



IFA26 evolve.



iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

Beyond Feedback: Effective Communication and Franchise Advisory Councils That Work



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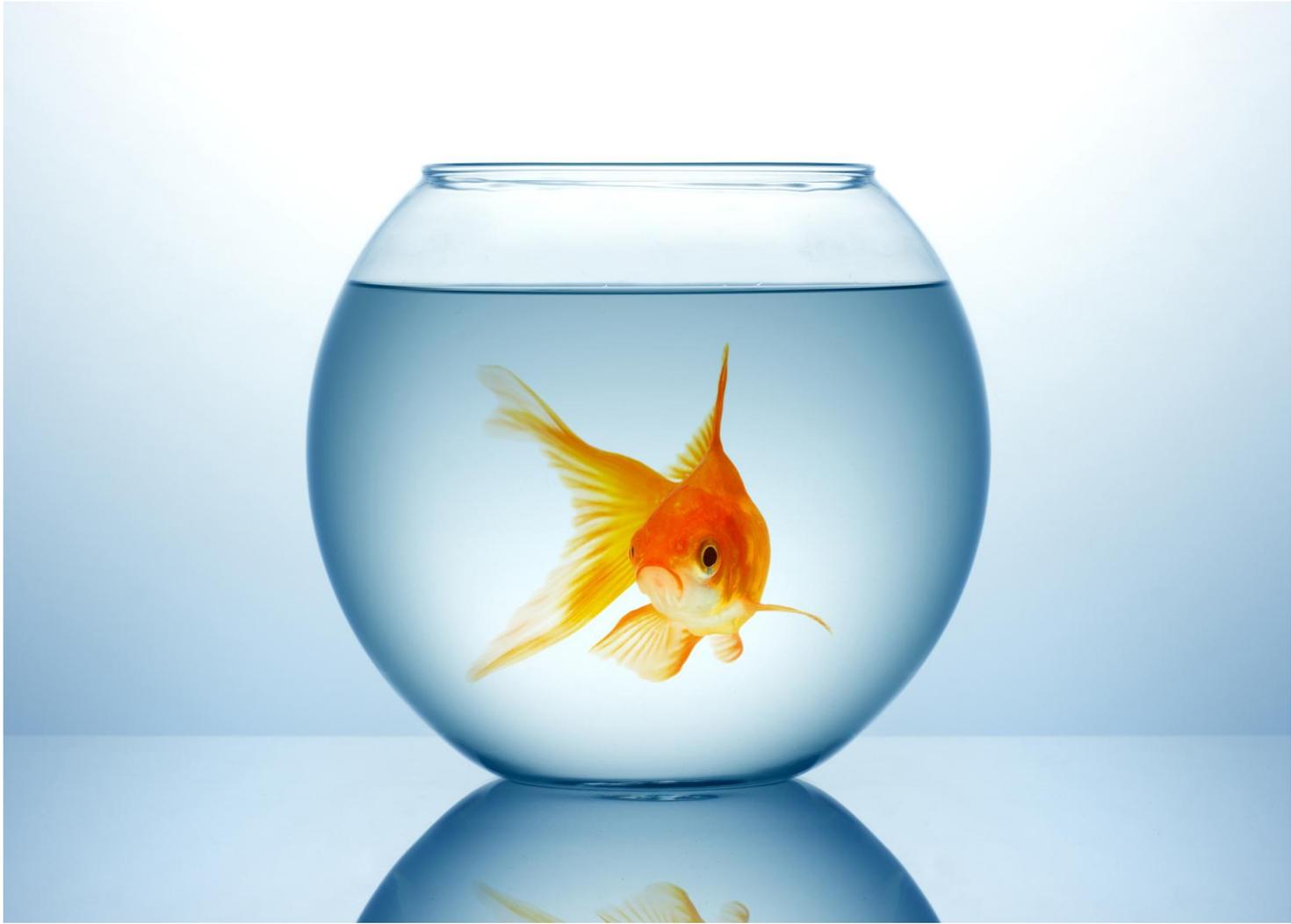
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8 Seconds



