



Opening General Session

iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

**2025 LEGAL
SYMPOSIUM**

||| MAY 4-6 | WASHINGTON, DC

Using The Language of Trust in a World of Skeptics

Michael Maslansky

Founder

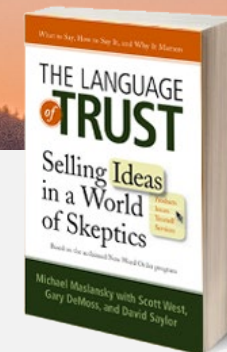
Maslansky + partners



BUILDING TRUST IN THE POST-TRUST ERA

May 2025

Confidential - Not for Public Consumption or Distribution



LEAD

Intuit's CEO Just Said AI Is the Reason He's Laying Off 1,800 Employees. His Memo Is the Worst I've Seen Yet

Laying off people who are doing what you told them to is never a good look.

EXPERT OPINION BY JASON ATEN, TECH COLUMNIST @JASONATEN

JUL 12, 2024

SHARE



TECHNOLOGY

With 3 Words, Microsoft's CEO Showed That You Can Lay Off 10,000 People With Empathy

Tech CEOs usually aren't very good at this.

EXPERT OPINION BY JASON ATEN, TECH COLUMNIST @JASONATEN

JAN 14, 2023

SHARE



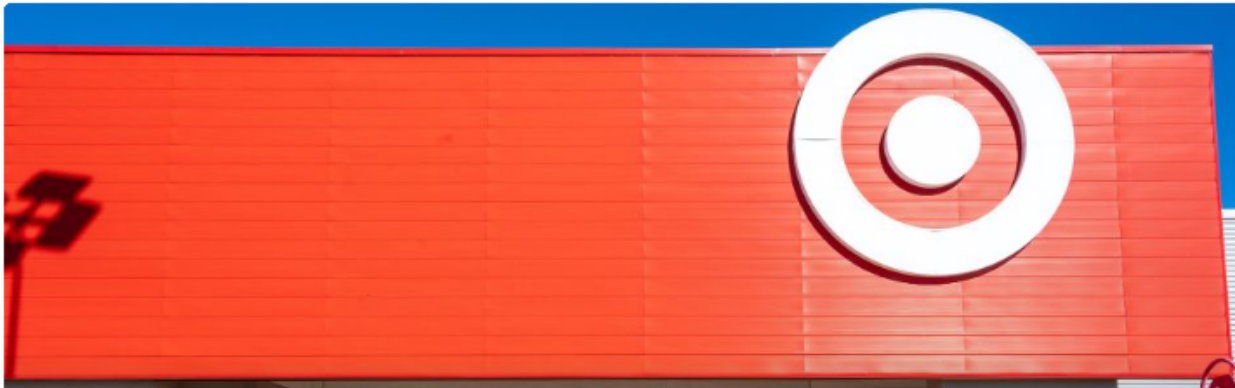
Satya Nadella... Getty Images

A 40-day Target boycott starts today. It couldn't come at a worse time for the company

By [Nathaniel Meyersohn](#), CNN

🕒 4 minute read · Updated 9:13 PM EST, Wed March 5, 2025

💬 857 comments



SUCCESS · 100 BEST COMPANIES TO WORK FOR

Marriott's CEO spoke out about DEI. The next day, he had 40,000 emails from his associates

BY [ASHLEY LUTZ](#)
April 18, 2025 at 11:12 AM EDT



Marriott CEO Anthony Capuano.
GARY KOMBERG/LAUREN TTY IMAGES

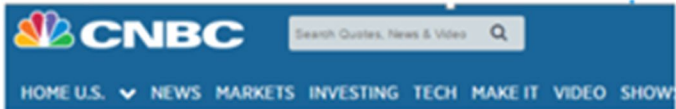


Follow

United CEO response to United Express Flight 3411.

This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.

