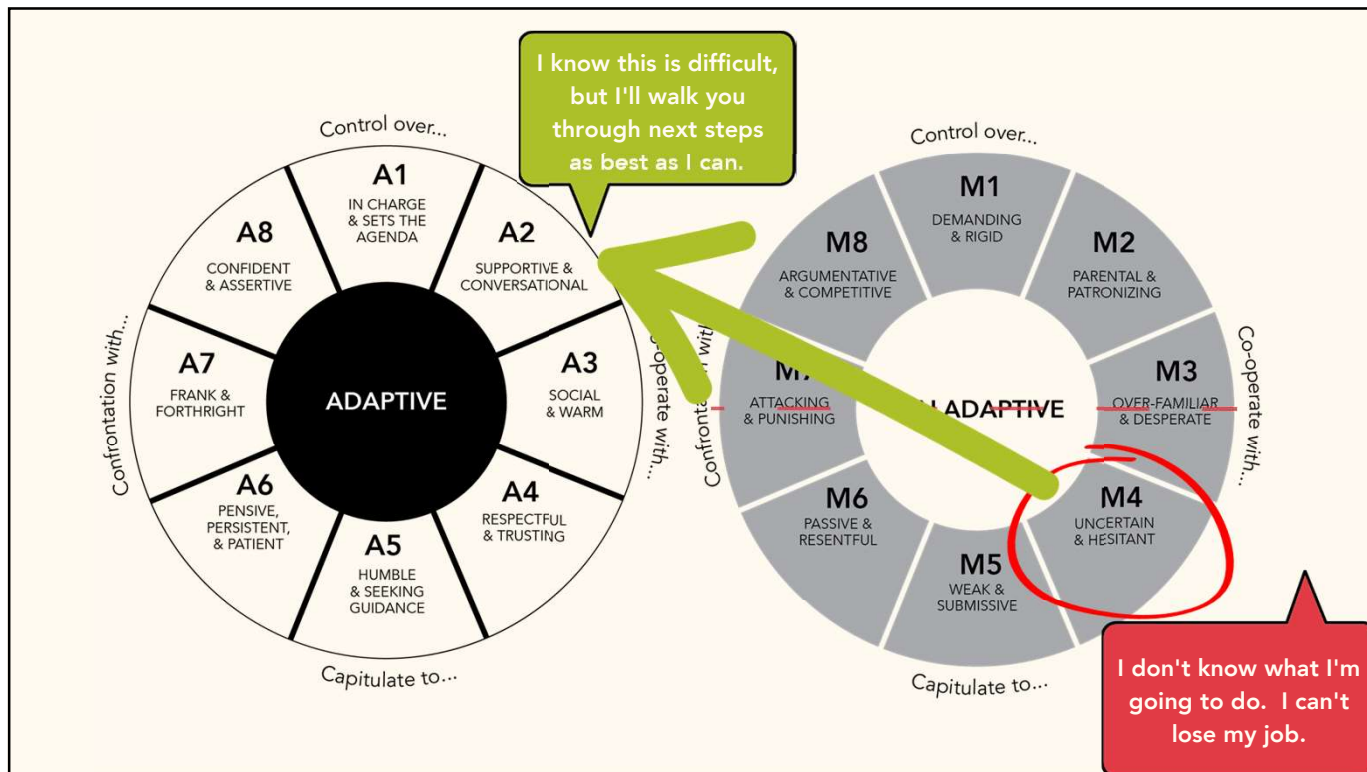
38



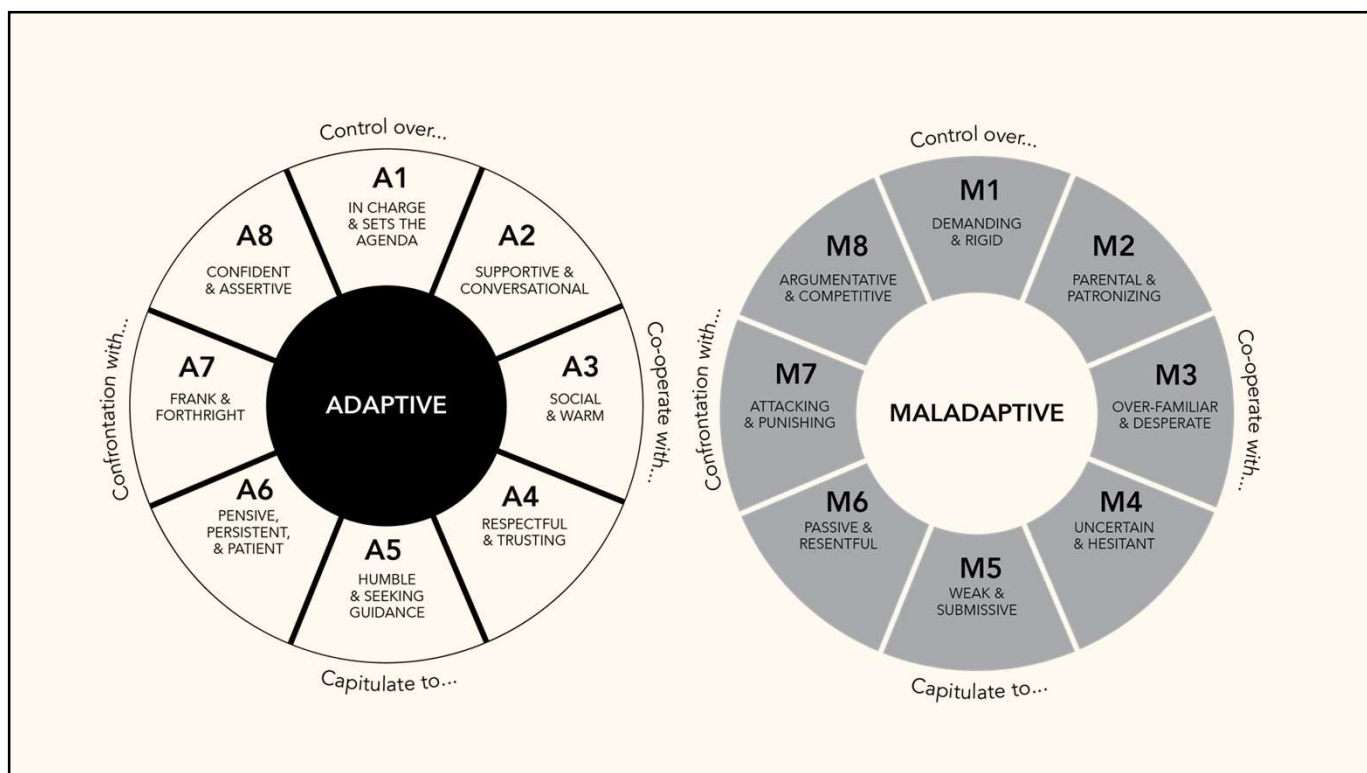
39



40



41



42

# COMMUNICATION 101

## ADAPTIVE BEHAVIORAL RESPONSES

Increase productive communication



## MALADAPTIVE BEHAVIORAL RESPONSES

Decrease quantity and quality of information



43

# MIRROR, MIRROR...



**ADAPTIVE COMMUNICATION**  
-  
**ENCOURAGES ADAPTIVE RESPONSES**



**MALADAPTIVE COMMUNICATION**  
-  
**ENCOURAGES MALADAPTIVE RESPONSES**

44

# Maladaptive Communication and Emotions

- 

Threats trigger "flight or fight"
- 

"Fight or flight" increases irrational, emotional REACTIONS and decreases rational, intentional RESPONSES
- 





HIGH emotions = LOW quality of response
- 

Time to "rewire"



45

## learning objectives

	<b>Explain</b>	Explain the concept of "inherent resistance" how ways to overcome it
	<b>Learn</b>	Learn foundational elements of strategic rapport development
	<b>Identify</b>	Identify maladaptive behaviors and how they impact communication
	<b>Discuss</b>	Discuss the differences between "reacting" v. "responding"



46

# Thank You

For more  
information:  
[www.w-z.com](http://www.w-z.com)  
[@WZ\\_Training](https://www.instagram.com/WZ_Training)

Access slide handouts, here:

