# Stakeholder Relations

**Language**
English

**Course content and objectives**
Content is king? Certainly, content is essential. But it's useless if we don't know how to present it "tailored" to each interlocutor, using their logic and speaking their language.

So, the stakeholder is the king. A colleague, a boss, a client, a shareholder, a journalist - all have different perspectives and levels of expertise. Some are more interested in the big picture, others in the technical details. In any dynamic (top-down, bottom-up, peer-to-peer), content is only a relational tool, a means to connect with various stakeholders.

This course provides awareness and tools to identify the needs, cognitive styles, and relational modes of our interlocutors, and to build rapport in any daily professional situation.

**Topics Summary:**
- Two ears, one mouth: how to train ourselves to listen to what matters
- Intentions and outcomes in communication exchanges: common interpretation mistakes
- Signifiers and meanings: adapting communication to the audience
- Representational systems: how we learn, think and talk
- Communication violations: how a message usually degenerates
- Business dynamics as a story: the narrative model and overcoming resistance
- Logical levels: which words for which goal (inform, spark curiosity, mediate, motivate...)
- The CRG method – Calibration-Mirroring-Leading
- Calibration exercises: how to improve our ability to listen to and observe the audience
- Mirroring exercises: what/how to mirror, and what not to mirror
- Beginning, body, or end? How to structure a message according to the objective
- And if we have bad news? How to say NO while protecting the relationship?

**Teaching Methodology**
It's a course inspired by concreteness and learning by doing. It includes several moments dedicated to the study of models and the use of tools, many individual and group exercises for experimentation on real cases, final discussion, and debriefing for comparing the results.

**Evaluation Methodology**
To pass the exam, participants must correctly answer at least **8 out of 15 multiple-choice questions.** Admission to the final exam is subject to meeting the minimum attendance requirement (at least 3 out of 4 classes).

**Faculty for the course**
**Alessandro Lucchini**: Fondatore di La Palestra della scrittura, laboratorio di ricerca e formazione sul linguaggio.