- Oscar Munoz, CEO,



It may be time for United to 're-accommodate' CEO Oscar Munoz



BUSINESS INSIDER

BUSINESS INSIDER

BP CEO Tony Hayward Apologizes For His Idiotic Statement: "I'd Like My Life Back"

WHY DOES THIS HAPPEN?



**SOME MESSAGES
FEEL GOOD. SOME
MESSAGES WORK.**

**THEY ARE USUALLY
NOT THE SAME.”**

WHAT YOU BELIEVE



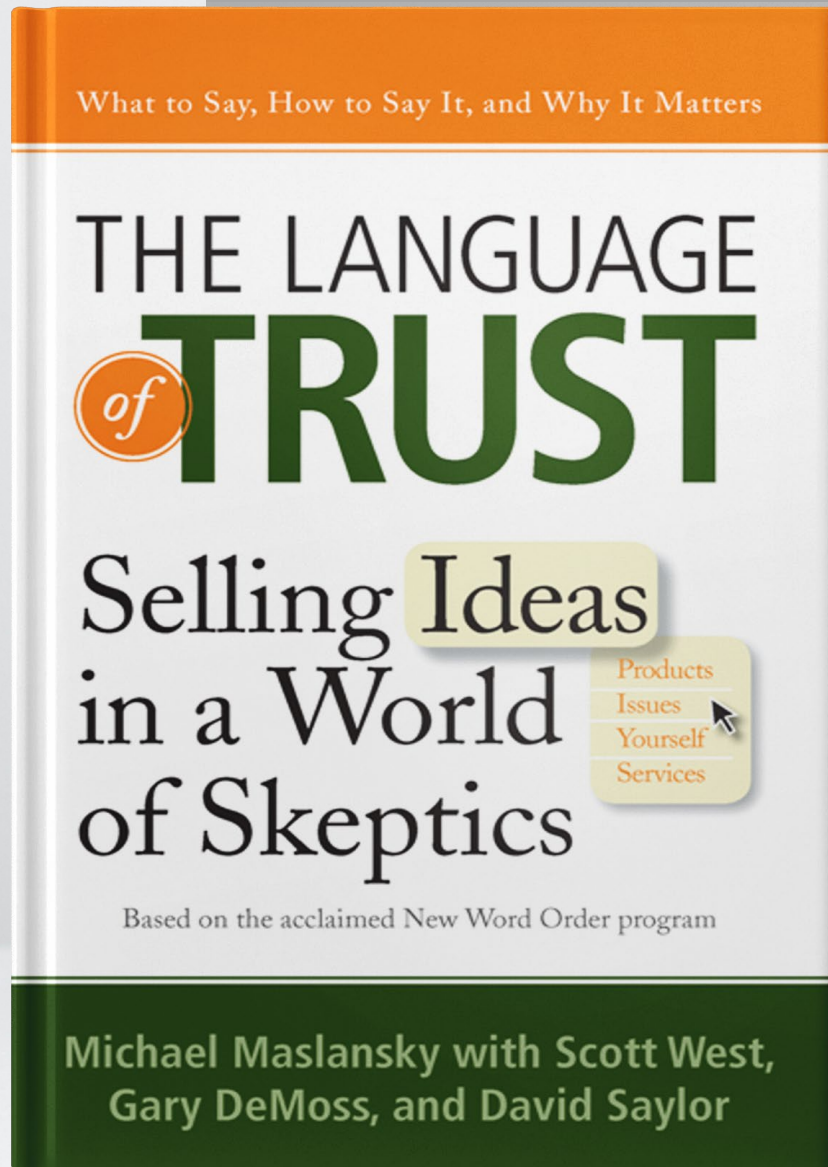
WHAT THEY BELIEVE



YOUR TRUTH

THEIR TRUTH

IT'S NOT WHAT YOU SAY,
IT'S WHAT THEY HEAR.®



**HANDLE CHALLENGING
CONVERSATIONS**

**NAVIGATE POLARIZING
SITUATIONS**

**BUILD MORE
ENGAGED TEAMS**

**MANAGE CHANGE
EFFECTIVELY**



**BRAINS
ARE
LAZY.**



**BRAINS
ARE LAZY
SO MAKE
IT EASY.**

**MAKE YOUR MESSAGE
EASY TO UNDERSTAND.**

**MAKE YOUR MESSAGE
EASY TO RELATE TO.**

**MAKE YOUR MESSAGE
EASY TO AGREE WITH.**

**MAKE YOUR MESSAGE
EASY TO LIKE.**

PLAINSPOKEN

PERSONAL

PLAUSIBLE

POSITIVE



PLAINSPOKEN

*Make your message
easy to understand.*

A photograph of a crowd of people, likely at a public event or protest. In the foreground, a woman in a teal shirt and red turtleneck is holding up a smartphone. Next to her is a woman with blonde hair wearing a patterned jacket. In the background, another woman is looking upwards. The image is overlaid with a news broadcast graphic.

