

# CARM TRAINING

## THE COUNTER-INTUITIVE APPROACH TO COMMUNICATING – WHEN OUTCOMES ARE CRITICAL

Contextualised Environment		Demographics	Critical Risk Factor (Move Away From)	Critical Risk Factor (Move Towards)	Shared Benefits of Employing 'The CARM Approach'
Training Emphasis	Key Considerations	Environmental Context	Personal Safety	De-escalating Aggressive Behaviours	
Emphasis is on <b>Personal Safety</b> – whereby you have to communicate to de-escalate aggressive behaviour and safety is a critical issue in terms of getting the best outcome.	<b>Personal SAFETY</b> Can I communicate with this person to De-escalate their aggressive behaviour?	Higher Risk Environments whereby risk to personal safety is a key consequence i.e. Compliance Officers, Rangers, Security/Law Enforcement, Health Care, Transport and other Government Agency roles.	When the job role involves following through with what could be perceived by the customer as an unwelcome decision/action. What can follow is emotional outbursts, aggressive behaviour, threats to personal safety, incidents escalating, increased level of complaints, criticism and a reinforced negative public or customer perception, which can have a negative impact on staff.	Even when making unwelcome decisions/actions, having people accept what is happening and through your actions being seen as both fair and reasonable even in situations where people don't agree. Having a positive influence over behaviour, being able to respond in a safe and professional manner and communicate in a way that de-escalates aggression. Knowing you can always justify and defend your actions in the face of adversity.	A decision making process that is informed by risk (i.e. safety, customer service and relationships) and maintains a focus on getting the best outcomes. Employing a tactical thinking approach and counter-intuitive behaviour to overcome damaging emotional, instinctive and defensive human behaviours. Understanding how our intent – mindset (which is shaped by our conscious and unconscious thinking) influences our whole approach to communicating and achieving outcomes. Developing a counter-intuitive style of communication that recognises the path to getting the best outcome is through Influence and influence begins with Rapport and Empathy and one without the other achieves less than is possible. Recognising that 'respect' is central to internal thinking and external behaviour. Consciously moving away from self and monologue and more towards one of constructive dialogue and mutual purpose. Communicating with influence through persuasive appeals within the domains of character, logic and emotion and also providing a pathway to exit situations whereby your assessment of risk i.e. safety, customer service or relationships is currently too high.
Emphasis is on <b>Customer Service</b> whereby you need to effectively communicate/negotiate around difficult customer behaviours in order to achieve a good outcome for the customer.	<b>Customer SERVICE</b> Can I communicate in a way that seeks to help this Customer and achieve the best outcome?	Customer Service Environments whereby personnel need to solve difficult customer issues either person to person or over the phone and effectively manage customer expectations (moment of truth) – Customer Service Managers, Team Leaders, Supervisors, Frontline Customer Service Staff.	<b>The Customer Experience</b> Just one poorly handled negative experience can result in 10's or even 100's of potential customers forming and communicating a negative opinion about your brand, your culture of customer service and your way of doing business. Resulting in a loss of market share, customer faith and loyalty and ultimately impacting your brand and eventually your bottom line.	<b>Influencing Difficult Customer Behaviours</b> In the face of difficult customer behaviour not only preserving the customer relationship, but influencing the customer in a way that strengthens the relationship and truly delivers excellent customer service. Benefiting not only the customer, but also your staff, the culture of your organisation and ultimately your brand. Improving customer retention, satisfaction and loyalty.	
Emphasis is on <b>Stakeholder Relationship</b> whereby you need to successfully communicate/negotiate with key internal/external stakeholders to achieve the best outcome in a situation.	<b>Stakeholder RELATIONSHIP</b> Can I communicate in a way that achieves constructive dialogue and a positive outcome with this stakeholder?	Organisational negotiations whereby Executives, Senior Managers and Leaders need the ability to more effectively communicate/negotiate with key stakeholders or colleagues on complex issues that require a focus on developing relationships to get the best outcome.	<b>Stakeholder Relationships</b> Key internal/external stakeholder conflict increasing the opportunity cost around doing business and achieving results, impacting negatively on the organisational culture, breaking down of critical relationships, impacting workplace harmony or even reducing creativity and productivity. Increased levels of ill will, employee stress, reduced job satisfaction and ultimately loss of resources and corporate knowledge.	<b>Influencing Stakeholder Relationships</b> Despite either organisational or personal differences in agendas or opinions you become more orientated towards effective communication and negotiation through planning and aiming to achieve the best mutual outcome. Creating a more harmonious environment for negotiation with less stress and a greater emphasis on being creative and productive. Strengthening key stakeholder relationships, working through stakeholder difference, encouraging honest feedback and seeking mutual support and respect. Making the whole greater than the sum of the individual parts.	

