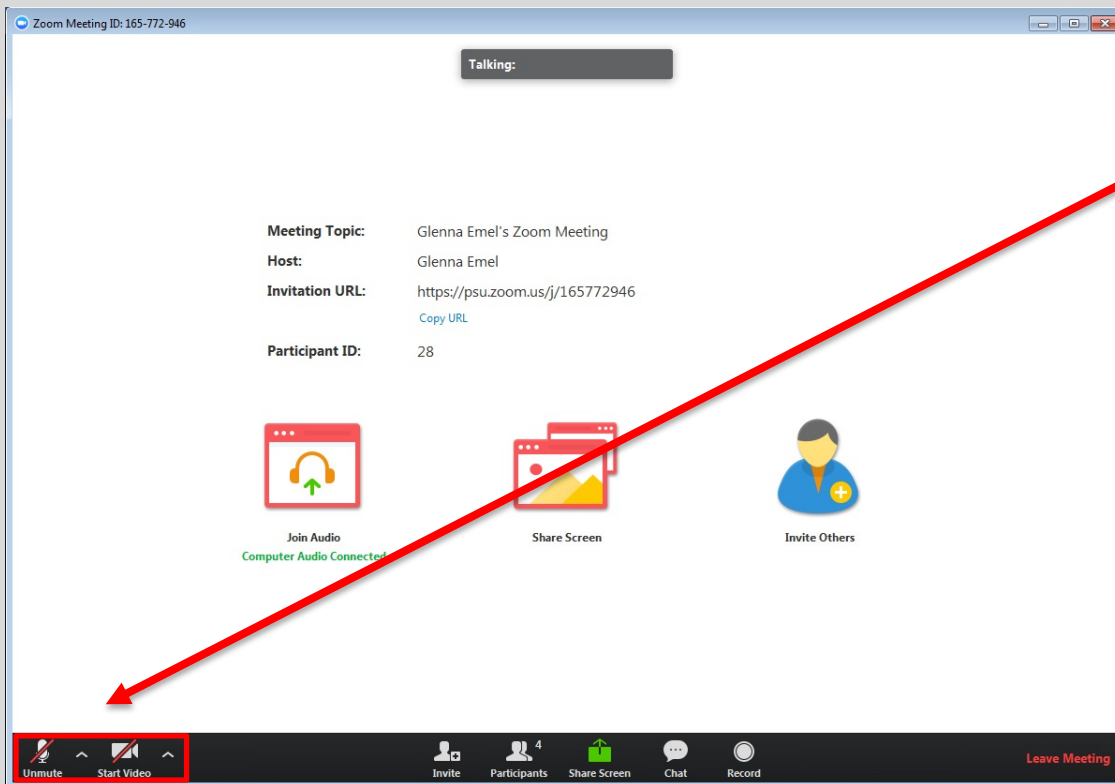


COPING WITH DIFFICULT PEOPLE

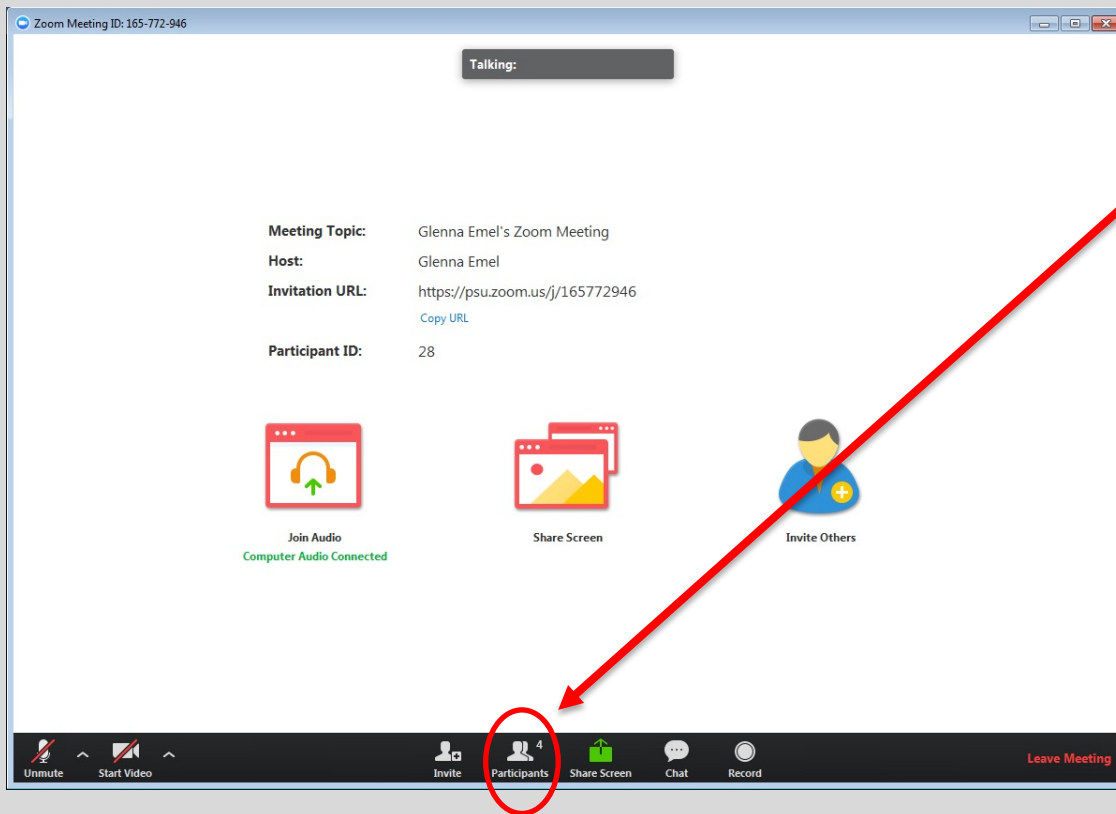
Dr. Paul Porter
drpcporter@gmail.com

NAVIGATING ZOOM



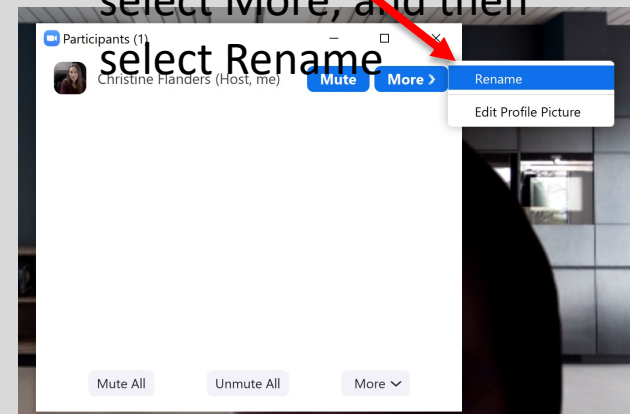
