

“Challenging” Personnel WHAT TO DO??

APPA Institute



Challenging....Difficult...Problem People

- Who are they?
- What makes them difficult?
- What can we do about them?
- Why do we need to deal with them?

“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 Choices:

- You can stay and do nothing
- You can vote with your feet
- You can change your attitude about your difficult person
- You can change your behavior



Why are “they” difficult??

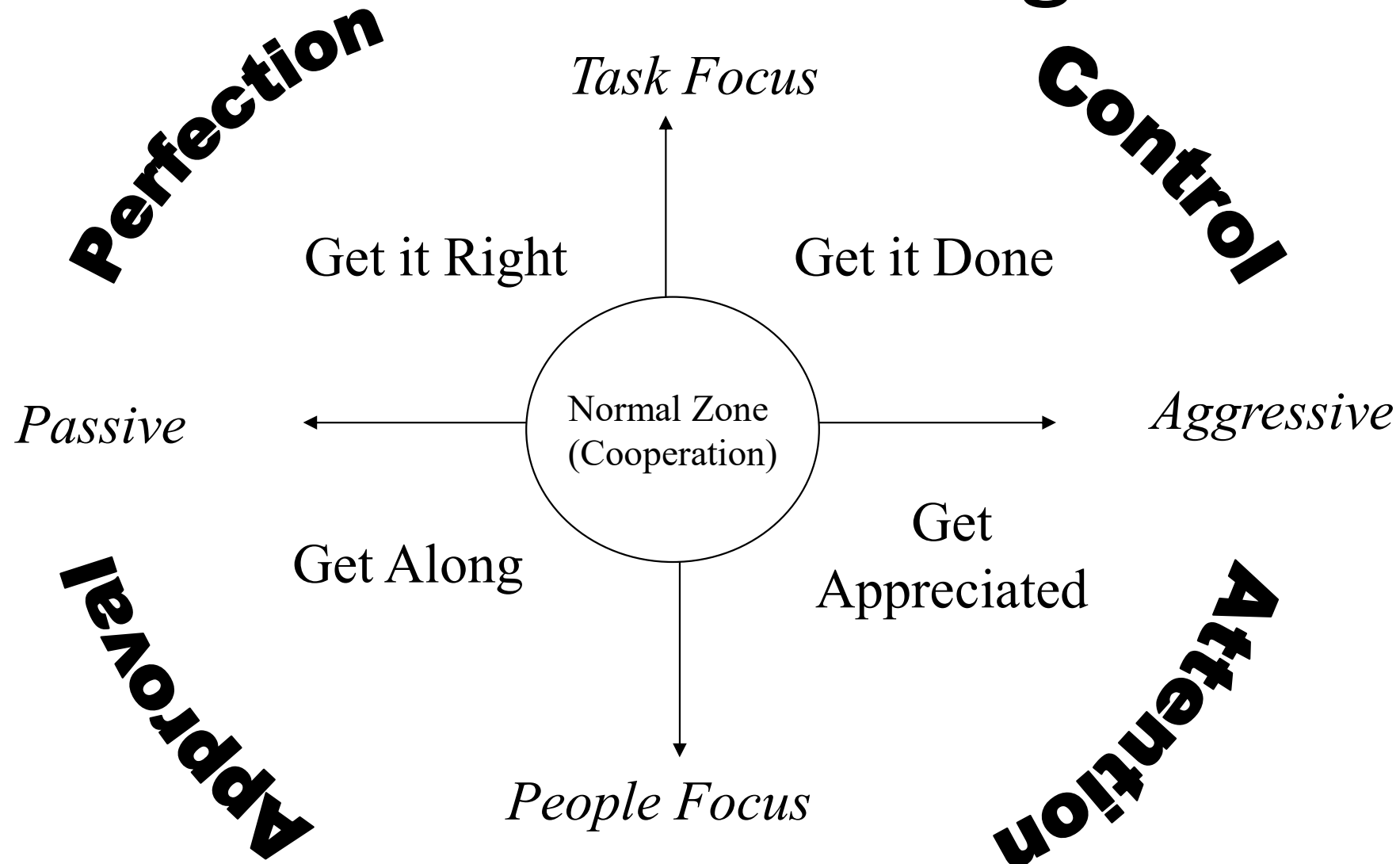
Goes back to why do people do what they do.....

