

Dealing with Difficult Behaviors:
How to bring out the best in people at their worst



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Introduction



Bad behaviors make people difficult to deal with and victimize others. This session will help you identify and assemble elements of effective communication in order for you not be victimized by negative behavior, and turn conflict into cooperation.

Overview

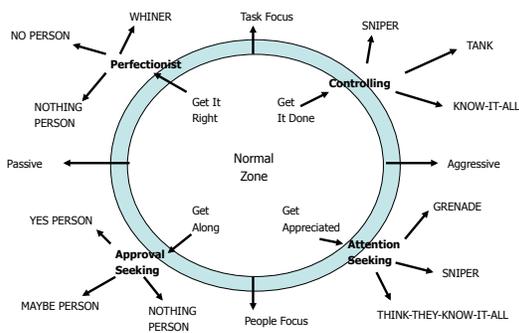
- Summarize the top 10 difficult behaviors: The 10 Most Unwanted and the Lens of Understanding.
- Review Skillful Communication techniques.
- Learn specific goals and action steps for dealing with the 10 most unwanted.

Source

- “Dealing with People You Can’t Stand”
- McGraw-Hill, 1994
- Dr. Rick Brickman and Dr. Rick Kirschner,
- Industrial Psychology



The Lens of Understanding



Surviving Through Skillful Communication

- United We Stand; Divided We Can't Stand Each Other
- Listen to Understand
- Speak to be Understood
- Get What You Project and Expect



Skill: Listen to Understand

- Blend visibly and audibly
- Repeat some of their own words
- Clarify meaning, intent & criteria
- Summarize
- Confirm you got it right



Skill: Speak to Be Understood

- Monitor tone of voice
- State positive intent
- Tactfully interrupt interruptions
- Tell your truth
- Be ready to listen



Skill: Project and Expect the Best

- Use Pygmalion Power
- Give the benefit of the doubt
- Appreciate criticism



Summary

- Problem behaviors surface when good intentions are threatened in some way.
- Skillful communication can turn a confrontation into cooperation.
- Focus on underlying positive intent.

The Bulldozer

- They have the answer and just want to "GET IT DONE!"
- People who try to bully and overwhelm by bombarding others, making cutting remarks or throwing tantrums when things don't go their way.

YOUR GOAL: *COMMAND RESPECT*

How to Respond to the Bulldozer

- Hold your ground
- Interrupt the attack
- Quickly backtrack to the main point
- Aim for the bottom line and fire
- Peace with honor

The Know-It-All

- Like the Bulldozer, they have the answer and just want to get it done!
People who want everyone to recognize that they know everything there is to know about anything that is worth knowing. They are condescending, imposing and pompous.

YOUR GOAL: OPEN THE PERSON'S MIND TO NEW IDEAS

How to Respond to the Know-It-All

- Be prepared and know your stuff
- Listen carefully and repeat back the main points
- Don't preach
- To disagree, be tentative and use questions to raise problems
- Give in to their position if they are right- turn them in to a mentor

The Think-They-Know-It-All

- These folks are looking for attention and appreciation from the group.
These are phony Know-It-Alls. They speak with great authority on subjects about which they actually know little or nothing. They read newspaper articles and become Instant experts.

YOUR GOAL: GIVE THE PERSON'S BAD IDEAS THE HOOK

How to Respond to The Think-They-Know-It-All

1. Give the person a little attention
2. Clarify for specifics
3. State correct facts or alternative opinions with full descriptions
4. Deny them an audience, deal with them in private
5. Give the person a way to save face, break the cycle

The Bushwhacker or Sniper

- Again, these folks are looking for attention and appreciation from the group.



These folks maintain a cover from which they can take cheap shots, not so subtle digs, mean teasing and snide remark

YOUR GOAL: GET THE SNIPER OUT OF HIDING

How to Respond to The Bushwhacker or Sniper

- Deal with the problems: be direct. Ask questions. Probe
- Don't accuse of sniping
- Use bulldozer strategy, if necessary
- Call them out. "What is it about..., that you don't like"
- Get group to decide whether to support or deny sniper's criticisms

The Grenade



– Negative attention is just as good as positive attention, especially when it gets power.