1. Mute/Unmute Yourself
2. Start/Stop Your Video

NAVIGATING ZOOM

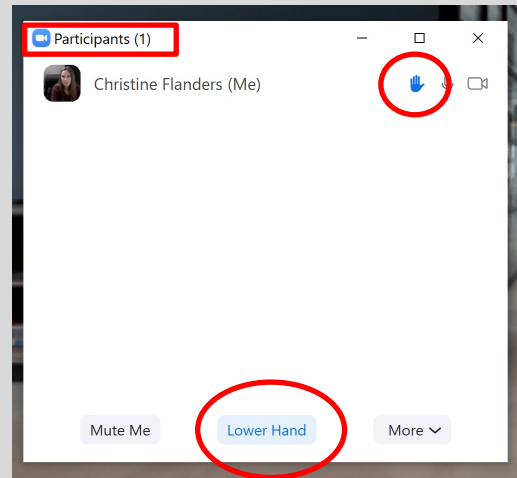
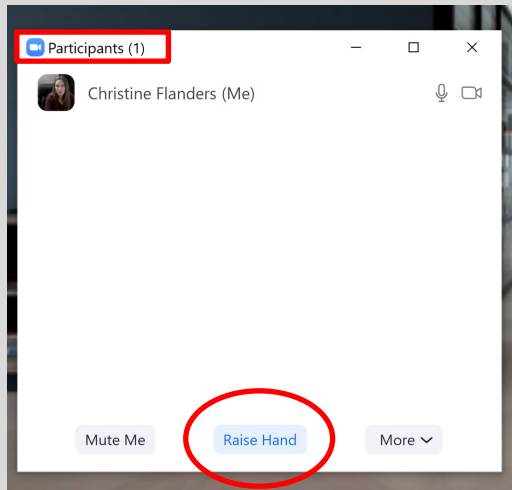


If your name is not your first and last name, please rename yourself:

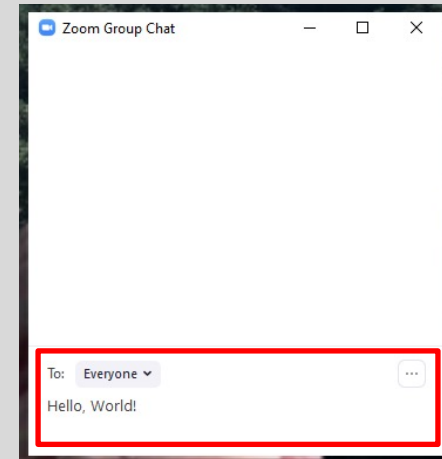
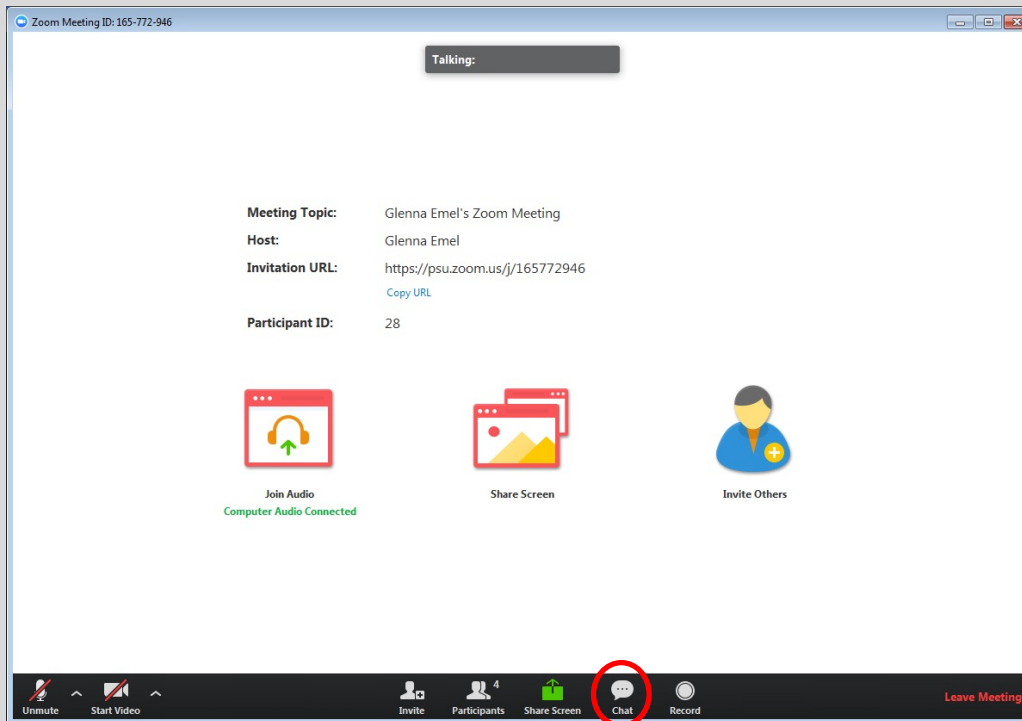
1. Click Participants
2. Scroll over your name, select More, and then select Rename



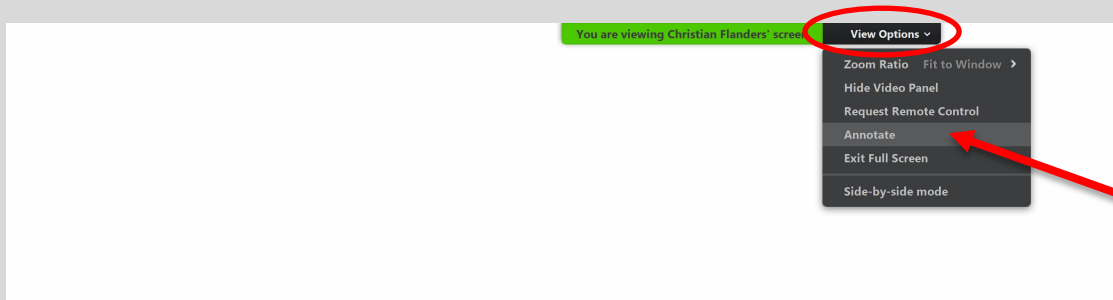
RAISE/LOWER YOUR HAND



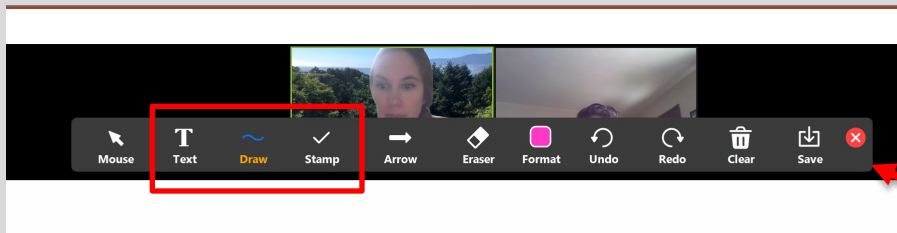
USE CHAT TO ASK AND ANSWER QUESTIONS



FIND ANNOTATE AND WRITE A NOTE ON THE SCREEN



1. Scroll to the top of your screen
2. Select View Option
3. Select Annotate



4. Choose Text, Stamp, or Draw
5. Annotate the screen
6. Click the Red X when you're done

GETTING TO KNOW YOU

Please share:

Your name

Where you work



LET'S ANNOTATE

WRITE IN A COUPLE OF WORDS WHY YOU
CHOSE TO TAKE THIS CLASS

GOALS



1. To understand that conflict is **normal** and necessary
2. To identify your own primary **style with conflict**
3. To understand **why** difficult people are the way they are
4. To understand why some people ***push your buttons***
5. To learn some **practical techniques** for dealing with difficult behavior (not eliminating)

ICE BREAKERS



- For the Icebreaker, we will be splitting into Breakout Rooms of 2-3 people.
- When you see the image below, click the Join button
- You will have about 3 minutes to share your thoughts about each question before rejoining the larger group
- We will do this 3 times “speed dating” style

ICE BREAKER 1



- What is your most difficult kind of person to deal with?