Four Basic Intents of People

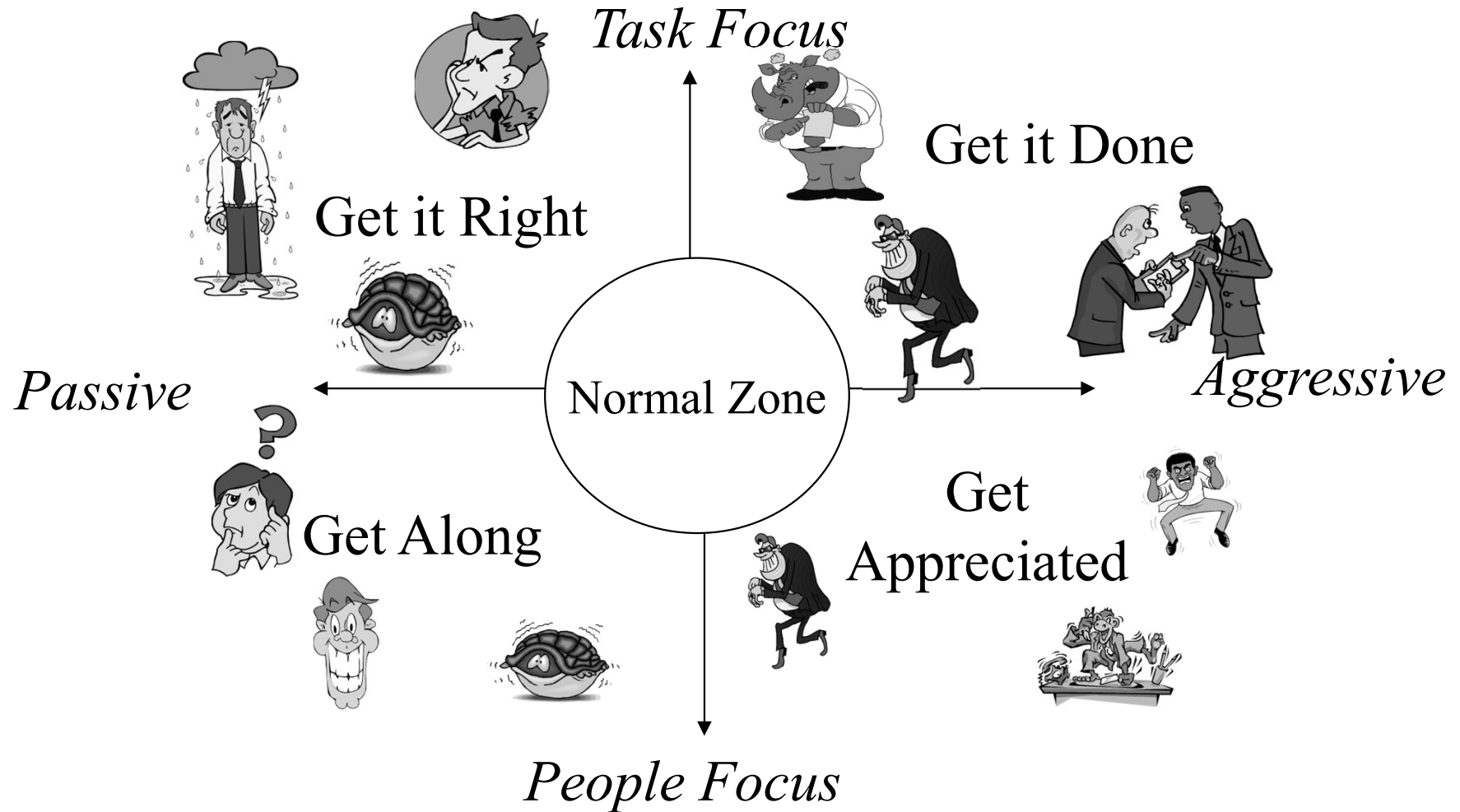
- Get the task done
- Get the task right
- Get along with people
- Get appreciation from people

Behaviors are driven by intentions.....

