

KEEPING YOUR COOL: DEALING WITH BULLIES AND DIFFICULT PEOPLE

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DIFFICULT OR BULLY?

- Angry People
- Resistant People
- Difficult People
- BULLIES

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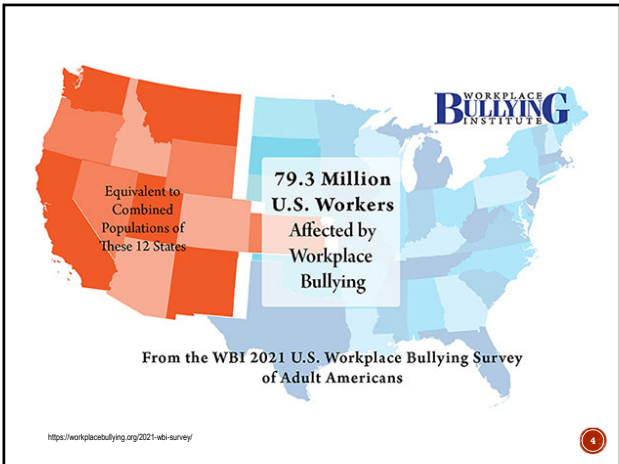
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BULLYING

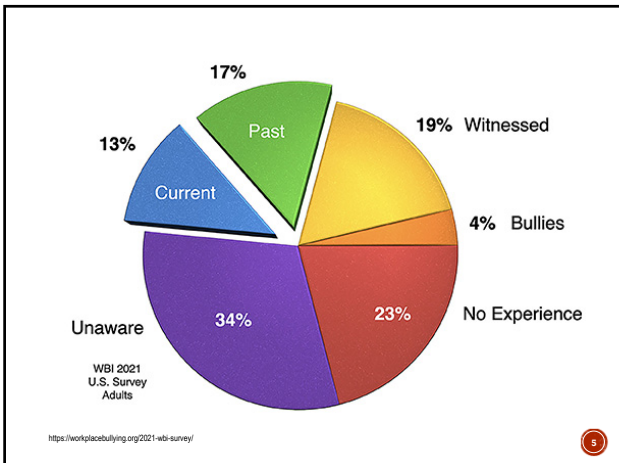
- Bullying is **DELIBERATE, DISRESPECTFUL, REPEATED** behavior towards another for the bully's gratification.

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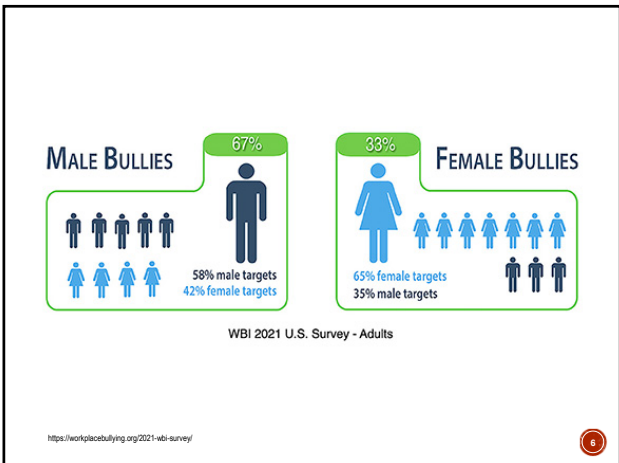
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BULLYING BEHAVIOR IS...



Image Credit: <https://www.sentient.com.au/blog/10-bullying-personality-archetypes-in-the-workplace-and-how-to-stop-them>

- Continually changing job parameters
- Spreading gossip and rumors
- Creating impossible standards or deadlines
- Isolating an individual
- Threats of job loss
- Spying on or stalking a target

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BULLYING BEHAVIOR IS... (CONT'D)

- Yelling at a target who is not permitted to yell back
- Belittling or disregarding opinions and feelings
- Preventing promotions and transfers
- Intruding in a person's workspace or belongings
- Misinforming the target



Image Credit: <https://www.sentient.com.au/blog/10-bullying-personality-archetypes-in-the-workplace-and-how-to-stop-them>

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CRUCIAL CONVERSATION TEST

- A crucial conversation is:
 - An attempt to reach out and share what you need/want
 - Receiving acknowledgement
 - Agreement between parties
- Test for interest in having a conversation
 - If there is interest → Try standard conflict resolution techniques
 - If no interest, then you likely have a bullying situation

Image source: <https://medium.com/the-mission-ops/10-ways-to-have-an-awkward-conversation-4097867c1073>

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IF YOU ARE THE VICTIM OF BULLYING