BREAKOUT SESSION!

ICE BREAKER 2



- Have you ever had a conflict or difficult person and over time it got a little bit better? What happened?

BREAKOUT SESSION!

ICE BREAKER 3



- Today we are talking about difficult people and how to work better with them. What is one area where you could improve a bit in working with people?

BREAKOUT SESSION!

WHAT IS CONFLICT?



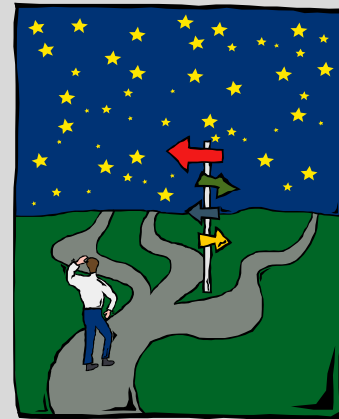
- **Conflict occurs when differences create strong negative emotions. This must be acknowledged, addressed and resolved before parties can move on with their lives, jobs, and communities.**
- **Conflict can be used productively**



I'm Billy's mother, and this is his attorney!

THINKING ABOUT CONFLICT

- What were you taught about conflict as a child?
- Walking down the street



SELF-ASSESSMENT: CONFLICT



- * Choose the answer that best describes you
- * Don't over analyze; trust your first response
- * No "right or wrong" answers

POLL #1

What was your dominant conflict resolution style from the test?

- a. Compromise
- b. Avoid
- c. Compete
- d. Accommodate
- e. Collaborate

THE POSITIVE ASPECTS OF CONFLICT

1. It expands our thinking and options
2. It gets out stress if handled
3. It teaches us to respect differences
4. It allows us to learn about ourselves
5. It keeps us from reaching artificial agreements that later are broken

BELIEFS ABOUT CONFLICT ARE GENERALLY NEGATIVE

- *“An eye for an eye”*
- *“Don’t get mad, get even”*
- *“If you can’t say something nice, don’t say anything at all”*

DESTRUCTIVE CONFLICT

- Includes personal attack
- Diverts energy from the group
- Polarizes individuals
- Creates suspicion and distrust