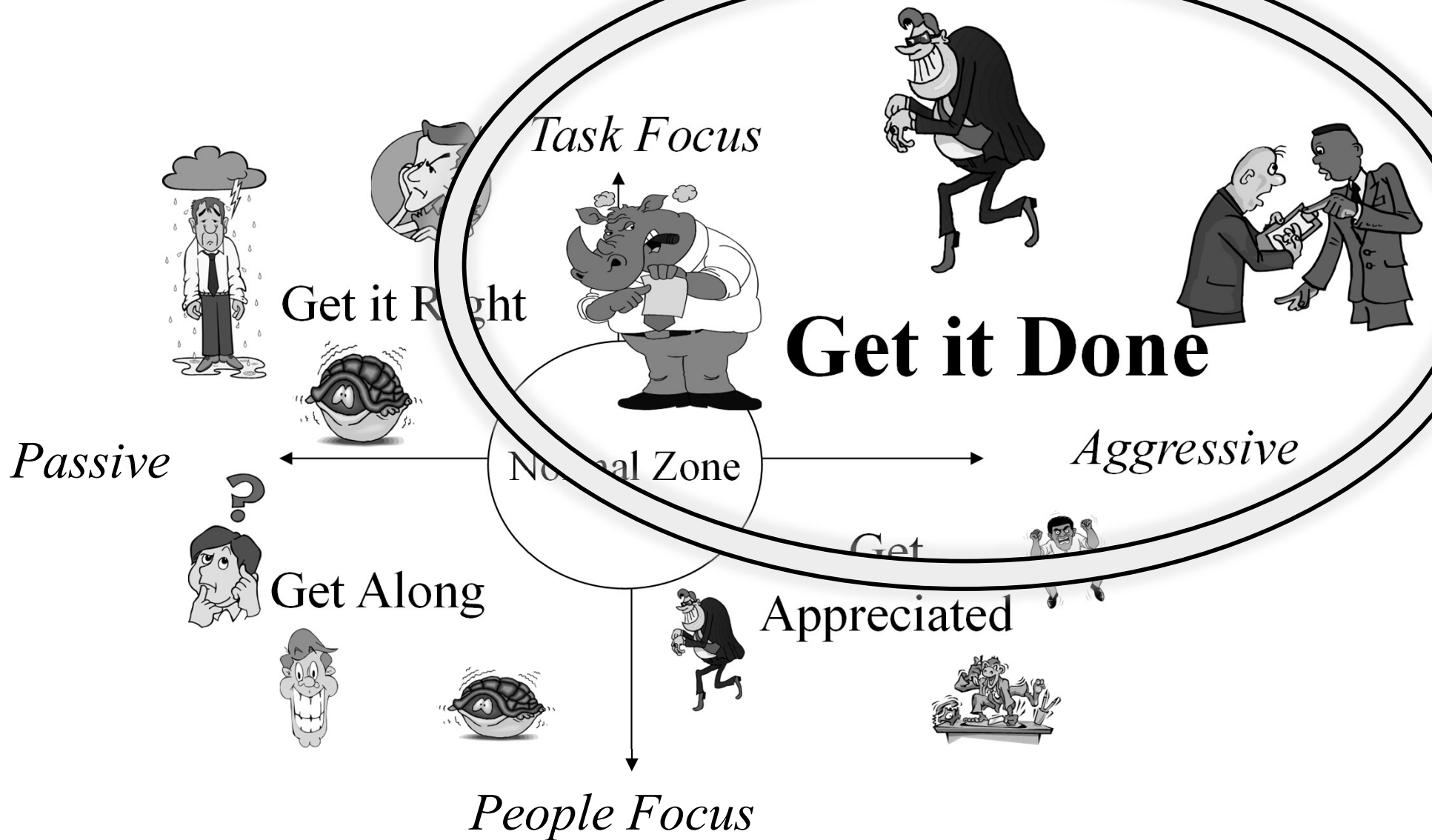
“Lens of Understanding”



"Lens of Understanding"



"Lens of Understanding"



“Get it Done”

