

Challenging Personnel WHAT TO DO??

Reference Guide

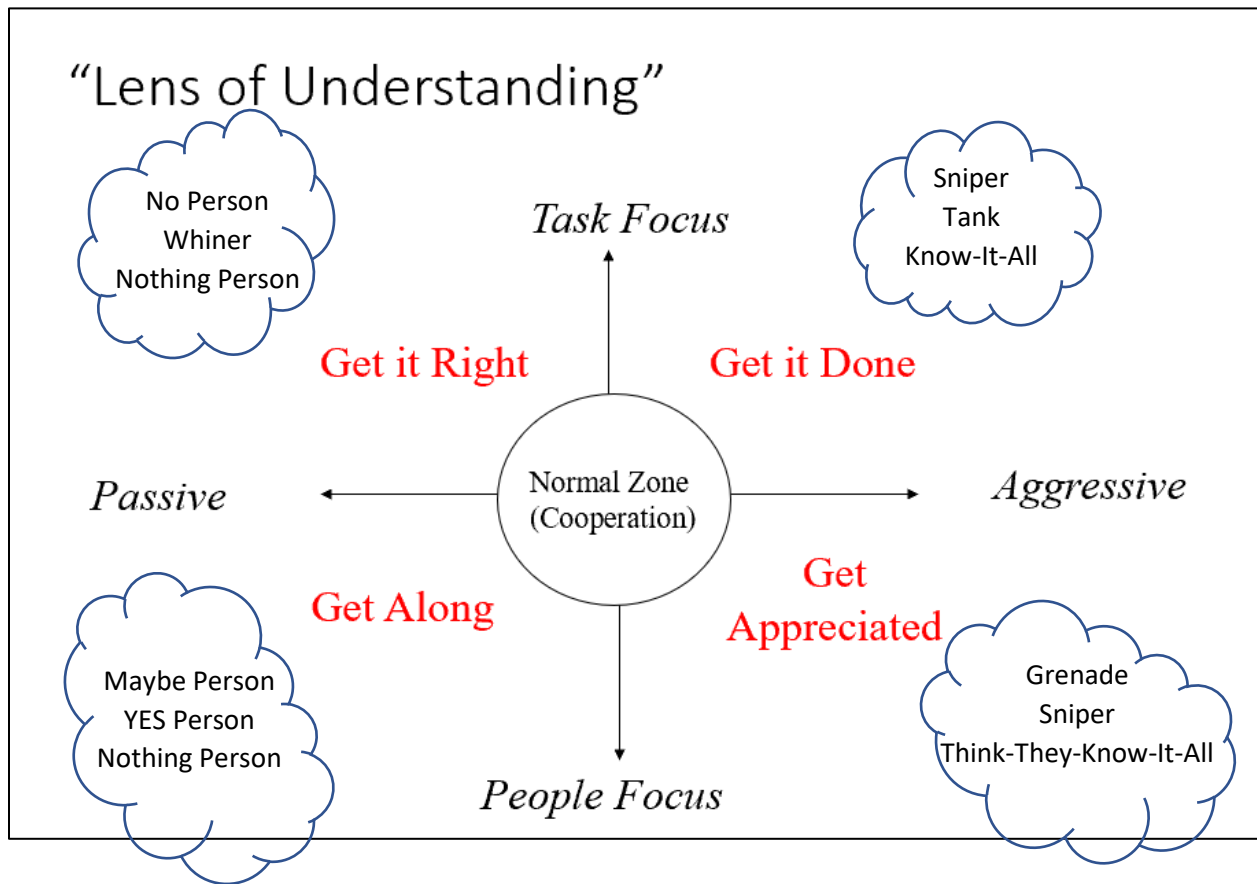
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From:

“Dealing with People You Can’t Stand. How to bring out the best in People at Their Worst”

