

Business Scenarios Where SCI-PAB® Can Help

Adopting SCI-PAB (Situation→Complication→Implication→Position→Action→Benefit®) as your *Personal Communication Framework* takes the guesswork out of structuring results-getting messages. Use the following templates to quickly apply the power of SCI-PAB to both straightforward and more challenging verbal and written business communications. This time-saving approach is guaranteed to improve the efficacy of your messages.

Providing Updates

SCI-PAB can make your updates brief, targeted, and impactful:

- S Provide a high-level reminder of how things were when you last communicated on this subject
- C List significant changes since that last communication
- I Describe the impact of those changes on the issue or project
- P Provide a high-level overview of how you are addressing or plan to address the changes you identified in your complication
- A Ask for support or help on specific issues as required
- B Link results to the target audience's care-about in order to reassure and build trust

Requesting Action

Use SCI-PAB to help the other person(s) understand why you are asking them to do something, thus helping them focus their efforts:

- S Identify the work that needs to happen
- C Share the particular requirements and/or challenges involved in doing the work
- I Clarify what happens if the issues in the complication are not addressed
- P Describe the approach you'd like people to take
- A Ask for input, questions, and commitment
- B Link the anticipated results to the care-about of the people taking action

Coaching Others

With SCI-PAB®, you can structure objective feedback in a way that reduces the risk of defensive reactions:

- S Objectively describe an incident where the target behavior was observed
- C Clarify the problem or opportunity that resulted from the behavior
- I Link the consequences of continuing the behavior (positive or negative) to the listener's care-about
- P Share a better approach for handling similar situations – or, if reinforcing positive behavior – ideas that strengthen the original approach
- A Ask for feedback, questions, and agreement to an action plan
- B Link the results of taking action to the listener's care-about

Pushing Back

SCI-PAB enables you to push back on ideas and requests, while minimizing the risk of offending the originator:

- S Demonstrate that you understand why the request was made or the idea was suggested
- C Make the listener aware of the information that you believe affects their request or idea
- I Raise your concern, linking it to the listener's care-about
- P Suggest another resolution or alternative approach
- A Ask for input and agreement
- B Link the results of acting on your suggestion to the listener's care-about

Presenting Bad News

When delivering bad news to senior management, use SCI-PAB to plan your delivery to maximize acceptance and understanding. Consider also the following:

- Timing and location. At the beginning of the day? The end?
- Anticipated reactions. How might they react? Ways to avoid taking their reactions personally?
- The broader context. Who else will be affected by your news? Ways to tailor solutions?
- Advance notice. Will the audience appreciate advance warning?

- S Describe what needed to be done, the goal, the purpose
- C Share what has changed or gone wrong
- I Identify what will happen if we don't act on the complication
- P Provide a plan to fix the problem
- A Ask for reactions and approval
- B Describe benefits to your audience of adopting your recommendation

Challenging a Customer

Use SCI-PAB® when you feel that your customer could benefit from looking at their business in a new way—a way that will help them change their behavior and become more successful. The key to challenging a customer successfully is to first make him or her feel confident that you understand their business. You do that by demonstrating an in-depth understanding of his or her needs—thorough enough to produce intriguing insights your customer may not have thought about. Because you are challenging the customer, you need to be sure you've got all your facts straight. This requires serious research into trends in your customers' financials, products, market, competitors, and suppliers.

To use SCI-PAB to challenge a customer:

- S Synthesize what's most critical in your customer's present world. The idea is to put your customer at ease by demonstrating a thorough understanding of his or her key challenges. If you've done a good job of stating the situation, the customer will see that you understand their business, and will begin to see you as a trusted advisor. A well-crafted situation statement then gives you the right to begin to challenge their thinking.
- C Connect the situation to a larger problem or opportunity the customer might not be aware of, but which you feel confident he/she will be surprised or intrigued by. You are encouraging the customer to think about the business in a new way.
- I Offer a scenario that raises the stakes concerning what will happen if the customer does not address the Complication. Your purpose is to create an emotional connection between the customer and the scenario. Quantify the cost to the organization whenever possible, emphasizing the cost of doing nothing.
- P Show how your capabilities are the best—and only—choice for responding to the problem. Enable them to see the value in changing the way they run their business.
- A Describe what you want the customer to do and discuss during the meeting. Encourage him or her to share concerns and aspirations for the business.
- B Reinforce the benefits for the customer of your proposed new way of doing business, quantifying them whenever possible. Emphasize how these benefits are unique to your solution.