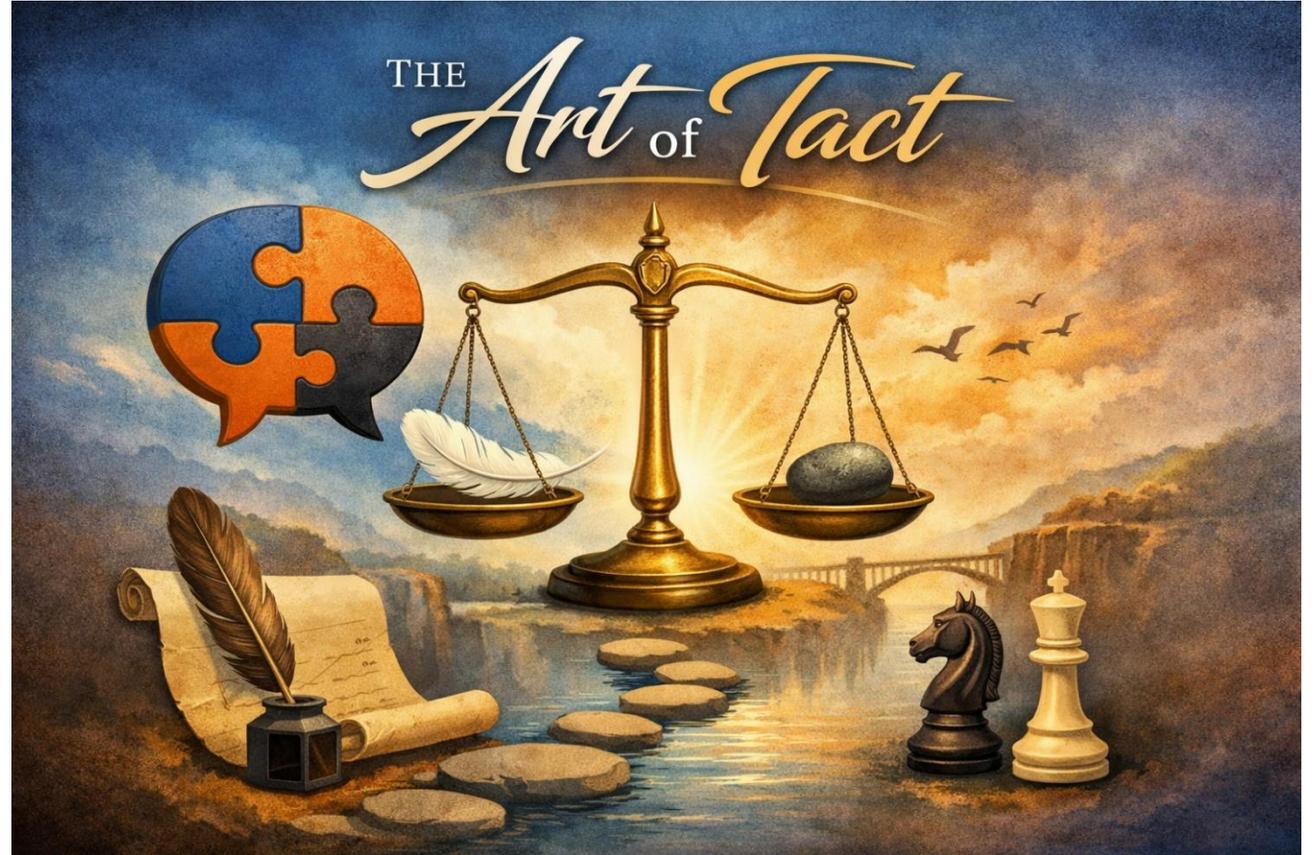
SESSION OBJECTIVES

- Understand why effective communication is the foundation of high-performing franchise systems
- Apply proven FAC/FOA structures and charters to ensure strategic, solution-oriented franchisee input
- Learn practical techniques to build trust, transparency, and credibility – especially during tension change
- Identify and correct common FAC/FOA pitfalls that erode effectiveness and engagement
- Implement practical communication and facilitation techniques to realign or revitalize struggling councils
- Practice facilitation, conflict resolution, and communication skills through live case studies



SESSION AGENDA

- The Art of Tact
- Case Study 1
 - ✓ Hear from the Expert
- Case Study 2
 - ✓ Hear from the Expert
- Q&A
- Wrap Up





Mastering

THE ART OF

Communicate With Confidence. Build Trust. Influence Outcomes.

TACT

With Ryan Dunlap



Story time...

A cautionary tale of how our world is
shaped by words.



Why this matters:

What can this story teach you about
bridging the gap in **business
communication?**



Here's the truth:

There are three questions everyone asks every time they hear us speak.



Question 1:

Are you competent?
Do you understand my reality?



Question 2:

Can I trust you?

Can I trust you to cover me if things become
difficult?



Question 3:

Am I safe in your care?

Am I safe to voice concerns without
consequence, retaliation or dismissal?



Here's the truth:

At it's core, conflict is a
miscommunication problem.



Brand Communication

Owner/Operator Communication



Brand Consistency

**Scaling & Growth
Management**

**Compliance with Franchise
Agreements**

Change Management

Franchisee Relations



Brand Communication

Owner/Operator Communication



- Brand Consistency
- Scaling & Growth Management
- Compliance with Franchise Agreements
- Change Management
- Franchisee Relations

- Operational Costs
- Hiring & Retention
- Supply Chain, Sales
- Customer Management
- Franchisor Relations



Brand Communication

TACT

Owner/Operator Communication



- Brand Consistency
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- Operational Costs
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What is tact
anyway?

