

Situations and People That Push You Out of Your Comfort Zone

On a scale from 1 to 5 (with 1 being not difficult to 5 being very difficult) rate these *situations*.

- Giving bad news to a supervisor.
- Confrontation with a co-worker.
- Dealing with an angry customer.
- Delivering constructive criticism (feedback) to co-workers.
- Making a presentation in front of people.
- Terminating an employee.
- Speaking out at a meeting.
- Telling someone no.
- Asking for help.
- Receiving criticism.
- _____
- _____

Rate these *personalities and behaviors*.

Someone who:

- Flies off the handle at any little thing.
- Criticizes everyone and everything.

- Clams up and won't talk to you.
- Blames others.
- Complains, whines and never has anything good to say.
- Is sarcastic and cuts people down.
- Is pushy and pressures you.
- Smiles to your face and then stabs you in the back.
- Is aggressive and controlling.
- Is never wrong.
- _____
- _____
- _____



Check the phrases that ***REALLY*** push your "hot buttons."

1. "You should know better than that."
2. "If you were smart....."
3. "That's not fair."
4. "Have it your way."
5. "Just forget it."

6. "Everybody knows that."
7. "Why should I have to do that?"
8. "If you cared....."
9. "Why should you care?"
10. "That was stupid."
- 11.
- 12.

You've gone through and looked at the different situations, personalities and phrases that push you out of your comfort zone. Now identify one out of each area that you feel is particularly difficult for you.



YOUR THREE AREAS

- _____
- _____
- _____

When faced with the three above areas, what feelings, emotions or behaviors are usually generated in you?

TYPE A - B PERSONALITY INDICATOR

Answer each of the questions by choosing the answer that most suits the situation:

- ___ 1. I tend to interrupt and finish sentences for other people.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 2. I walk fast, talk fast and eat fast.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 3. I hate to wait in lines.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 4. Whenever possible, I try to do several things at one time, like eating while walking, or planning while driving.
a) almost always true c) seldom true
b) usually true d) rarely true
- ___ 5. It bothers me to watch someone else perform a task I know I can do faster.
a) almost always true c) seldom true
b) usually true d) rarely true
- ___ 6. My spouse or friends have told me I do too much and need to slow down.
a) almost always true c) seldom true
b) usually true d) rarely true
- ___ 7. I tend to let things "get to me" and get irritated easily.
a) almost always true c) seldom true
b) usually true d) rarely true

- ___ 8. It makes me feel guilty if I'm sitting and doing nothing.
a) almost always true c) seldom true
b) usually true d) rarely true
- ___ 9. In most things I do, I tend to make them competitive.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 10. I often find myself tapping my fingers or jiggling my knees.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 11. When pressured, I tend to get angry and lose my temper.
a) almost always true c) seldom true
b) usually true d) very rarely true
- ___ 12. I consider myself a "hard driving" person.
a) almost always true c) seldom true
b) usually true d) very rarely true

To score this assessment, add the total points.

a = 4 points, b = 3 points, c = 2 points, d = 1 point

Total Score: _____

Passive, Assertive and Aggressive Behaviors

Verbal Behaviors

Passive:

- Saying yes when you want to say no
- “This might seem silly, but...”
- “I know I’m probably wrong....”
- “I’m sorry, but.....”
- “If I could only....”
- “You’re probably better at this....”
- “I never...”

Assertive:

- “Let’s talk about this...”
- “I feel.....”
- “My thoughts are...”
- “I disagree...”
- Few words
- Who, where, when, how
- Direct words

Aggressive:

- “You should, have to, better, must...”
- “Everyone knows that..”
- “You always, never....”
- “Why don’t you...”
- “You need to...”



Non-Verbal

Passive:

- ❑ Nervous gestures
- ❑ Weak voice
- ❑ Slumped posture
- ❑ Fidgets
- ❑ Talks with hands over mouth
- ❑ Little eye contact when talking with others



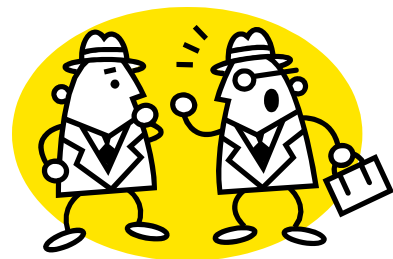
Assertive:

- ❑ Open
- ❑ Looks people in the eye
- ❑ Open posture
- ❑ Even tone of voice
- ❑ Attentive
- ❑ Relaxed



Aggressive:

- ❑ Hands on hips
- ❑ Points finger
- ❑ Frowns
- ❑ Glares
- ❑ Tightly crossed arms
- ❑ Rolls eyes



How Do You Know If You're CONNECTING?

1. If your presentations or discussions are clear to people they will:

- _____
- _____
- _____
- _____
- _____

2. If people are confused or not understanding you they will:

- _____
- _____
- _____
- _____
- _____

3. You should keep sentences short with one thought in each sentence. Avoid long, drawn out explanations.

4. Be as specific as possible and avoid vague words.

Vague: We need to improve sales.