- Recognize the problem (hint: it's *not* you!)
- Keep a paper trail
- Have a witness
- Inform someone in authority



Image Source: <https://www.peplumb.org/post/workplace-bullying-what-can-you-do>

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DIFFICULT TYPES

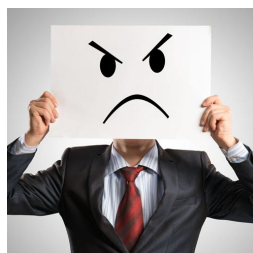


Image Source: <https://hoursthatbooks.com/how-to-deal-with-difficult-people/>

- Hostile-aggressive
- Complainers
- Silent and unresponsive
- Super-agreeable
- Negativists
- Know-it-all experts
- Indecisive

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CATEGORIES OF DIFFICULT BEHAVIOR

- Apparent compliance
- Discouraging word
- Alibis
- Avoidance



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SITUATION – TARGET – PLAN

- Identify the situation: What is the history? What resources are available?
- Developing a target: What would be a “win/win” solution?
- Devising a plan: Is it likely to achieve the target? Is it practical? Is everyone willing to carry it out?

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DEVELOPING GOOD WORKING RELATIONSHIPS

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SEPARATE RELATIONSHIP ISSUES FROM SUBSTANTIVE ISSUES

- When people at work disagree, two outcomes are in doubt:
 1. What decision will be reached (SUBSTANTIVE)
 2. How they will feel about working together in the future (RELATIONSHIP)
- You can WIN at one and LOSE at the other
- Decide to treat the other person well whether or not you like what they think or do

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BE UNCONDITIONALLY CONSTRUCTIVE

- Be committed to forging a good working relationship whether or not the other person reciprocates



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BEWARE OF PARTISAN PERCEPTIONS

- We see our lives and other peoples' behavior from our own vantage points.
- There are two sides to every story.



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BALANCE REASON WITH EMOTION

- Take a break
- Count to 10
- Consult a third party
- Acknowledge and talk about your emotions
- Accept responsibility and apologize if an argument erupts
- Prepare yourself when you know an emotional situation is likely



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INQUIRE, LISTEN, AND UNDERSTAND

- Assume there is a good reason for the behavior – you just don't know it yet!
- Ask yourself, "What do they care about?"
 - Achievement
 - Affiliation
 - Power



I DON'T HAVE ULTERIOR MOTIVES.
I GENUINELY THINK IT'S BEST FOR
YOU TO DO WHAT BENEFITS ME.

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CONSULT BEFORE DECIDING

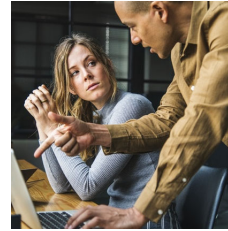


Image Source: <https://i.hidewallpaper.com.uk/get-stuff-done-five-top-tips/>

- We often make decisions without consulting or notifying the people who will be affected
- Consulting merely involves letting someone know you are considering and soliciting input

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BE TRUSTWORTHY

- Every breach of trust diminishes people's confidence in you.
- Most people believe they are more trustworthy than others think they are.
- Take your promises seriously and make an effort to fulfill them.



Image Source: <https://www.inc.com/kat-boogaard/7-simple-habits-of-people-who-are-trustworthy.html>

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USE PERSUASION, NOT COERCION

- Compliance through coercion provides only short-term gains and long-term harm
- People resent being coerced
- Both parties should be attacking the PROBLEM, not each other



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ACCEPT AND DEAL SERIOUSLY WITH PEOPLE

- When people don't fulfill our expectations, it is tempting to give up on them.
- The action that upsets you is only a small part of the difficult person's behavior.
- Remember to keep the person's positive qualities in mind.
- Treat people with acceptance and respect.

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BEING THE SOLUTION, NOT THE PROBLEM



He started it.

- When two people don't get along, each blames the other for the problem
- The person you control most readily is you
- When you change, other people are more likely to change voluntarily

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HELP! I'M STUCK!

- Your overall strategy in conflict situations should be to keep them as limited as possible.
 - In a healthy workplace, some conflict is both inevitable and desirable.
 - Try to resolve transient conflicts immediately.



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YOU CAN'T WIN/CAN NOT LOSE

- Recognize what "Hooks" you.
- Use "I" statements.
- Step back from the game.
- Make a statement on the interaction.
- "Broken Record"



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SUMMARY

THE QUALITY OF YOUR ATTITUDE

DETERMINES THE

QUALITY OF YOUR

RELATIONSHIPS



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