By Dr. Rick Brinkman and Dr. Rick Kirschner



The Tank	The Strategy	Adjust Your Attitude
<p>Aggressive Focused on end result Direct approach You are targeted as part of the problem Nothing personal Pointed, angry Pushy</p>	<p>Hold your ground Interrupt the attack Quickly backtrack their main point Summarize with ownership Being straightforward, but don't shut them out</p>	<p>Don't be tempted to counterattack Don't attempt to defend or explain Don't shut down and become a Nothing person Find courage and demand respect</p>
The Sniper	The Strategy	Adjust Your Attitude
<p>Tries to make you look foolish Can use confusion as a weapon Some snipe to get attention, some carry a grudge Biting sarcasm, rude comments, non-verbals Sometimes trying to undermine efforts of others</p>	<p>Stop, look, backtrack Ask what they mean? What does that have to do with our project? Might need a private meeting Let them know you would prefer honesty</p>	<p>Watch your emotions – be cool/calm/collected Instead of reacting – focus on the sniper with amusing curiosity Deal directly and assertively Don't act out of revenge</p>
The Know-it-all	The Strategy	Adjust Your Attitude
<p>Knowledgeable and competent Can be controlling Low tolerance for correction and contradiction Can't be wrong Can dominate or manipulate</p>	<p>Be prepared Backtrack respectfully Blend with doubts and desires Present your views indirectly</p>	<p>Resist temptation to become a Know-it-all Be flexible and patient Try to open their minds to new information or ideas</p>
The Think-they-know-it-all	The Strategy	Adjust Your Attitude
<p>Trying to get appreciation and attention Addicted to exaggeration Know enough about topics to be conversational Strong people focus Caught in a vicious scheme to grab attention</p>	<p>Give them a little attention Clarify for specifics Tell it like it is Give them a break</p>	<p>Don't challenge or confront aggressively Don't be tempted to stretch the truth in another direction Use compassion and patience Use restraint and consider long term affects</p>
The Grenade	The Strategy	Adjust Your Attitude
<p>Demands attention – trying to get appreciation Holds and then BLOWS, losing emotional control Fighting feelings of insignificance Explosions can be years or hours apart</p>	<p>Get their attention Show concern for their problem Reduce intensity Might need to cool down Try to find the grenade "pin" so you don't pull it</p>	<p>Wrong: Most people either blow up at the Grenade or retreat and hate from a distance Remember they are humiliated by their behavior Take control of the situation</p>

The YES person	The Strategy	Adjust Your Attitude
Working under intention to get along Limited follow-through Over-commit in order to please Feels bad when it doesn't work out	Make it safe to be honest Talk honestly Help them learn to plan Ensure commitment Strengthen the relationship	Help them develop their task and organization skills Lots of patience Get commitments you can count on
The Maybe person	The Strategy	Adjust Your Attitude
Can see clear to best decision, but blinded by negative possibilities May not want to bother others May not want to upset others May not want to be the cause of something wrong	Establish a comfort zone Try to find where the uncertainty comes from Use a decision-making system Reassure, then try to ensure follow through	Irritation is ineffective Use warmth and sensitivity Lots of patience Help them learn to think decisively
The Nothing person	The Strategy	Adjust Your Attitude
No feedback, verbal or nonverbal Get along and get it right people Can sometime boil over	Plan enough time Ask open-ended questions expectantly Lighten it up, use humor Guess what the problem is.... Show the future – what can happen with “nothing”	Hard as it is, need to slow down Be careful of aggressive behavior Don't lose your temper Persuade the Nothing Person to talk
The No person	The Strategy	Adjust Your Attitude
Get it right, no mistakes Perfection standard Feeling despair, all negatives, verbal and non verbal Not intentional Feeling of futility Most destructive to team motivation	Go with the flow – allow them to be negative, don't try to talk them out of it Use them as a resource Give them time and ask them for options Go for the polarity response “You can't do that”	Compassion instead of contempt Remember it doesn't have anything to do with you In the long-term, does their negativity matter? Try to be understanding Move from fault finding toward problem solving
The Whiner	The Strategy	Adjust Your Attitude
Wallowing in woe Related to the No person Get it right Can't see what could Feeling of futility	Listen for the main points Interrupt and get specific Shift the focus to solutions Show them the future Draw the line	Don't agree/disagree with them Don't try to solve their problems Don't ask them why they are complaining to you PATIENCE COMPASSION COMMITMENT Form a problem-solving alliance