Specific: _____

5. Here are some suggestions for keeping yourself focused and holding a listener's attention.

- ❑ **Start a talk with an opener and finish with a closer.**
- ❑ **Use short sentences.**
- ❑ **Talk more slowly.**
- ❑ **Keep eye contact.**
- ❑ **Don't start a sentence without finishing the previous one.**
- ❑ **Use silence as a friend.**
- ❑ **Think about what you're going to say.**
- ❑ **Smile**

Quote: *"The greatest problem in communication is the illusion that it has been accomplished."*

George Bernard Shaw

Communicating Clearly: Getting Your Message Across

One barrier to effective communication is the use of vague, abstract, general language. The more specific your message is, the more likely the listener is to interpret it correctly.

1. **Vague:** We've got to do a better job.
Specific: Everyone in Division Two sales must increase his/her productivity by 5% by end of 2nd quarter.

2. **Vague:** Your attitude is not helping the team.
Specific:

3. **Vague:** You did a great job.
Specific:

4. **Vague:** I need for you to turn in your reports soon.
Specific:

5. **Vague:** We need to communicate better.
Specific:

Professionalism, Power and Power Plays

Which of the following have you had happen to you? Put a check.

- 1. Talking about someone behind his/her back
- 2. Not returning phone calls
- 3. Making sarcastic remarks
- 4. Spreading rumors
- 5. Aggressive and passive-aggressive body language--rolling of eyes, sighing, getting "in my face"
- 6. Promising to do something and not following through
- 7. Refusing to help
- 8. Using manipulative criticism
- 9. Criticizing in public
- 10. Losing temper and shouting

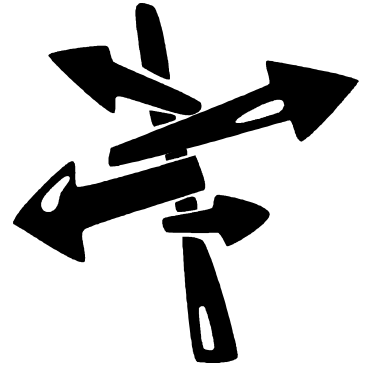
Which have you done? Put an x mark.

Professionalism involves both sides. A professional doesn't use those tactics *and* a professional knows how to *deal* with those tactics.

Basic suggestions for Dealing With Power Plays

- ✓
- ✓
- ✓
- ✓

Conflict



1. The time I felt best about dealing with conflict was when ...
2. When someone disagrees with me about something important or challenges
In front of others, I usually...
3. The most important outcome of conflict is...
4. When I confront someone I care about, I ...
5. I feel most vulnerable during conflict when...
6. I sometimes avoid directly confronting someone when...
7. My greatest strength in handling conflict is...
8. I am most apt to confront people in situations such as...
9. When I was growing up, conflict was...
10. My greatest weakness in handling conflict is...

Conflict Management Styles

Conflict is inevitable. The key to effective conflict management is to choose the conflict management style most appropriate for the conflict and the situation. We also have to take into consideration that most people have a favorite style they use but we are capable of choosing a different style when it is appropriate.

The five main styles are: collaborating, competing, accommodating, compromising, and avoiding.

Collaborating

This style allows people to work together so everyone can win. It allows for creativity in developing a solution and gives people a sense of accomplishment. It does involve negotiation and patience.



Competing

The competing style means people pursue their own interests at other's expense. Often, however, people using this style are so competitive in all areas, they don't recognize how aggressive their behavior is and see nothing wrong with it. They just see it as ambitious.

Accommodating

In the accommodating style people neglect their own interests in order to satisfy others. Often they want to keep peace and feel that good relationships are more important than anything.





Compromising

In this style people try to find a solution everybody can live with. They may not get all their interests met, but are willing to give or concede on some things for the sake of harmony.

Avoiding

In this style people refuse to engage openly in conflict. They often ignore the situation and are unwilling to get involved in trying to work things out. They just don't want to deal with it.



1. Identify your own conflict style. _____
2. Why do you see this as your style?

3. Which style is it most difficult for you to interact with? _____
4. Is there a style you would like to develop and choose more often? _____

Steps in Conflict Management

1. **State the problem**
 - “This is impacting both of us.”
 - “I realize that there are two sides to every story.”
2. **Ask questions to draw out the other side’s story. Then wait.**
 - “I’d like to know how you see it.”
 - “What do you think?”
3. **Keep asking instead of jumping to conclusions and solutions.**
 - “I didn’t realize...”
 - “I want to make sure I fully understand the whole picture.”
4. **Listen to paraphrase the other’s point of view. Don’t interrupt. Don’t argue.**
 - “So when we send the forms without the ...it causes backups for you.”
 - “You don’t agree with the third part of the new form?”
5. **Analyze specific situations rather than threatening or getting defensive.**
 - “Let’s take this one step at a time.”
 - “Can you give me an example?”
6. **Ask permission before telling your side of the story.”**
 - “Could you help me with my situation?”
 - “How do you feel about working through the problem?”
7. **Get agreement of the issues and it is valued.**
 - “So, it’s a problem for you when I ...”
 - “This is important to me because...”
8. **Brainstorm specific possible solutions ---one at a time.**
 - “What if we tried...”
 - “Could we perhaps...?”
9. **Agree on the best actions and measure of progress.**
 - “Would it cause a problem if we....?”
 - “I am worried that if we do that....”
10. **Take action and follow-up as agreed.**
 - “So from now on, we’ll...”
 - “Let’s check back with each other”

Adapted from AMI Video