People fear
what they don't
understand

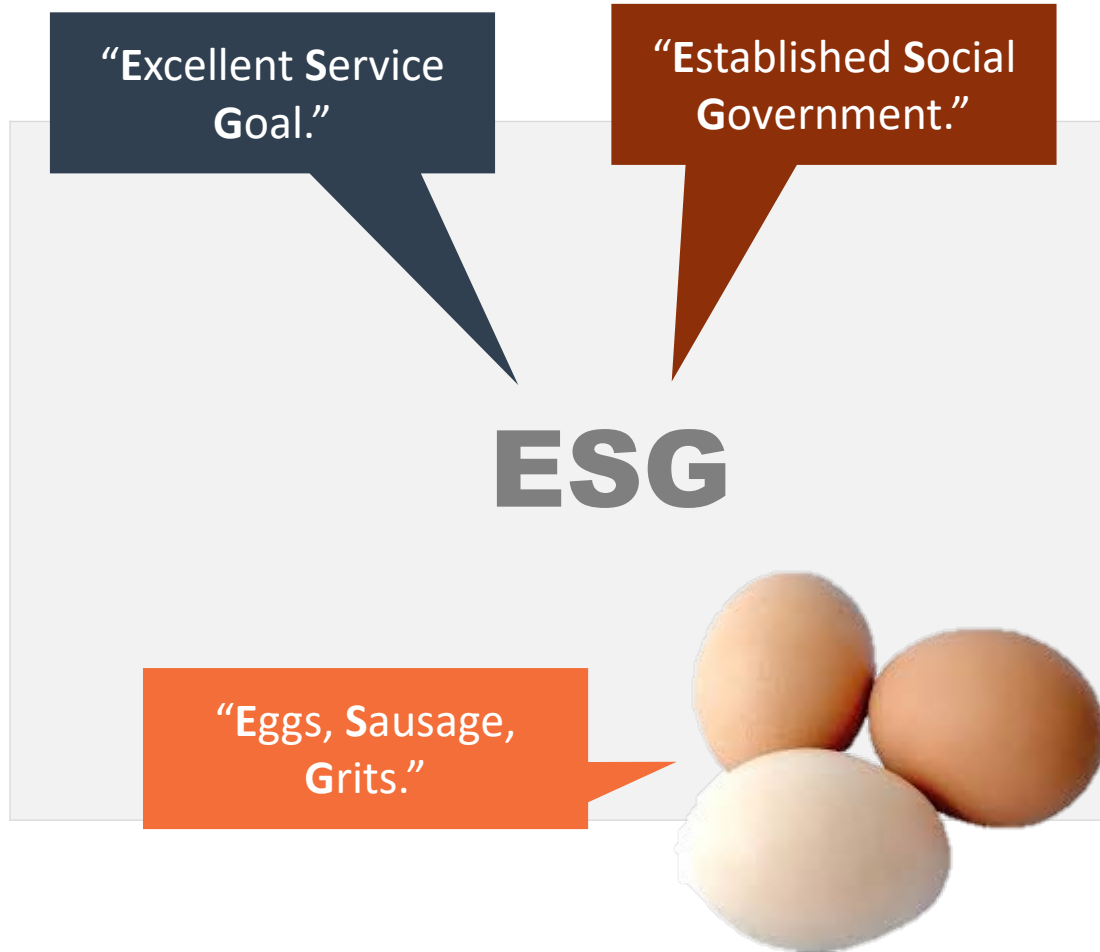
BREAKING NEWS

DIHYDROGEN MONOXIDE OUTBREAK

22:37

US ECONOMY GROWS BY 2% IN QUARTER. UNEMPLOYMENT REMAINS LOW. ADM

Empty terms make easy targets



*"Respect the
environment
AND make a **profit.**"*

*"Take care of
customers AND
make **profits.**"*

RESPONSIBLE BUSINESS

*"Businesses that are
responsible for **profits**
AND communities."*

*"Making an
honest profit."*

Speak the language of the people

**MANAGING
HUMAN CAPITAL**

or

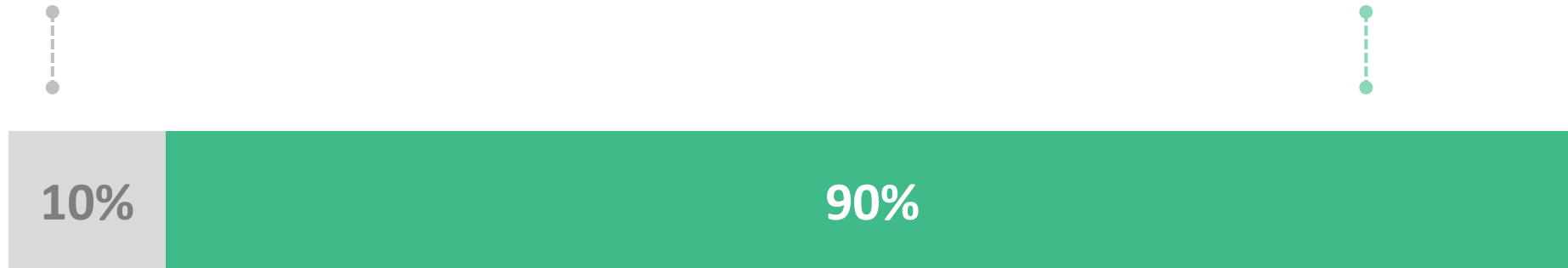
**TAKING CARE
OF EMPLOYEES**

Speak the language of the people