Task Focus + Aggressive = Controlling



The Tank

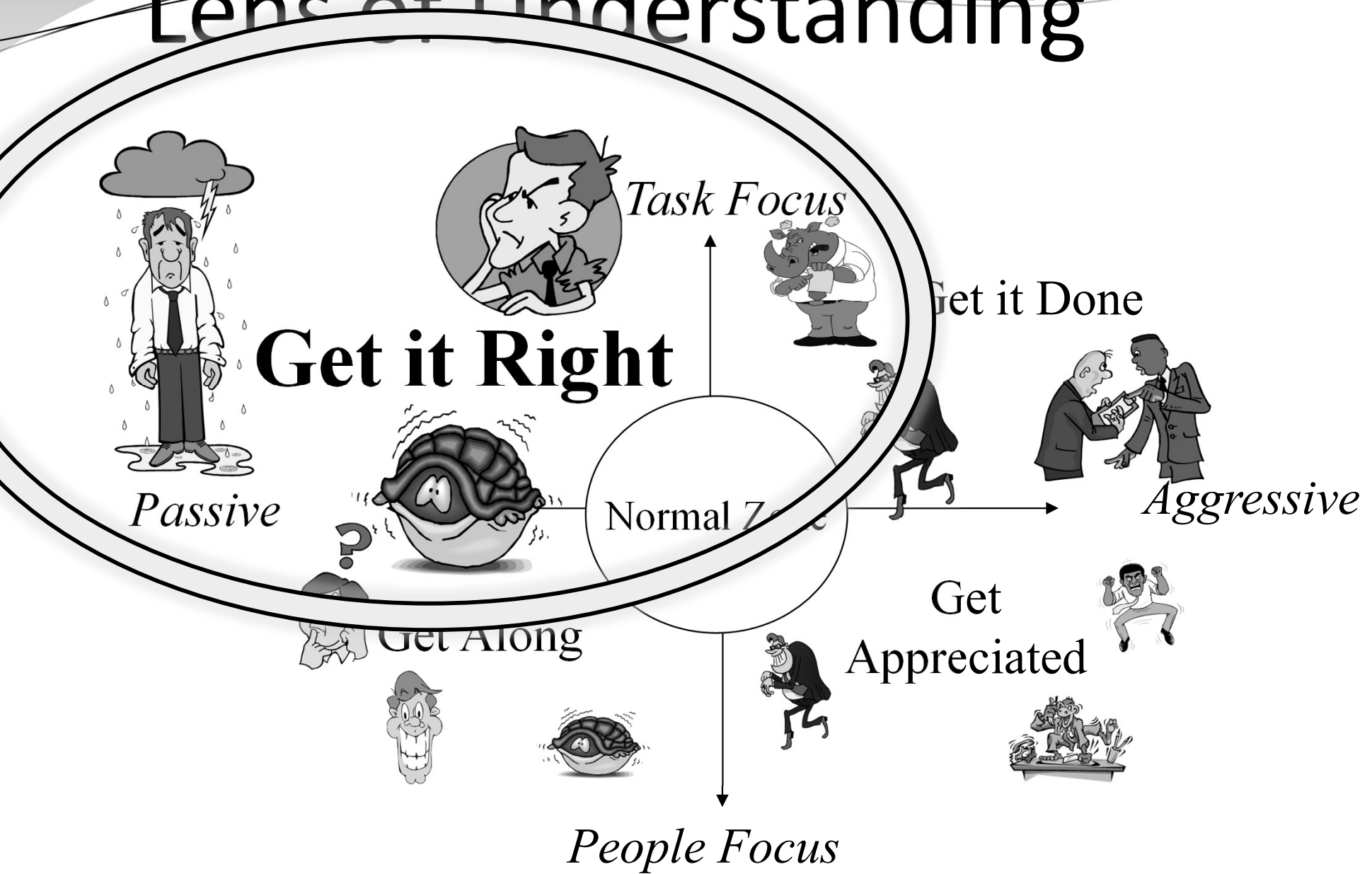


The Know-it-all



The Sniper

"Lens of Understanding"



“Get it Right”

