



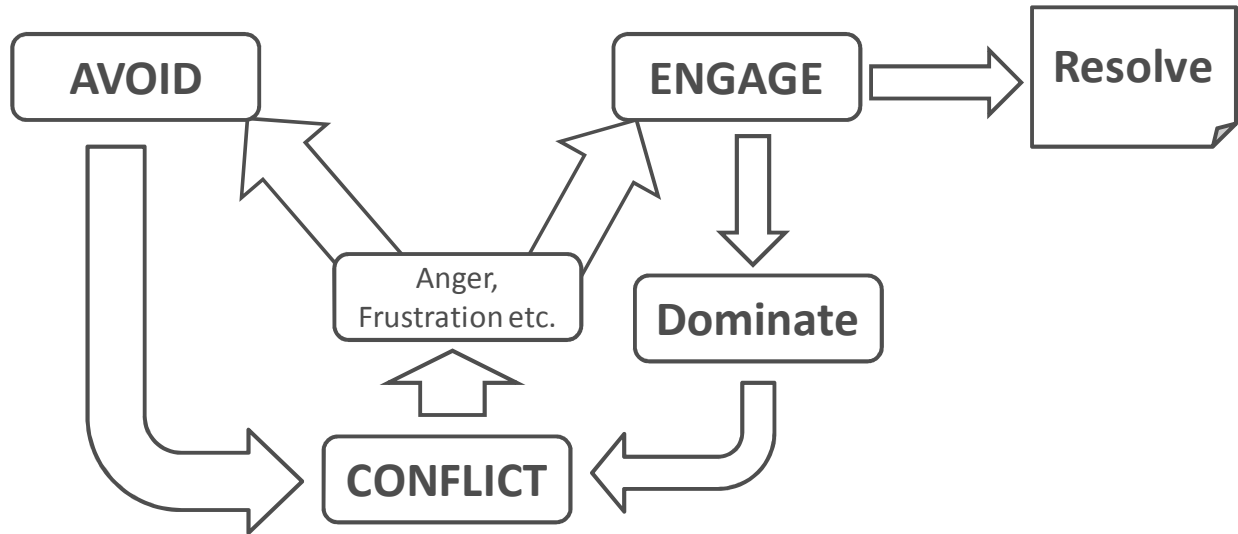
# **“Dealing with Difficult People”**

*Developed and Conducted by*  
PAUL ENDRESS

[www.conflictresolutionwebinars.com](http://www.conflictresolutionwebinars.com)

1-800-788-2068

## The Path of Conflict



## Empowering Beliefs

Adopt these beliefs for best results.

1. Everyone makes the best \_\_\_\_\_ available to them at the time.
2. Behind every behavior is a positive \_\_\_\_\_.
3. There is a \_\_\_\_\_ to every problem.
4. There is no failure, only \_\_\_\_\_.
5. The person with the most \_\_\_\_\_ has the best chance of succeeding.
6. You can't change anyone.
  - You can influence them.
7. No one can control how you \_\_\_\_\_.
8. It's not about \_\_\_\_\_.
9. You must take \_\_\_\_\_ for resolving the conflict.
  - Doesn't mean that you take blame.

## Strategies

- A strategy is a series of \_\_\_\_\_ or \_\_\_\_\_ that fills a need (value) or generates a state.
- May be conscious or unconscious.
- Examples:
  - A need for feeling important
  - A need to forget about circumstances
  - A need to reduce financial pain
  - A need to feel in control of a situation
  - A desire to serve other people
- Examples of empowering strategies:
  - Being on time for meetings
  - Saving money
  - Going beyond the call of duty
  - Being reliable
  - Being respectful of others
  - Good personal grooming
- What could be a desired need or state of each of these behaviors/strategies?
  
- Once you know what outcome is desired you can supply a different, more empowering strategy to get it.
- Remember: People adopt destructive strategies for creating desired positive results.

