

Dealing With Difficult People

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"It is not about changing other people, but it is about changing how we respond to them in order to work together effectively."

Effective People

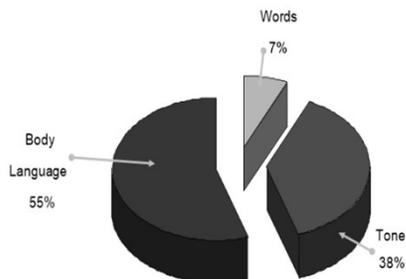


1. Themselves
2. Reactions
3. Concentrate
4. Positive Attitude
5. Adapt

Changing How We Respond to Difficult People

- Communication Skills
- Listening Skills
- Emotional Intelligence
- Positive Attitude

Verbal/Nonverbal Communications



Verbal Communications

- Your Words . . .
 - Ensure clear, effective communication
 - Can create a negative connotation

Negative Language	Positive Language
<ul style="list-style-type: none"> • Can cause harm when none was meant • Can create conflict • Can cause mistrust and destroy relationships 	<ul style="list-style-type: none"> • Creates a more effective message • Allows for positive results • Builds more solid and trusting relationships • Increases professionalism

Verbal Communications

Negative Language

- I'll get back with you as soon as possible
- It's Department policy
- I don't know
- We've always done it that way
- I'll try to take care of that today
- Just calm down
- That's not my responsibility

Vocal Communications



- Tone
 - ✓ Pitch
 - ✓ Inflection
 - ✓ Rate
 - ✓ Volume
- Diction

Visual/Body Language

- Body language sources
 - Eye Contact
 - Facial Expressions
 - Posture
 - Handshake/Elbow Bump

Listening Skills



"Most people do not listen with the intent to understand; they listen with the intent to reply."

– Stephen Covey

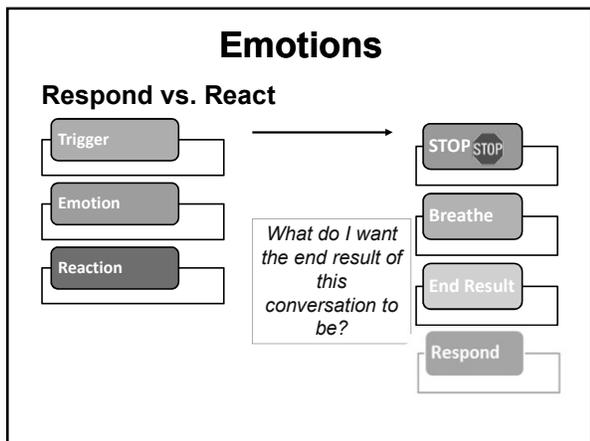
Listening Skills

- Hearing vs. Listening
- Listening Challenges
 - ✓ Distractions
 - ✓ Listening Patterns
 - ✓ The Conversation in our Head
 - ✓ The Myth of Multi-tasking

Listening Skills

Active Listening





- ### Empathetic Listening
- **First – Deal with the emotions**
 - Let the customer vent
 - Be a good listener
 - Acknowledge feelings
 - Summarize and restate often
 - **Second – Deal with the issues**
 - Focus on problem solving
 - Explain what you will do

- ### Characteristics of Difficult People
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1. Disrespectful
 2. Uncooperative
 3. Abrasive
 4. Dramatic
 5. Worsens with Conflict

- ### Difficult Personalities
- Intimidators
 - Know it alls
 - Toxics
 - Explosives
 - Negativists
 - Indecisives
 - Placaters
 - Socializers
 - Detached
 - Micromanagers

- ### Intimidators
- **Characteristics**
 - Want control by intimidation
 - Abrupt, aggressive, egotistical
 - Confrontational and sometimes angry
 - **Dealing with the intimidators**
 - Stand ground – be assertive
 - Talk facts and avoid opinions
 - Provide signal that you are capable
 - Your goal – respect and support

Know it alls

- **Characteristics**
 - Want control by information
 - Knowledgeable, self confident, egotistical
 - Low tolerance for correction
- **Dealing with know it alls**
 - Do the research – know the facts
 - Have documentation available
 - Focus on exploring other options/solutions
 - Your goal – open their mind to new ideas

Toxics

- **Characteristics**
 - Want to make others look bad
 - Opinionated and outspoken
 - Truly believe the ends justify the means
- **Dealing with toxics**
 - Discourage sarcasm and gossip
 - Focus on issues, not personalities
 - Ask questions instead of becoming defensive
 - Your goal – cooperation with others

Explosives

- **Characteristics**
 - Want quick relief from stress
 - Explode dramatically and unexpectedly
 - Attack others directly including messengers
- **Dealing with explosives**
 - Allow time to vent
 - Use phrases to let know you are listening
 - Ask questions instead of becoming defensive
 - Your goal – rational thinking (emotion cube)

Negativists

- **Characteristics**
 - Want to avoid change
 - Fear the unknow
 - Feel helpless and overwhelmed
- **Dealing with negativists**
 - Acknowledge and diffuse negative issues
 - Challenge them to find positives
 - Focus on problem solving
 - Your goal – form problem solving alliance

Indecisives

- **Characteristics**
 - Want to avoid mistakes
 - Fear receiving criticism
 - Fear causing hurt feelings
- **Dealing with indecisives**
 - Clarify issues and expectations
 - Look for similar precedents
 - Focus on facts over feelings
 - Your goal – help them think decisively

Placaters

- **Characteristics**
 - Want to avoid conflict to be popular
 - Avoid conflict by being overly agreeable
 - Over commits, poor task management
- **Dealing with placaters**
 - Encourage honest participation
 - Avoid being overly critical
 - Focus on specific actions and steps
 - Your goal – help them think decisively

Socializers

- **Characteristics**
 - Want more parties – less work
 - Difficulty focusing – easily distracted
 - Loves to visit – loves to talk
- **Dealing with socializers**
 - Limit interactions, be concise respectfully
 - Don't be afraid to set boundaries - time
 - Redirect attention to work issues
 - Your goal – better time management

Detached (But Still Present)

- **Characteristics**
 - Want minimum involvement
 - Low level of enthusiasm for their job
 - May be embittered or burned out
- **Dealing with the detached**
 - Be a cheerleader - encourage more action
 - Volunteer to fill voids
 - Ask open ended questions
 - Your goal – to do more or delegate more.

Micromanagers

- **Characteristics**
 - Want complete control of everything
 - Difficulty delegating
 - Difficulty trusting others
- **Dealing with the micromanager**
 - Seek clear agreement on assignments
 - Be very detail on progress reports
 - Answer questions quickly and completely
 - Your goal – trusting relationship

Professional and Customer Service Tips

- Always remain professional with customers
- Don't focus on problems – only solutions
- Use active listening skills
- Demonstrate empathy with customers
- Be mindful of my non-verbal communication
- Be mindful of verbal communication

Professional and Customer Service Tips

- Diffuse conflict with customers
- Apologize when a mistake is made
- Demonstrate patience in communication
- Mirror your customer
- Acknowledge customers promptly
- Pay attention to details
- Maintain a POSITIVE ATTITUDE!

Thank You!