

## Dealing with Difficult People

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### Course Summary

#### Description

Almost every organization has people whose personality, behavior, attitude, work habits or other characteristics present an occasional or frequent challenge for those around them. This workshop will provide you with practical tools and skills to handle difficult people whether or not you have sufficient positional authority.

In this course, you'll learn to distinguish between various types of difficult behaviour, and choose responses that have a high probability of succeeding rather than escalating a difficult situation. Develop analytical skills, specialized communication, confronting skills, interpersonal negotiating, coaching, plus stress and conflict management strategies.

#### Objectives

After taking this course, students will be able to:

- Identify a "difficult person"
- Explore the reasons why a person is difficult
- Conduct a feedback meeting with a high performer as well as a "difficult person"
- Handle your personal anger and that of others
- Understand aggressive, assertive, and passive behaviors
- Deal with negative behavior
- Understand the importance of communication when dealing with a difficult person
- Be an active listener
- Deal with conflict
- Negotiate win-win solutions

#### Topics

- The 6 Types of Difficult People
- The 10 Most Unwanted Behavior Styles
- The 4 Behavior Styles
- 10 Linguistic Viruses that Create Unhealthy Communication
- How to Separate the People from the Problem
- How to Deal with Negativity
- Handling Anger in Ourselves and Others
- Communicating Skills for Handling Difficult Situations
- Communicating Assertively
- Coaching a Difficult Employee
- Dealing with Conflict
- When Nothing Else Works: Next Best Solutions

#### Audience

This course is designed for executives, managers, supervisors, team leaders, project managers, and anyone else impacted by the effects of negativity in the work place due to a "difficult person".

#### Prerequisites

There are no prerequisites for this course.

#### Duration

Two days

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### Course Outline

- I. *The 6 Types of Difficult People*
  - A. Reasons for the behaviour
  - B. Develop strategies for dealing with them
- II. *The 10 Most Unwanted Behaviour Styles*
  - A. Understand the 10 most unwanted behaviour styles
  - B. Develop strategies to help deal with these behaviours
- III. *The 4 Behaviour Styles*
  - A. Assess your behaviour style
  - B. Develop strategies on how to work with other behaviour styles
- IV. *10 Linguistic Viruses that Create Unhealthy Communication*
  - A. Develop strategies to overcome the usage of linguistic viruses
  - B. Linguistic viruses create unhealthy communication by:
    - C. Making unclear requests of another
    - D. Making requests in the tone (or mood) of a demand
    - E. Asserting one's ungrounded opinion as factual for everyone
    - F. Not possessing the ability to say 'no' to an unreasonable or impossible request or assuming that the other will 'know' what is desired, without even making a request
- V. *How to Separate the People from the Problem*
  - A. Learn how to focus on interests not positions
- VI. *How to Deal with Negativity*
  - A. Recognizing negativity
  - B. 4 steps to turning it around
- VII. *Handling Anger in Ourselves and Others*
  - A. 4 ways of handling our anger
  - B. How to diffuse someone's anger
  - C. What to do if the person persists
- VIII. *Communicating Skills for Handling Difficult Situations*
  - A. Perception checks ... Making sure you understand before you act
  - B. Questioning skills ... Getting the right information
  - C. Active listening ... Drawing them out without defensiveness
  - D. Offer information to gain information ... Gaining trust through disclosure
  - E. Reading and responding to non-verbals ... Using techniques to detect lying, withholding, hidden anger and other feelings
- IX. *Communicating Assertively*
  - A. Distinguishing between aggressiveness and assertiveness
  - B. 3 steps to more assertive behaviour
  - C. Using power and authority in a positive way
- X. *Coaching a Difficult Employee*
  - A. How to reinforce good performance
  - B. How to handle substandard performance
  - C. Handling sensitive personal issues
  - D. Dealing with repeated unacceptable performance
- XI. *Dealing with Conflict*
  - A. Recognizing the strengths and vulnerabilities of our own style
  - B. 5 key steps to managing interpersonal conflict
  - C. Negotiating to win-win solutions
- XII. *When Nothing Else Works: Next Best Solutions*
  - A. Planning actions
  - B. Discipline without punishment
  - C. Managing your stress
  - D. Following up