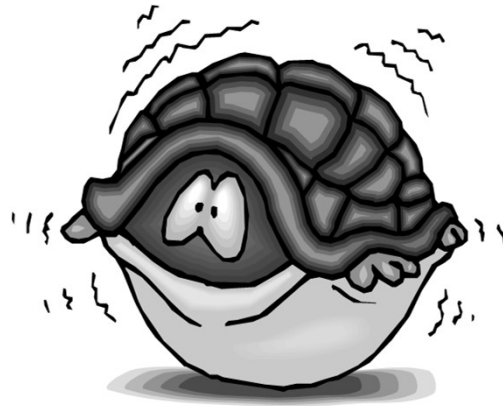
Task Focus + Passive = Perfectionist



The Whiner

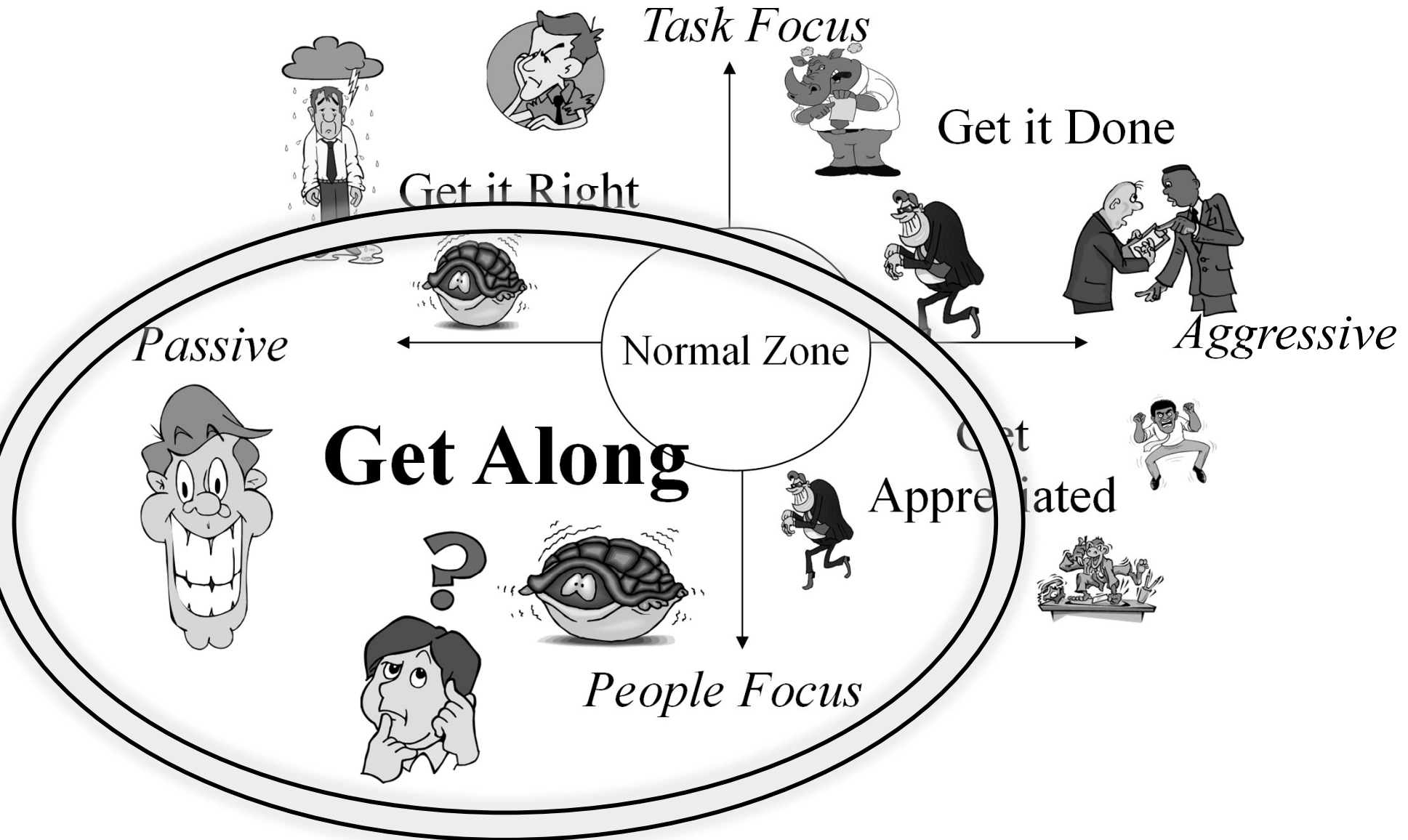


The No person



The Nothing person

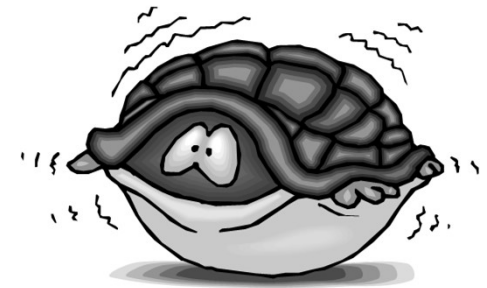
"Lens of Understanding"



“Get Along”