Tact is the ability to make a point
without making an enemy.

Three Dimensions of Tact:

“It’s not just what you say, it’s how you say it.”

1 MESSENGER: SHAPES YOUR INFLUENCE

2 MESSAGE: SHAPES YOUR INTENTIONS

3 DELIVERY: SHAPES YOUR INFORMATION





Write these down!

Three lessons hostage negotiation taught me
about

communicating with tact:



Lesson #1

WHO YOU ARE MATTERS:

The quality of your character will bring the quality
of your words
into question.



The Key Messenger Question:

Am I showing up in this conversation as a credible partner in the system or as someone trying to protect position, power, or preference?



Word Association



Who comes to mind:

“Put your hands up!”

DID YOU THINK OF A DJ OR A POLICE OFFICER?





Who comes to mind:

“Unity is the most powerful tool we have to achieve our common goals.”

DID YOU THINK OF A DREAMER OR A DICTATOR?





Why This Matters:

The messenger matters just as much as the message.



Lesson #2

HOW YOU SAY IT MATTERS:

Effective communicators say what they mean,
without saying it mean.



The Key Delivery Question:

Am I communicating in a way that increases my influence
or in a way that unintentionally reinforces resistance?



Here's the challenge:

Delivering an **ideal message** in less than
ideal circumstances is incredibly complex.

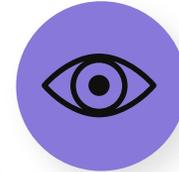


**EFFECTIVE
TACTFUL
DELIVERY**

Kinesics



Oculesics



Proxemics



Chronemics



Paralinguistics



Haptics





Lesson #3

WHAT YOU SAY MATTERS:

Effective teams are intentional with their words.



The Key Message Question:

Is my spoken message reflected in my demonstrated behavior or do my actions contradict my words??



Words Matter:

We over-index on what we say, and **disregard**
why we say it.



Why This Matters:

The impact of your words will stay with someone
long after you've left their presence.



Write these down.!

Now that we know why tact is important, let's learn how to actually do it!



Early



E

Clearly



C

Honestly



H

Often



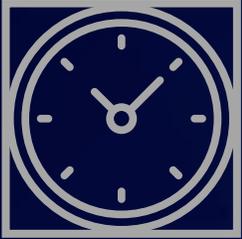
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Step 1: Speak Early

The faster we establish communication, the faster we reduce panic and stabilize emotions.



Early



E

Clearly



C

Honestly



H

Often



O

Step 2: Speak Clearly

Don't bury your message in soft suggestions. Be clear and direct, not vague and indirect.



Early



E

Clearly



C

Honestly



H

Often



O

Step 3: Speak Honestly

Tactful communication is truthful, not brutal. Honest without empathy is cruelty.



Early



E

Clearly



C

Honestly



H

Often



O

Step 4: Speak Often

Consistency, regularity, and predictability build trust where suspicion would otherwise be.



Here's what I know...



Here's the bottom line:

What we hear back from our audience is an **echo**
of our effective communication and our
miscommunication.

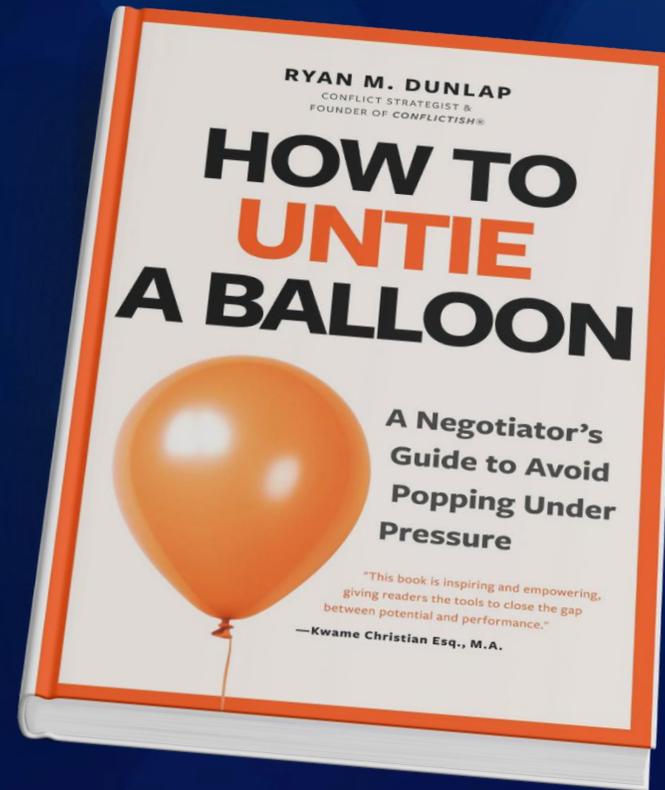
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Exploring the Case Studies