## How Strategies Work

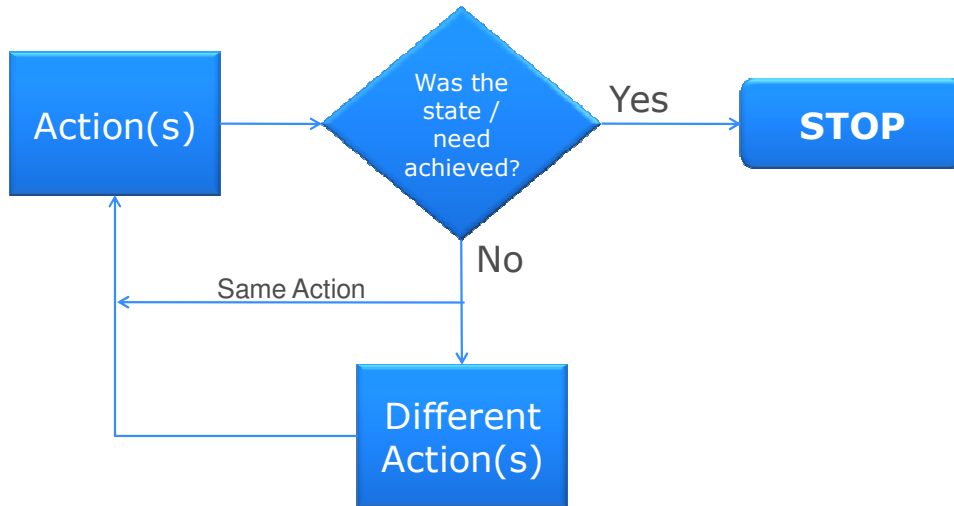
- Every strategy has what is called a “trigger” that starts it.
- Think of a line of dominos.
- The first domino in the line is the trigger.
- Something you do / see / hear / feel first.
- Then there is something that you do next, etc.



### TRIGGERS

- Visual, auditory, physical, smell, or taste that triggers a strategy.
- Can be set or erased.
- Always unconscious.

**Strategy Pattern**



**STRATEGY AS IDENTITY**

For the difficult people that you deal with answer these questions:

Names:			
What is the behavior?			
What else could this mean?			
What is being gained here?			
What do they really need?			
What pain is being avoided?			

- Remove one of the dominos
  - Which one of the steps can you short-circuit?
    - The trigger is easiest to do
    - How will you do it?
  - Stop the benefit
    - How can you remove the benefit?
    - How else can you give them the benefit?

---

**DRAW THE STRATEGY HERE**

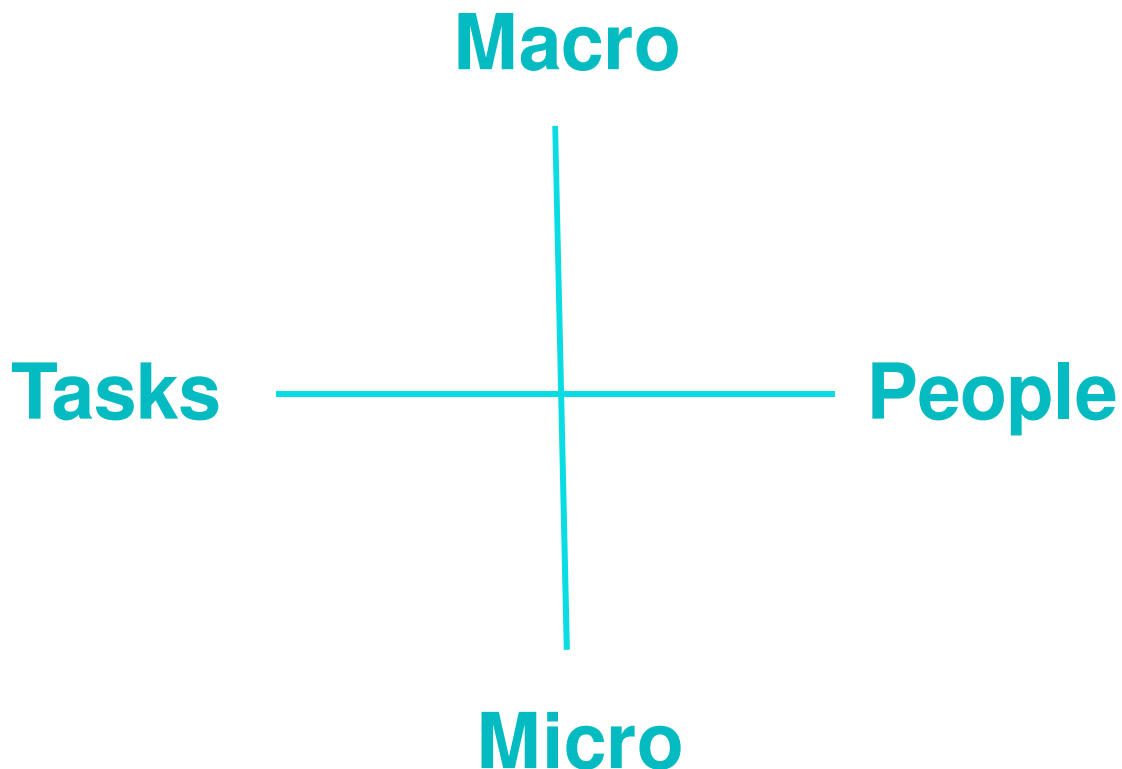
How can you break this strategy?

