



# EXERCISE: PRACTICE ANSWERING TOUGH QUESTIONS

1. Pick a message management has used, or might use, to undermine your campaign. If there's a concern that's already been getting traction with your co-workers, use that one. Write the concern the way a co-worker might phrase it:

2. Now write what you would say to answer it, using the three steps:

**Affirm:** Let them know you're listening, you understand, and their feelings are valid.

**Answer:** Give a truthful, concise answer to the question. If there's a grain of truth to management's message, say that up front.

**Redirect:** Be ready with a question that brings the conversation back to your message and points out what management is trying to distract them from.

3. Practice out loud with a friend.