People Focus + Passive = Approval Seeking

The Nothing person

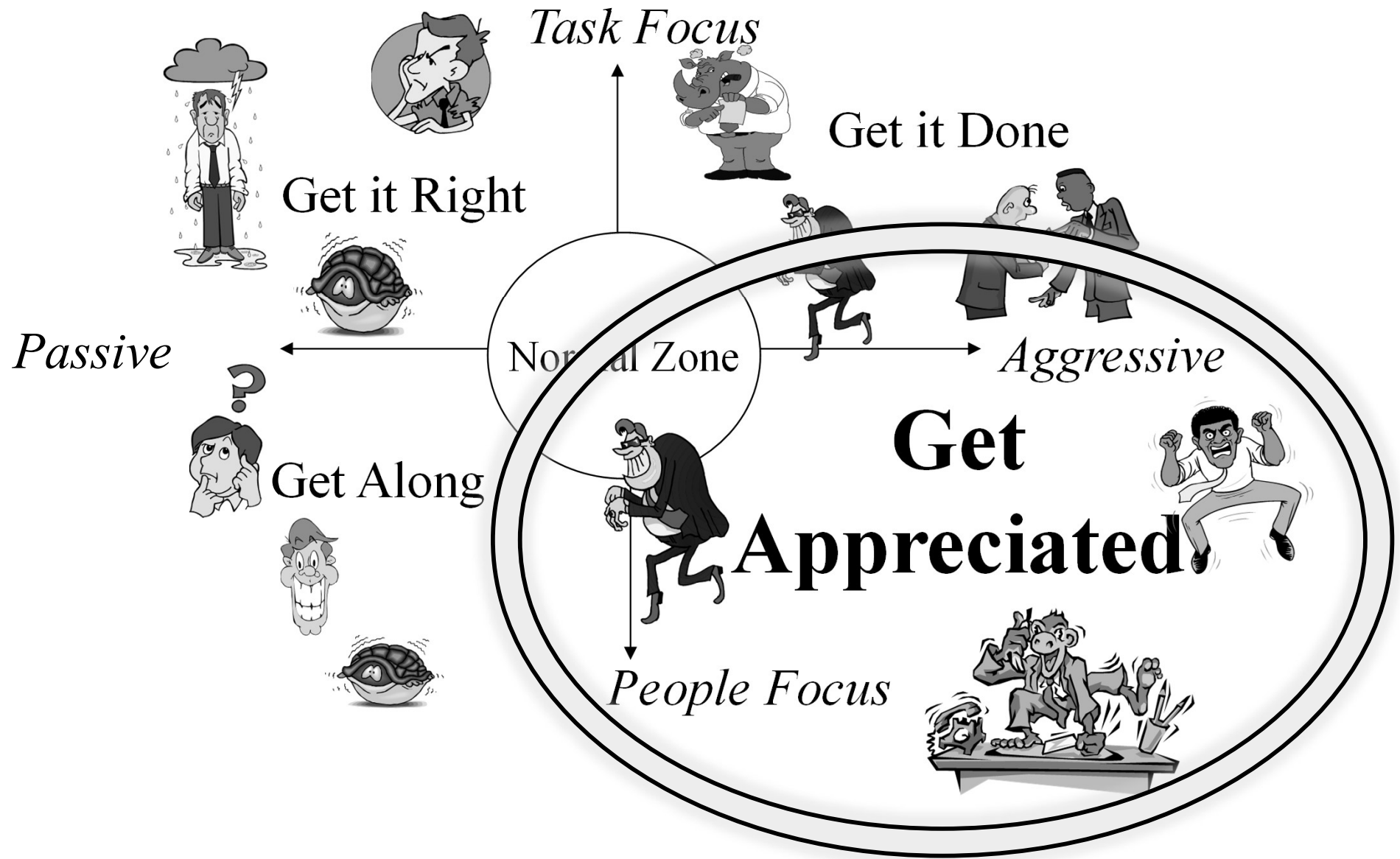


The Maybe person

The Yes person



"Lens of Understanding"



“Get Appreciated”

People Focus + Aggressive = Attention Grabbing



The Friendly Sniper

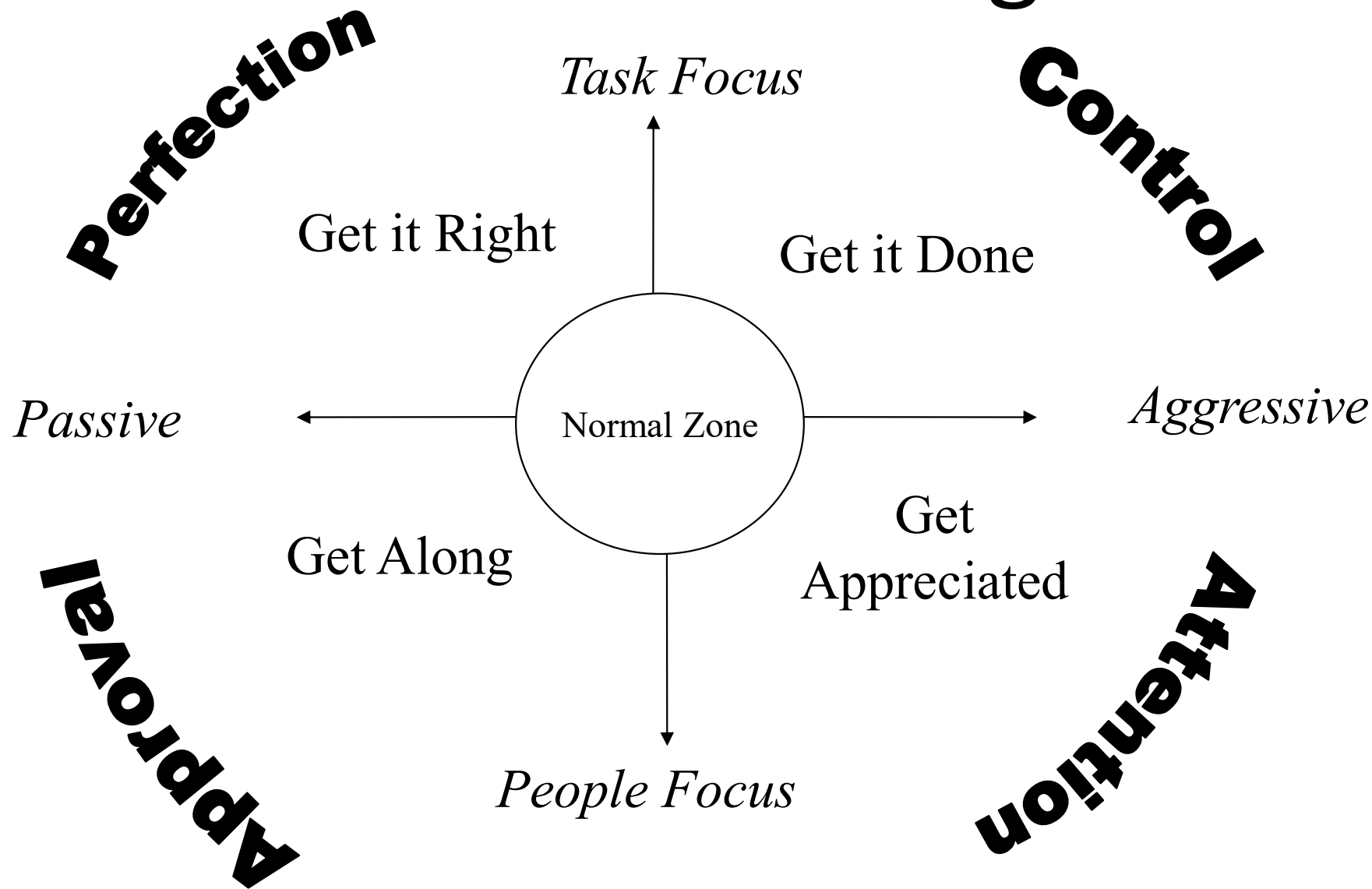
The Grenade



The
Think-they-know-it-all
Person



“Lens of Understanding”



Essential

Communication Skills

Being Aware

Blending

Speaking and Listening

Communication

Being Aware

Be deliberate about being self-aware

“What am I bringing to this situation?”