Grenades have adult temper tantrums in response to some perceived threat. They dominate situations by reducing others to silence. They are frequently out of control.

YOUR GOAL: TO TAKE CONTROL OF THE SITUATION

How to Respond to The Grenade

1. Give the person a little attention
2. Aim for the heart, show/tell them you take them seriously
3. Reduce the intensity of the conversation by modeling
4. If they don't settle down, break the tantrum by saying, "Stop!"
5. Walk away; seek privacy with them later

The Yes Person

– Agree to anything to get along

Strong need to be liked and accepted makes them agree to do things for others. They make others feel liked and are only difficult when their needs for friendship conflict with negative reality. Rather than losing approval, they will commit to things they can't or won't deliver.

YOUR GOAL : GET COMMITMENTS YOU CAN COUNT ON

How to Respond to the Yes Person

1. Make it safe to be honest, listen for hidden messages
2. Talk honestly
3. Help the person learn to plan
4. Ensure commitment, surface underlying fact that prevent action
5. Strengthen the relationship, let them know you value them

The Maybe Person

– Like the Yes, but more passive in response



Strong need to be liked and accepted. They want approval but have trouble making up their minds to engage in action. They don't want to let go of anything until it is perfect.

YOUR GOAL: HELP THE PERSON LEARN TO THINK DECISIVELY

How to Respond to The Maybe Person

1. Establish a comfort zone
2. Surface conflicts, clarify options
3. Use a decision making system
4. Reassure, then ensure follow through
5. Strengthen the relationship, let them know you value them

The Nothing Person

- The most passive and unresponsive type



You get a “Yep”, a “Nope”, a grunt or, most likely, nothing at all. These people react to any disagreeable situation by closing down. It is very difficult to understand the meaning of their silence.

YOUR GOAL: PERSUADE THE NOTHING PERSON TO TALK

How to Respond to The Nothing Person

1. Don't try to interpret their silence, nudge them to open up
2. Ask open ended questions expectantly
3. Plan enough time to wait patiently
4. Lighten it up
5. Show the future

The No Person



- The Wet Blanket

Anything not in their own hands will fail. Negative comments come out when others try to solve problems or improve a situation. They believe others don't care or are only interested in themselves.

YOUR GOAL: TRANSITION TO PROBLEM SOLVING

How to Respond to The No Person

- Go with the flow, don't get dragged down by the negativity
- Don't try to argue them out of their negative attitude
- Offer solutions only after the problem is thoroughly discussed
- Raise possible negatives yourself early on, to surface and dispose of them
- Prepare yourself to take action alone

The Whiner/Complainer

- Passive Aggressive Nit Pickers
- They point out real problems, but they do so in ways that make others feel defensive or offended, and, ultimately, worn out. They are frustrated with their own inability to solve problems, and they feel powerless.

YOUR GOAL: FORM A PROBLEM SOLVING ALLIANCE

How to Respond to The Whiner/Complainer

- Listen for the main points of their complaints
- Acknowledge what they are saying, and their good intent
- Don't agree with or defend them, even if you accept what they say. It will only reinforce the behavior.
- Shift the focus to solutions, and involve them in the discussion
- If all else fails, stop them and ask, "How do you want this conversation to end?"

**Do's When Dealing With
Difficult Behaviors**

- Do remain persistent even though you may feel like giving in.
- Do listen for areas of agreement.
- Do think about what you want to say and then say it.
- Do exercise your right to reject a pushy person's advice.
- Do stick up for yourself and verbally aggressive people will respect you and be less inclined to pressure you in the future.

**Don'ts When Dealing With Difficult
Behaviors**

- Don't respond immediately. Take a deep breath and count to ten.
- Don't fight or get caught up in arguing over details.
- Don't be overwhelmed by an aggressive person's behavior.
- Don't let negative people squelch your enthusiasm or rob you of your dreams.
- Don't give up on yourself if you get overwhelmed by an aggressive person. Practice your assertive skills and be ready for that person the next time.