From Insights to Real-World Examples



THE LISTENING GAP-DISCUSSION 1

- **Credibility crisis driven by information asymmetry**
 - ✓ Information is incomplete
 - ✓ Pressure is real
 - ✓ Silence is a decision
- **Points to consider**
 - ✓ How much transparency is enough
 - ✓ Who gets access
 - ✓ What control are you willing to give up
 - ✓ How will you work with the critics
- **What is the real risk**
 - ✓ Trust, culture, credibility, growth momentum
- **What would make this issue worse if handled incorrectly?**
- **What is the one thing leadership must NOT do right now?**



THE LISTENING GAP-DISCUSSION 2

- **The decision**
 - ✓ What control does leadership give up?
 - ✓ What credibility does leadership gain?
 - ✓ What information are you NOT willing to share-and why?

- ASSUME YOUR DECISION WILL BE KNOWN SYSTEM WIDE!



THE LISTENING GAP-WHAT ACTUALLY HAPPENED

- Here the real story!



WHEN SILENCE BECOMES AN ASSOCIATION

- A real leadership crisis
- Tighten control or confront reality



WHEN SILENCE BECOMES AN ASSOCIATION

- What Franchisees Described
 - ✓ “Us vs them” culture
 - ✓ Favoritism openly discussed
 - ✓ No consistent support
 - ✓ Some franchisees were never visited, not once
 - ✓ No safe place to be heard



WHEN SILENCE BECOMES AN ASSOCIATION

- What Leadership Didn't See
 - ✓ Corporate culture was also broken
 - ✓ Leaders avoided hard conversations
 - ✓ Staff had the same mindset as former leaders with no desire for change



WHEN SILENCE BECOMES AN ASSOCIATION

- **Live Poll**
- What is the REAL problem at this point?
 - A. Weak franchisee discipline
 - B. Poor systems
 - C. A broken culture
 - D. Resistance to change
 - E. Normal growing pains



WHEN SILENCE BECOMES AN ASSOCIATION

- What Happens Next
 - ✓ Leadership moves faster
 - ✓ Decisions are technically correct
 - ✓ Style is ignored
 - ✓ Emotions dismissed as resistance
- Then it Becomes Structural
 - ✓ Franchisees form a Franchise Association



WHEN SILENCE BECOMES AN ASSOCIATION

- **Live Poll**
- A Franchise Association forming means leadership has:
 - A. Lost control
 - B. Lost trust
 - C. Failed to listen early
 - D. Been too lenient
 - E. Encountered unavoidable conflict



WHEN SILENCE BECOMES AN ASSOCIATION

- A New CEO Steps In
 - ✓ Leadership transition
 - ✓ Did not create this culture
 - ✓ Owns it anyway



WHEN SILENCE BECOMES AN ASSOCIATION

- The Risk-What The CEO Knew
 - ✓ Most franchisees were older men
 - ✓ CEO was respected, however untested as the CEO
 - ✓ Authority would be questioned

WHEN SILENCE BECOMES AN ASSOCIATION

- **Live Poll**
- What Should the CEO Do First?
 - A. Reassert standards
 - B. Meet the association leaders
 - C. Delegate listening
 - D. Personally visit every franchisee
 - E. Fix systems first



WHEN SILENCE BECOMES AN ASSOCIATION

- Hear the Real Story!



WHEN SILENCE BECOMES AN ASSOCIATION

- **Live Poll**
- What Actually Changed Franchisee Behavior?
 - A. Better systems
 - B. Transparency
 - C. Stronger enforcement
 - D. Feeling heard and respected
 - E. Awards



WHEN SILENCE BECOMES AN ASSOCIATION

- What Happened Next
 - ✓ Association leaders voluntarily let it go dormant
 - ✓ Not because leadership softened
 - ✓ But because leadership showed up
 - ✓ Standards remained firm

WHEN SILENCE BECOMES AN ASSOCIATION

- **Live Poll**
- Right Now, in My Organization, Trust is:
 - A. Strong
 - B. Stable but fragile
 - C. Quietly eroding
 - D. Actively breaking
 - E. Not sure



WHEN SILENCE BECOMES AN ASSOCIATION

- Final Thought;
 - ✓ If leaders do not create a structure for listening, franchisees will create one for them





*Anytime you see a turtle
up on top of a fence post,
you know he had some
help.*

- Alex Haley

Q&A



Resources

- Ryan Dunlap: <https://www.conflictish.com/>
- IFA Franchisor Forum acatlett@franchise.org
- IFA Franchise Relations Committee sdavies@franchise.org



Breakout Bonanza

Scan the code at the End of a Tuesday PM Breakout Session to Earn 2 Points!



Scan code in your event app



Unable to scan?
Enter code: TUEPMB