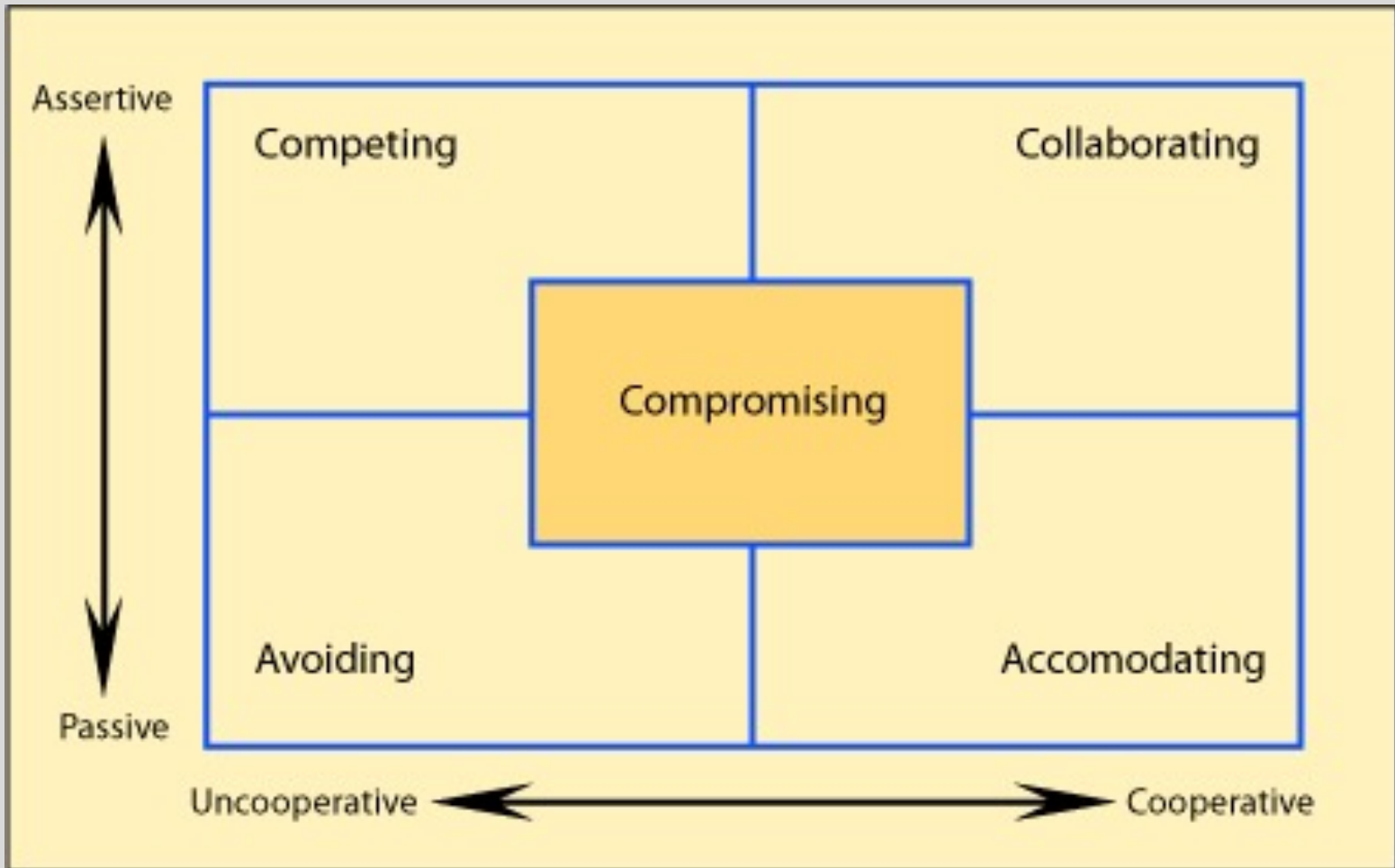
COST OF UNRESOLVED CONFLICT



- Heightened emotional stress
- Decreased motivation
- Avoidance behavior
- Physical ailments
- Self-destructive behavior
- Sabotage, conscious or unconscious
- Undermining of relationships
- Reduced productivity...can you add to this list?

CONFLICT STYLES

EACH OF THE 5 STYLES VARIES IN THE AMOUNT OF ASSERTIVENESS AND COOPERATIVENESS THE PERSON ATTEMPTS TO USE.



COMPETING/CONFRONTIVE

- ✦ **Assertive and not too cooperative**
- ✦ **Power oriented mode (goal to win)**
- ✦ **Quick action, stand up for vital issues, make unpopular decisions**

ACCOMMODATING/HARMONIZING

- * **Cooperative; but not too assertive**
- * **Setting aside one's own needs to satisfy the needs of others; goodwill**
- * **“It would be my pleasure...”**
- * **Keeps the peace**
- * **“If it makes you happy...”**

AVOIDING

- * Not as assertive and not seeking to cooperate
- * Do not address the conflict
- * Sidestepping, postponing, withdrawing from the conflict; buy time
- * “Let’s just get on with the meeting”
- * Call them back in a couple of days
- * Allows others ownership

COMPROMISING

- * In between assertiveness and cooperativeness**
- * Expedient, mutually acceptable; good for issues of moderate importance**
- * Partially satisfies both; often quick**
- * Middle ground, splitting the difference**
- * “We both can live with this.” It hurts us both a little.**

COLLABORATING

- * Both assertive and cooperative
- * Find a solution that satisfies/merges both
- * Must look more deeply at needs, values
- * Takes more time
- * Tell them my ideas and ask them for theirs

BREAKOUT SESSION!

DISCUSS



- **In your opinion, are your scores accurate?**
- **What areas of conflict do you need to improve?**

CONFLICT RESOLUTION STRATEGY APPROPRIATE SITUATIONS

Avoid	When the issue is trivial. <i>You don't have to die on every hill.</i>
Imposing solution (competing)	Dangerous or critical situations. When very unpopular decisions are needed.
Smooth Over	When the conflict is not about work and there is not enough time or expertise to deal with it.
Structure and Contain	When previous attempts have led to escalation. When a respected third party is available.
Compromise /Bargaining	When the two groups have relatively equal power. When there are several solutions.
System redesign	When the main problem is mainly a system issue.

AN INTERPERSONAL CONFLICT RESOLUTION GUIDELINES

- Talk directly to the other person
- Ask your human-resource professional for advice on how to approach the person
- If a person begins to complain about another person, encourage them to talk to that person
- Try to put yourself in the other person's "shoes"
- Be specific, give examples

A PROCESS TO TRY

STEPS



1. Obtain agreement to 4 ground rules

Do not interrupt

No name calling, put downs, or insults

Be as honest as you can

Agree to solve the problem

2. Person number 1 tells their story (Person #2 restates and checks)

3. Person number 2 tells their story (Person #1 restates and checks)

4. Discuss values or intent behind (“The reason this is important to me is...”)

5. Both suggest solutions

6. Agree on a solution

*realistic *specific *balanced

**7. Agree to tell others the problem is
solved**

8. Congratulate each other



DEALING WITH DIFFICULT PEOPLE



SOME GENERAL SKILLS

- * You get what you give**
- * People tend to behave how we expect them to**
- * Be an appreciator, not a judger**
- * Don't take things personally**
- * You can seldom solve a problem by condemning the person**
- * Don't take the bait**

YOUR HAIR IS BLUE



WHEN TO BE MORE CAUTIOUS ABOUT VIOLENCE?

