DEALING WITH PEOPLE YOU CAN’T STAND

Fight less, win more.

(protective gear sold separately)

Candace Moody
Jacksonville
I’m OK, You’re a Mess

Today, you’ll learn to:

- Read people quickly to communicate better
- Understand why conflict occurs
- Change your style to be more persuasive
- Head conflict off before it becomes destructive
Differences that Cause Conflict

- Focus on different priorities
- Competition for scarce resources
- Differences of opinion on process or roles
- Different styles of combat
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<th>People-Focused</th>
<th>Task-Focused</th>
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<tbody>
<tr>
<td>Active, Outgoing</td>
<td>Influential</td>
<td>Dominant</td>
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<td>Passive, Internal</td>
<td>Steady</td>
<td>Conscientious</td>
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Four Types of Intent

- Get it Done
- Get it Right
- Get Appreciation from People
- Get Along with People
When Things are Going Well...

- **Get it Done:**
  - We focus on task and our goals

- **Get it Right:**
  - We focus on task and get the details right

- **Get Appreciation from People:**
  - We work together well and I let you know how important your role and your work is

- **Get Along with People:**
  - We bond and build a relationship
When Things Go Bad...

- Get it Done people become controlling
- Get it Right people become perfectionists
- Get Appreciated people become attention getters
- Get Along people become martyrs to get approval or shut down completely
<table>
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<th>Aggressive</th>
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<tr>
<td>Get it Right</td>
<td>Get it Done</td>
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<td>Perfection</td>
<td>Control</td>
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<td>Get Along</td>
<td>Get Appreciation</td>
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<td>Approval</td>
<td>Attention</td>
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People Oriented  Task Oriented
Controlling Behaviors

- The Tank – Control through anger
- The Sniper – Control through humiliation
- The Know It All – Control through dominating the conversation
Perfection Behaviors

- The Whiner
- The “No” person
- The Judge
- The Nothing person
Attention-getting Behavior

- The Grenade
- The Friendly sniper
- The Think they know it all
Approval Behaviors

- The Nothing Person
- The Maybe Person
- The Yes person
2 Essential Skills

- **Blending**: Putting yourself on the side of the other person
- **Redirecting**: Changing trajectory of the interaction
Fun Fact: No one will cooperate with someone he thinks is against him.
Blending Techniques

- Physical: Mirroring, drawing closer or further away, expressions
- Verbal: Volume, speed, quiet listening
- Backtracking, paraphrasing, clarifying
Redirecting Techniques

- Tell your truth without implying it’s THE truth
- Be specific about behaviors
- Show that the behavior is self-defeating
- Suggest new behaviors
- Reinforce changes for the good
Steps to Agreement

- Blend
- Backtrack: use their language to show that you’re really listening
- Clarify: identify true intent and needs
  - Ask good questions and really listen
- Summarize – make sure you understand their concerns and intent
- Confirm: Is that it?
“Never attribute to malice that which is adequately explained by stupidity.”

- Hanlon’s Razor
Survival Skills

- Identify Positive Intent
- Assume the best, give the benefit of the doubt
- Acknowledge the other person’s needs (Get it done, Get it right, Get appreciation, Get along)
- Identify highly valued criteria (ask “why?”)
- Identify your own needs and style
Resource

- Dealing with People You Can’t Stand, How to Bring Out the Best in People at Their Worst
- Dr. Rick Brinkman, Dr. Rick Kirschner
Go ahead. Ask me about the idiots you work with.