“Emotions? Mood?”

“Situation history?”

Be deliberate about being tuned into the other person.

“What are possible explanations
to this person’s behavior?”

“Is this person’s tone and attitude really about me?”

Communication

Blending

Differences Create Conflict

Goal is manageable conflict

Ways to blend

facial expressions and degree of animation

voice volume and speed

non-verbal expressions and other body language

words or language style

Communication

More on Blending

Get it Done

Be brief and to the point

Get it Right

Pay great attention to the details in your communication

Get along

Incorporate friendly chit-chat and be considerate

Get Appreciation

Recognize their contributions with appreciation

Acknowledge their priority and

Identify their positive intent

Communication

Speak To Be Understood

- Monitor your tone of voice
- State your positive intent
- Tactfully interrupt interruptions
- Tell your truth
- Be ready to listen
- Verbally accept criticism

Communication

Listen to Understand

- Blend both verbally and non-verbally
- Backtrack by using their words
- Clarify meaning and intent
- Summarize what you hear
- Confirm to find out if you have it right

Assume the best and
Give the benefit of the doubt

Communication

Who me???

Could there be something wrong with
our perspective
that we bring to the
“lens of understanding?”

Naah.....

Could mean disaster when dealing with your “difficult” people.....

Over reactions in your thinking

- Catastrophizing and awfulizing
- Absolutist and shoulding

Under reactions in your thinking

- Rationalizing
- Feelings of anxiousness, anger, defensiveness, burned out or guilt

Back to The Choices:

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Who pushes our buttons?



How to change your attitude

- Change your reactions
- Change your mood
- Changing your perspective
- Changing the way you “talk to yourself”

Changing your perspective

Am I using assessment or assertions?

Fact or Opinion?

How am I feeling...and therefore acting?

Are my feelings appropriate?

What am I thinking to make myself upset?

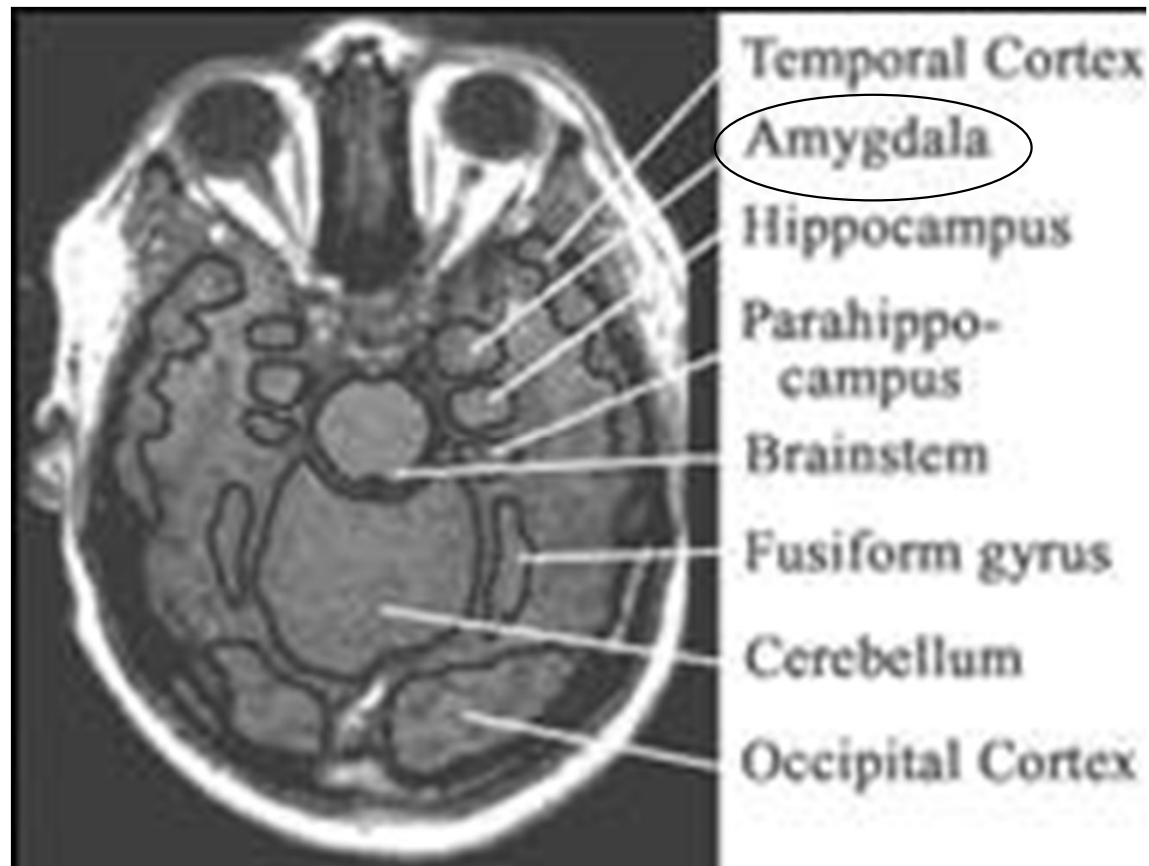
How can I challenge my thinking?