- Chemical dependency
- Current or history of violence
- Gang membership or association
- Severely mentally ill
- Termination or serious disciplinary action

CAREFUL...

- Completely shut down
- Assault (push, finger in face, shake, etc.)
- Threat
- Weapon
- Violates your space
- Spaces out or does not respond

Get help or get out

It is vital to have an action plan for when there is violence or potential violence.

LET'S START WITH SOME...

General Concepts



1. CHECK YOUR GOALS & ASSUMPTIONS...

If your goal with the difficult person is one of the following:

- To Be Right
- To Get Even
- To Punish

...you have little chance of success.

2. REMEMBER 90% OF DIFFICULT PEOPLE WANT TWO THINGS:

- **Respect**
- **To be Heard**

Remember, people who are a pain are often people in pain

3. LISTENING- A KEY IN DIFFICULT SITUATIONS

- Listening not only helps the other person to feel heard and calm
- It also helps you stay calmer
- See if you can find out the other person's goals:
 - Recognition - Control - Service
 - Attention - Justice - Save face

SIX STEP COMMUNICATION PROCESS FOR RESPONDING TO DIFFICULT PEOPLE

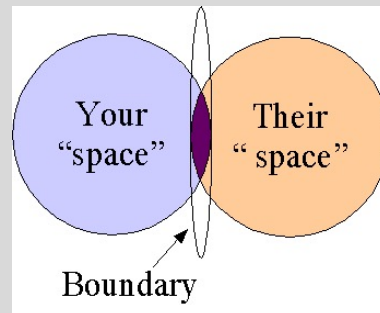
- ☑ **1. Control Yourself** - don't take it personally
- ☑ **2. Listen, Listen, Listen** - genuinely try to understand
- ☑ **3. Reflect and Clarity** - don't ask too many questions or give advice
- ☑ **4. Find Their Intent**
- ☑ **5. Problem Solve** - work on a plan
- ☑ **6. Commit/Act**

4. DON'T OVERREACT: RESPOND TO THEIR INNER FEELINGS

Type of Person	Their Behavior	Their Inner Feelings	Respond
Victim	Pity, Yes but	Rejection, fear of failure, hurt	Support and listen w/o enabling
Whiner	Nothing is right, negative	Frustration, powerless, past hurt	Listen and then move to them taking action
Bully/Aggressive	Aggressive, hostile, challenging	Low esteem, out of control	Do not become aggressive, assert
Pleaser	Always agrees, overly "nice," defers to you	Low esteem, lack of confidence, need to be liked	Change the equation, clear commitments
Manipulator	Controlling, not direct, passive aggressive	Anxious, out of control	Listen, assert, be authentic

5. WATCHING YOUR BOUNDARIES

- If you are constantly upset by someone at work, you probably need to set a boundary (space, time, sharing, etc.)
- State boundaries calmly
- Don't set a boundary if you are not going to maintain it



BOUNDARY AREAS

- 1) Personal space (sharing of workspace, physical contact, etc.)
- 2) Time (lateness, etc.)
- 3) Expressing emotions
- 4) Noise

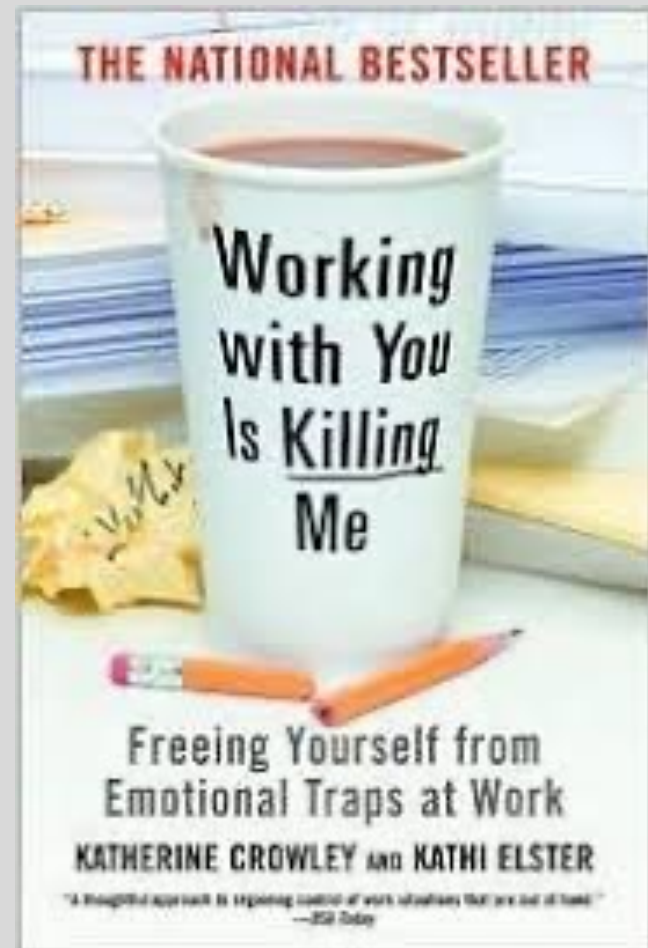
**Unhook and then set the boundary
and stick to it.**

WORKING WITH YOU IS KILLING ME DVD

Confining Roles that often hinder us:

Caretaker, Rebel, Hero, Invisible, etc.

