

Dealing with Difficult People

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Basics of Human Behavior

- People behave as they do because it has worked for them in the past.
- If you are reactive, you become part of their game.
- The primary leverage you have is your ability to change your part in an interaction.
- By not reacting as they expect, you change the outcome of the interaction.

The diagram illustrates the components of emotional intelligence. At the top, it says 'Head + Heart'. Below this, there are six categories, each with a small icon and a list of benefits:

- Leaders** (Icon: group of people): Enhance ability to influence & engage teams.
- For you** (Icon: person): Less stress, Better health, Success, Work-life balance.
- Organization** (Icon: group of people): High CEO level will be high performance staff & bring success to the organization.
- Team** (Icon: group of people): More cohesive, More efficient.
- Family** (Icon: family): Understand each other and live happily.

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The LEAPS model of Listening

L isten
E mpathize
A sk
P araphrase
S ummarize

The diagram shows two boxes: 'Active Listening' on the left and 'Mindful Listening' on the right. An upward-pointing arrow on the left is labeled 'Outward', and a downward-pointing arrow on the right is labeled 'Inward'.

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Two Key Steps when there is CONFLICT in COMMUNICATION

1. Deal with the person's **feelings**
- Empathize
 - Ask Questions
 - Paraphrase
 - Summarize

2. Deal with the person's **problems**
- Find out what the person wants
 - Suggest alternative solutions
 - Share information
 - Follow up (if necessary)

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Styles and Strategies for Communicating with difficult people (and hopefully alleviating stress for you both)



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The Hippo (Sherman Tanks)

Typical Actions

- Pushy, abrupt, and even hostile.
- Attack until others move out of the way or accept their view of the world.
- Aggravated by too much discussion or friendly chat.

Communication Strategy

- Give them a little time to rundown.
- Hold your ground, but don't fight back.
- Interrupt the attack by repeating their name.
- Restate the problem.
- State your own position or the policy assertively.

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The FOX (Emotional Snipers)

<p>Typical Actions:</p> <ul style="list-style-type: none"> • Hide in crowds. • Use jokes and sarcasm to sidetrack, humiliate, and embarrass people. • Can become tanks if exposed. • Friendly snipers use humor to get attention from the group. 	<p>Communication Strategy:</p> <ul style="list-style-type: none"> • Ask about intent and relevancy. • Stay Focused. • Solve the problem, if any exists. • Resolve on-going problems in private.
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The Porcupine (exploder)

<p>Typical Actions:</p> <ul style="list-style-type: none"> • Feel nervous, excluded, or threatened so they "act out" through tantrums. • May storm out of the room or attack others verbally without explanation. 	<p>Communication Strategy:</p> <ul style="list-style-type: none"> • Focus their attention. • Show that you take them seriously. • Reduce intensity by showing empathy. • Give them space. Take a break. • Identify and solve underlying problems.
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The GAZELLE (Indecisive)

<p>Typical Actions:</p> <ul style="list-style-type: none"> • Avoid making decisions. • Use hinting techniques over direct statements. • Will postpone until deadline passes. • Fears overtake action. 	<p>Communication Strategy:</p> <ul style="list-style-type: none"> • Establish comfort zone. • Stay focused on the issue. • Help move to decision. • Set padded deadlines. • Be clear, kind, and connected.
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Breakout discussion

How has your climate changed, or is it changing, and what contextual information does that give you about the perceived and/or desired culture.

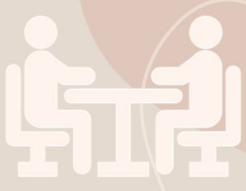


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“For the Culture”...

Culture is formed by rules, norms, and shared beliefs. Culture and subcultures exist in unending contexts.

CULTURE is not the same as CLIMATE.



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Climate is...

- The relatively enduring quality of the internal environment of the organization or population
 - Experienced
 - Influences behavior
 - Described in terms of values
 - Provides a context for the culture being examined



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We see the intersection of culture and climate during conflict and crisis

- Spotlight is cast on underlying values of the power system
- "Pop-up" manifestations of dissatisfaction
- Develop cyclical conditions



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Supportive Climates

- Non-judgmental
- Supports spontaneity
- Egalitarian
- Empathetic
- Allows adjustment in uncertainty


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Defensive Climates

- Evaluative and blaming
- Manipulative
- Indifferent to individual need
- Condescending
- Dogmatic in Certainty

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Ideal supportive climate model: SCOPE

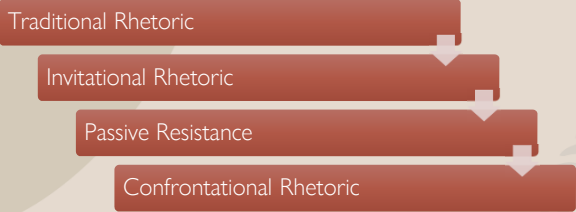


- Supportive
- Credible
- Open
- Participatory decision making
- Emphasis on high-performance

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Rhetorical Approaches



- Traditional Rhetoric
- Invitational Rhetoric
- Passive Resistance
- Confrontational Rhetoric

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Goals of Invitational Rhetoric in Professional Communication



- Enhanced Professionalism
- Decreased Complaints
- Decreased Stress
- Voluntary Compliance

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Impacts of Burnout



- Compounding Exhaustion
- Unhealthy Coping Behaviors
- Depersonalization
- Deidentification

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Self-Awareness



- Consider your story
- Identify your triggers
- Focus on Reactions
- Formal Training/Learning
- Informal Feedback
- New Experiences

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Thank you!



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