What realistic preferences can I substitute?

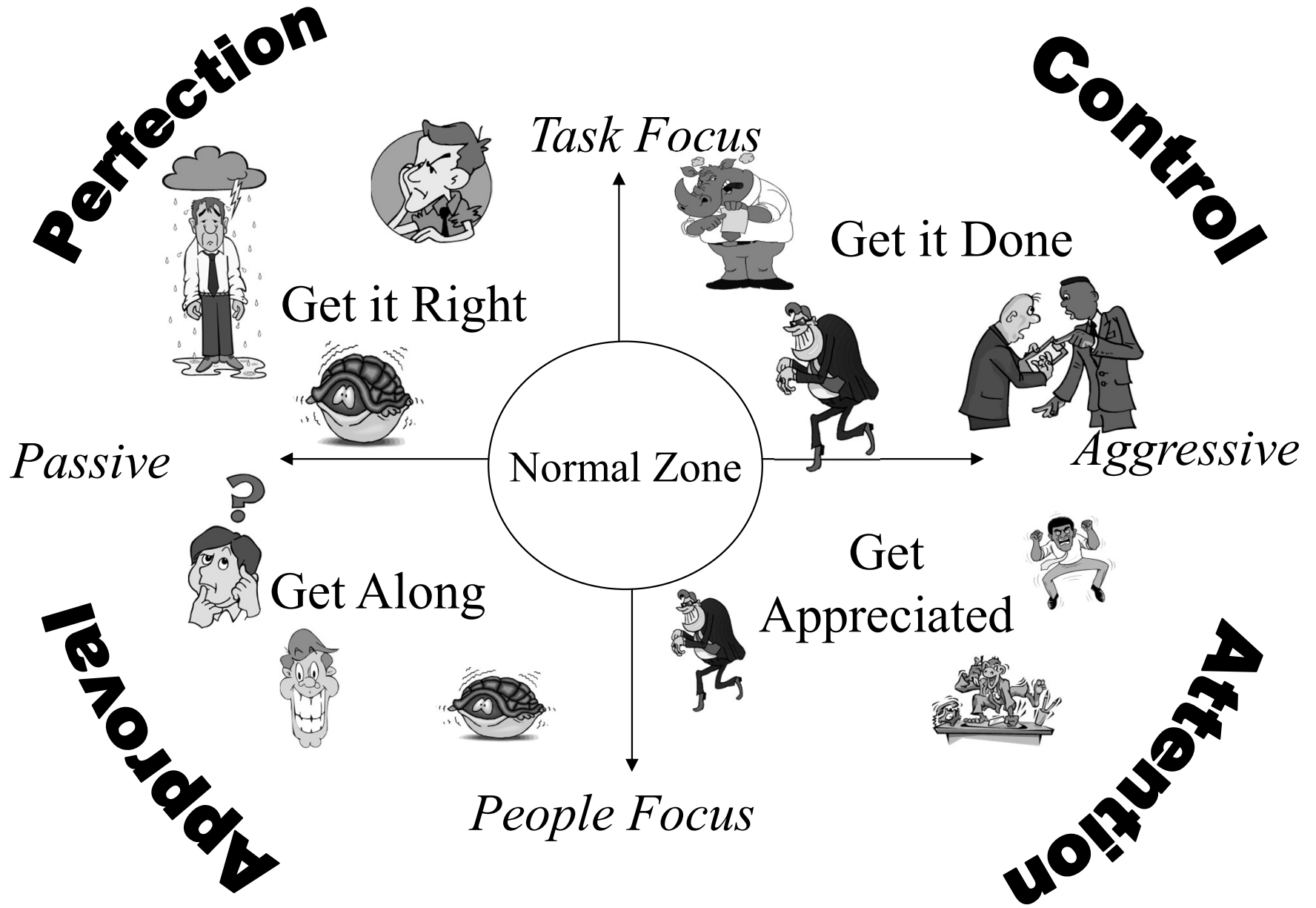
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Do you know Amy G. Data?
She remembers you.....



"Lens of Understanding"





GOOD LUCK!!

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