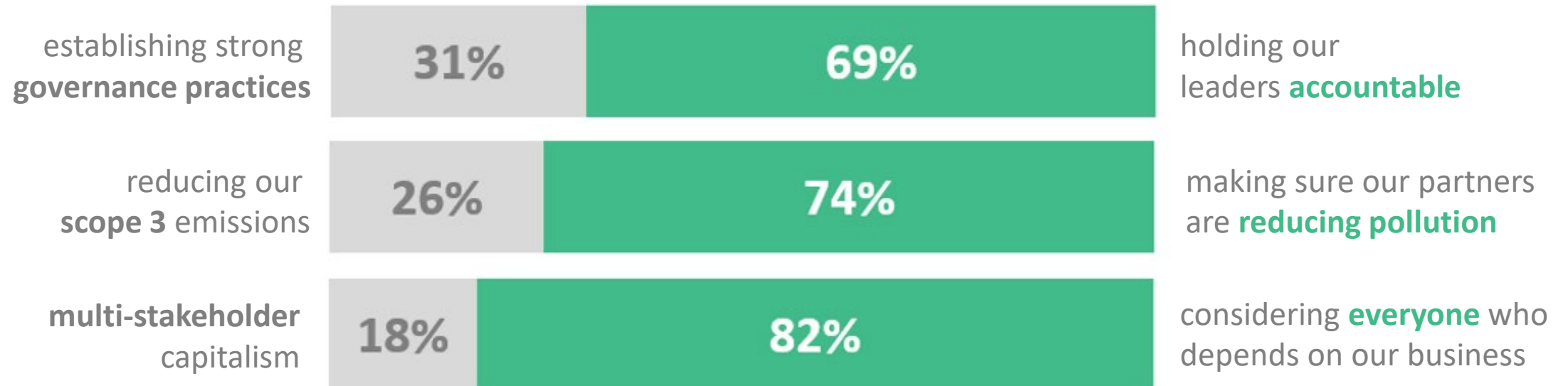
**MANAGING
HUMAN CAPITAL**

or

**TAKING CARE
OF EMPLOYEES**



Speak the language of the people





PERSONAL

*Make your message
easy to relate to.*

Make it about them, always



Empathy will beat education every time

LANGUAGE TO LOSE	LANGUAGE TO USE
<p>× The cost of natural gas – which is used to produce about 40% of America’s electricity – has a had a significant impact on rising bills.</p> <p>13%</p>	<p>✓ Many Americans are facing challenging times, and no one wants to see rising electricity bills.</p> <p>76%</p>

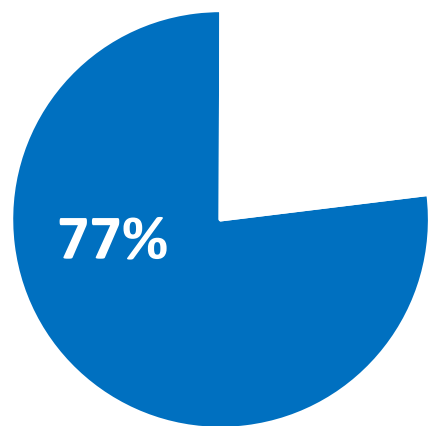


PLAUSIBLE