Toxic Types: Empty Pit, Chip on Shoulder



STEPS OR TOOLS TO HELP YOU

1. Unhook Physically

- Exercise
- Breathe
- Cold Water
- Take a Walk
- Count to ten

2. Unhook Mentally

- What's happening?
- Facts
- Their Part
- My Part
- What are the Options

3. Unhook Verbally

Talk with them in various ways

4. Unhook Using a Business Tool

- Follow-up email
- Log sheet
- Job description
- Contract
- Performance Review

5. Don't forget to follow up and reinforce

- You will be tested.
- Behavior doesn't disappear in one try

6. PACING



- Matching the other person's pace (speed, style of communication)
- Pacing helps you to “blend”
- Not mocking

7. ATTENDING

People decide if they trust you based on whether you give them your full attention.

A key with difficult people.

POLL #2

_____ % OF COMMUNICATION IS NOT IN
THE WORDS.

___ 50%

___ 60%

___ 70%

___ 80%

A STUDY OF COUNSELING...

First Group

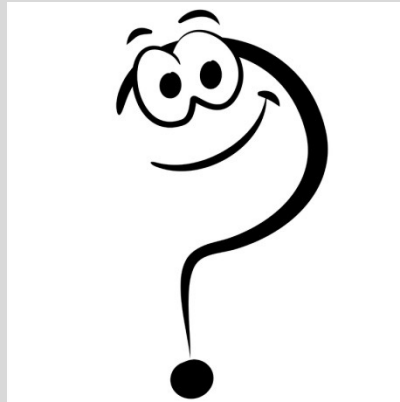
Second Group



ATTENDING SKILLS

- **Eye Contact**
- **Open Posture**
- **Distance**
- **Facial Expression**
- **No Distracting Behaviors**
- **Leaning**

WHEN SHOULDN'T YOU ATTEND?



ANSWER:

When you are delivering **Bad News**.



INSTEAD USE

Third Point Referencing



DISCUSS OR PRACTICE 3RD POINT REFERENCING

- What is some “bad news” you need to deliver to someone where you don’t want the conflict to escalate?
- Discuss (or better yet practice) with your partner.

BREAKOUT SESSION!

8. ANGER IS USUALLY A “COVER EMOTION”

Anger



Hurt



Fear

9. POSITIVE INTENT



POSITIVE INTENT

Positive intent is the ability to find the positive
motive in others' negative behavior.

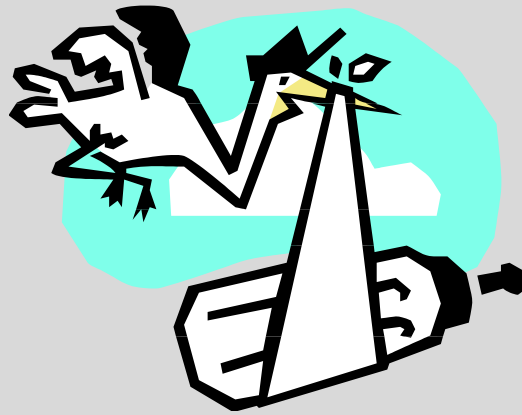
**WRITE ON THE SCREEN WITH ANNOTATE (TEXT) THE
KIND OF PEOPLE WHO ANNOY YOU**

OUR USUAL RESPONSES TO NEGATIVE BEHAVIOR....



Tell the to “stop it!” or Psychoanalyze

No one wakes up one morning at age 5 and decides that by age 40...



NOTICE THAT IN USING POSITIVE INTENT

- **It is NOT suggested that the behavior is OK**
- **We are NOT psychoanalyzing or using psychobabble**

YES, IT'S POSSIBLE TO HAVE:

- **Tough skin**
and a
- **Soft heart**



“I have your back, but I’m in your face.”

THE USE OF POSITIVE INTENT



1) **Acknowledge Pos. Intent**

“Stop It”

(or counsel them)

2) **Suggest Alternative**

INTENT IN DIFFICULT PEOPLE

If they fear:

not getting it done

not getting it right

being let down

not being appreciated

They get more:

controlling

perfectionistic

approval seeking

attention seeks

BREAKOUT SESSION

- Think of a difficult person (not your worst) and, with your partner, see if you together can figure out what their positive intent might be.
- You don't have to "solve them." Just try to figure out what might be their positive motive.