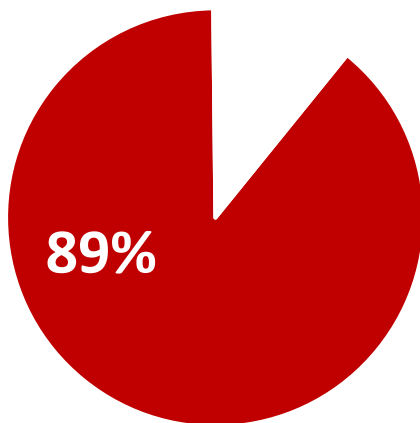
*Make your message
easy to agree with.*

**WHEN WAS
THE LAST TIME
YOU CHANGED
SOMEONE'S MIND BY
TELLING THEM THEY
WERE WRONG?**

*“Too many people are trying to **force** their opinions down other people’s throats”*

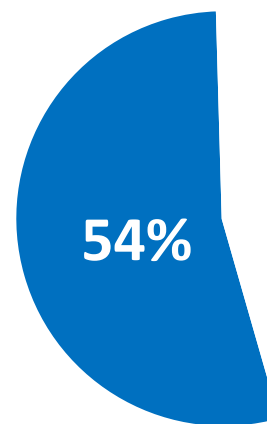


DEM

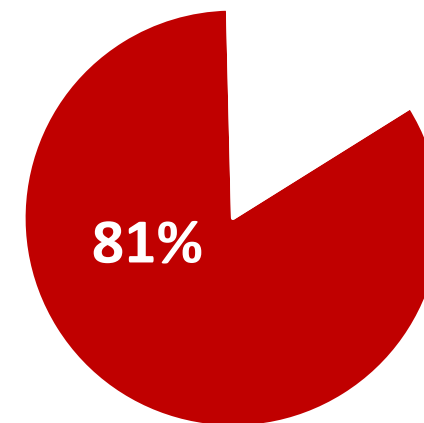


GOP

*“The views of **people like me...** are **less respected** than in the past”*



DEM



GOP

Find the language that creates common ground

Do you associate “responsible business” with a conservative political agenda, a progressive agenda, or no political agenda?