WORDS OR PHRASES TO GENERATE COMPLIANCE

1. I'm glad we can talk about this
2. I can see that we both agree on...
3. How can I help...
4. I can see that you are quite...
5. Would it be alright to...
- 6.

Things to Never Say	How you might respond if said to you
1. You wouldn't understand	Yes, I would...try me, I want to help
2. Because those are the rules	Could you help me to understand why this rule was made
3. It's none of your business	Here's why I am concerned about it
4. What do you want me to do about it?	I'd like you to listen and help me
5. Calm down	Let me tell you the reasons I'm not calm
6. What's your problem?	It's not a problem; it's just something I need to discuss
7. You never...you always	I know it seems like...
8. I'm not going to say this again	Okay, I got it
9. I'm doing this for your own good	Nobody knows me better than me, just as you are the best judge of what's best for you
10. Why don't you be reasonable?	I'm being as reasonable as I know how and will try the best I can

WHAT ARE SOME PHRASES THAT
BUG YOU? USE YOUR ANNOTATE TOOL

TRY NOT TO:

- Listen only for factual information, not feelings
- Interrupt
- Faking attention
- Assuming you know exactly what the other person is feeling or thinking
- Judging

LET'S LOOK AT SOME TYPES OF PEOPLE



In general:

- Direct, honest talking with these people with respect
- Establishing norms in the group
- Checking your behavior for contributions

Task Focus

Passive	<ul style="list-style-type: none">●Whiner●Negative Person	<ul style="list-style-type: none">●Tank/Bully●Know It All	Aggressive
	<ul style="list-style-type: none">●Pleasers	<ul style="list-style-type: none">●Grenade●Sniper	

People Focus

WHINER/COMPLAINERS



- 1. Never agree; or try to solve but don't rescue**
- 2. Listen** (writing is also a good technique here)
- 3. Interrupt & paraphrase; get specifics**
- 4. Give them an assignment or have them take initiative (action) or ask what they would like you to do.**

WHAT IF THE COMPLAINT IS ABOUT ANOTHER PERSON?

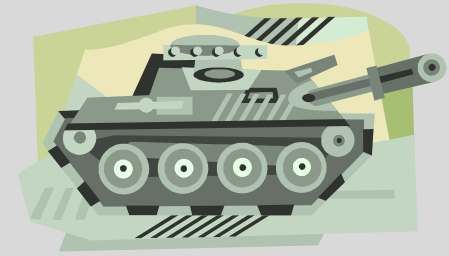
1. **Have you told them?**
2. **Would you like me to set up a meeting between the two of you?**
3. **OK. If you change your mind, let me know.**

NEGATIVE PEOPLE



- 1. Don't try to convince them that things aren't so bad or argue**
- 2. You bring up the problems first** (They may want to take a contrary position and find the positive)
- 3. Agree with them or tell them in advance there is no solution**
- 4. Sometimes “give up”** (If you are doing all the work)
- 5. Acknowledge the person for bringing up ideas**
- 6. Sometimes agree to disagree**

TANKS (BULLIES)



- Don't become a "nothing person"
- Breathe
- Listen & paraphrase/acknowledge
- Stand your ground, but don't become aggressive
- Be prepared to "go to lunch"

* Extreme bullies (harassers) should be reported



SNIPERS



Progressively bring them out of hiding...

1. Stop
2. Gently acknowledge (“ouch”)
3. Ask a question
4. Poll the group
5. Suggest an alternative for next time (Talk privately)

KNOW IT ALL



1. Know your stuff
2. Backtrack and respond respectfully (They must feel heard)
3. Get to know and blend with their doubts and their desires
 - Refer to their values & criteria
 - Use their words
 - Praise their input/ideas
 - Refer to their previous comments
 - Try "what if" questions
 - Use double binds (“As I’m sure you are aware...”
“Experts know that...”)
4. Get them to help

PLEASERS



They need approval!

1. Link approval to their honesty/ Change the

Equation: Show them you will like them for honesty, not merely agreeing or not making waves.

Like= Agree to Like= Honest

2. Once they agree, ensure clear commitment to follow through

- Can I have your word?
- Let's summarize what you are going to do
- Let's write it down
- Weird deadlines
- Consequences (real or humorous)

3. Praise/reinforce when they do offer opinion

GRENADE (OCCASIONAL)



- 1. Get their attention**
- 2. Show genuine concern**
- 3. Reduce intensity or call a time out**
- 4. Discuss it later to determine the cause and formulate a plan**

GENERAL HINTS IN DEALING WITH DIFFICULT PEOPLE

- 1. Remember, it's not about _____**
- 2. Do something other than _____**
- 3. Develop relationships**
- 4. Take the initiative _____**

5. Don't put more people in the _____

6. Talk privately, don't _____

7. Don't take _____

8. Work on _____

9. Now and then return meanness with _____

10. Switch from blame to _____

11. After a conflict or difficult interaction: _____