	Democrats	Independents	Republicans
Progressive agenda	47%	27%	24%
Moderate or no agenda	31%	42%	28%
Conservative agenda	16%	20%	43%

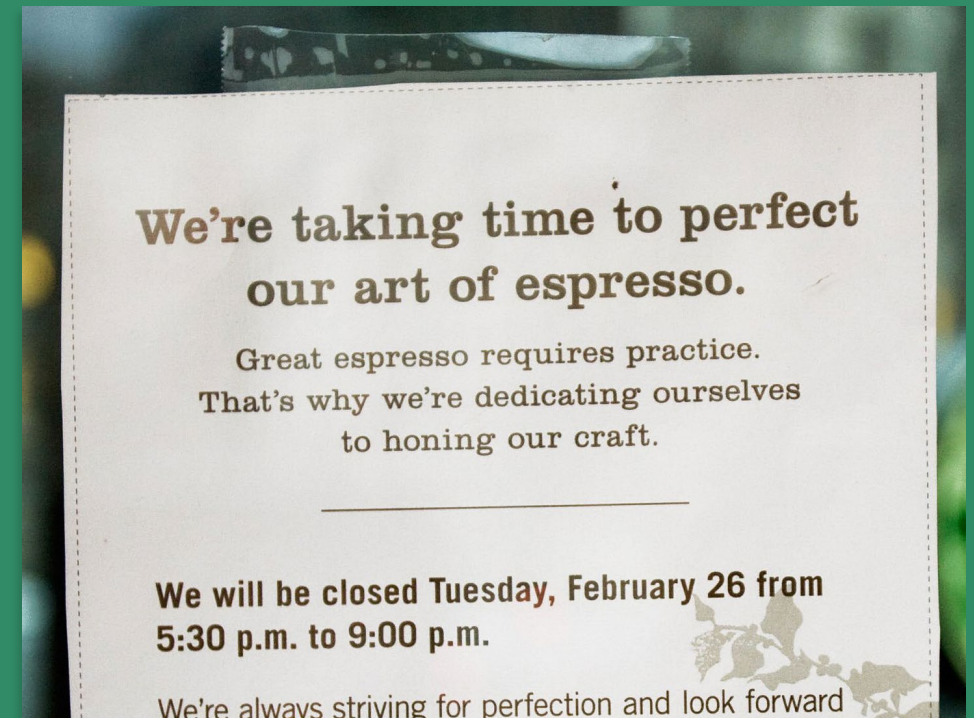
Show don't tell

TELL

“We have a renewed focus on coffee.
Every cup will be the perfect cup.”

vs

SHOW



Show don't tell

WE CARE

vs

**LET US
SHOW YOU
HOW WE
CARE**



POSITIVE

*Make your message
easy to like.*

Don't shift blame

NEGATIVE

“External factors, such as regulation and changing economic conditions, have forced us to change the way we do business.”


POSITIVE

“Customers have told us they want us to create better, more responsible business practices...and we’re responding by making meaningful changes.”

DON'T FOCUS ON THE PROBLEM

We're addressing
childhood
malnutrition

FOCUS ON THE SOLUTION



NOURISHING MINDS

BRIGHT FUTURES START WITH BASIC NUTRITION

The Hershey Company's shared social purpose Nourishing Minds provides children in the United States and abroad with the basic nutrition they need to learn and grow.

Our Goal

Nourish 1 MILLION minds by 2020
close to home & around the world.

A large, solid orange square occupies the left half of the image. The word "IMAGINE" is written in white, bold, sans-serif capital letters across the middle of this square.

IMAGINE

**YOUR MESSAGE IS
EASY TO UNDERSTAND.**

**YOUR MESSAGE IS
EASY TO RELATE TO.**

**YOUR MESSAGE IS
EASY TO AGREE WITH.**

**YOUR MESSAGE IS
EASY TO LIKE.**

Thank you

IT'S NOT WHAT YOU SAY,
IT'S WHAT THEY HEAR.®



**CONNECT WITH US FOR
A COPY OF THIS
PRESENTATION AND
OTHER LANGUAGE
STRATEGY CONTENT**

Michael Maslansky

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New York – London – Washington, D.C.



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