- Get leverage
  - On yourself if you are avoiding dealing with the situation
    - Ask the question: “What will happen if I continue to do this”?
    - Be honest with yourself
  - On the other person(s)
    - Pain for short term results
    - Pleasure for long term results
- What will happen if this continues?
  
- Fill the vacuum
  - Replace the removed step with something else similar

## Empowering Questions

- Don't tell them what to do
- Lead them to a conclusion
- Use these words to form questions
  - “What”
  - “How”
- Rarely use
  - “Why”
- Use tag questions
  - If you make a statement you own it
  - If you ask a question, they own it
  - Turn any statement into a question with a tag
    - Wouldn't
    - Couldn't
    - Shouldn't
    - Doesn't
    - And many more!

## The Personality Quadrant



## Common Difficult Behaviors

### The Bully

- Come out charging
- Abrupt
- Intimidating
- Attempt to overwhelm

### TYPICAL RESPONSE

- Confusion
- Flight (physical or mental)
- Frustration
- Tears or rage
- These reduce your effectiveness and encourage the bully

### NEEDS:

- Importance
- Demonstrate that they are right

### YOUR SOLUTION

- Stand up to them
  - Otherwise they will squash you
- Break in if necessary
  - Use a pattern interrupt. Name, noise, etc.
- Use the word “I”
- Don’t fight to win
- Be forceful

## Common Difficult Behaviors

### The Sniper

- Subtle version of the bully
  - Snide comments
  - Public or private
  - Higher skill level than bully

### TYPICAL RESPONSE

- Nervous laugh or smile
- Rolling eyes or other nonverbal
- Can be painful to watch as a third party
- Don't intervene unless invited by both parties

### NEEDS:

- Importance
- Demonstrate that they are right

### YOUR SOLUTION

- Call them on it
- Don't give in
- Set a meeting to bring issues to the table and work on them



## Common Difficult Behaviors

### The Angry Person

- Adult version of a temper tantrum
  - Triggered if they feel thwarted, frustrated, unappreciated or other slights
  - You probably know what sets them off
  - They may even threaten you with it
  - May be extremely competent in job functions
  - Causes people to put up with it

### TYPICAL RESPONSE

- Silence
- Passivity or flight
- Anger

### NEEDS

- Importance
- Demonstrate that they are right

### YOUR SOLUTION

- Let them run down
- Use a pattern break
- Remove them from the situation
- Don't allow it to work

## Common Difficult Behaviors

### The Whiner

- May point out real problems
- Two types
  - Complain about you / what you do
  - Complain about others / what they do
- Sometimes “tell on others”
- Finds fault with everything
- Conversation filled with “and” and “but”
- Everyone and everything (except them) is wrong
- Accusatory tone is common

### TYPICAL RESPONSE

- Sympathy / empathy but little action
- May leave you feeling superior
- Avoidance / impatience / dismissal

### NEEDS

- Power / control over people / events
  - May feel powerless in their life
- To be right
- Recognition / significance
- To have things be accurate / exact

### YOUR SOLUTION

- Listen carefully using active listening techniques
- Acknowledge facts if correct
- Don't agree (even if you do agree)
- Use empowering questions to find a solution as quickly as possible
  - Remember: this will result in them owning the answer

## Common Difficult Behaviors

### The Silent Treatment

- Questions / statements are met by silence
- Can't or won't talk
  - May be avoidance
  - May be aggressive
  - Difficult to tell which

### YOUR SOLUTION

- Draw them out
  - Use empowering questions
  - Humorous threats
- Make sure your non-verbals are good
  - Smile and be quiet back
  - Don't fill the silence unless necessary
- “Can I go now?”
  - Your answer is “no”

## Common Difficult Behaviors

### The Rainbow

- Happy, agreeable, smiling
- Make it clear that they like you
- Easily agree with you
- Tell you what you want to hear
- Tend to let you down
- They probably intend to do it
- No follow through

### TYPICAL RESPONSE

- It’s hard not to like someone who likes you
- Inclined to accept their agreeableness

### NEEDS

- To be liked by others
- Avoid conflict

### YOUR SOLUTION

- Reward honesty / reality
- Don’t allow them to make unreasonable commitments
- Question what they are saying
  - “Can you really get this done by tomorrow?”

## Common Difficult Behaviors

### The Rain Cloud

- Always find reasons why things can't or won't work
- Different than realistic analysis
- Never want to find solutions, only problems
- May block other peoples solutions

### TYPICAL RESPONSE

- Depression / despair
- Helplessness
- Inaction

### THEIR NEEDS

- Power
- Distrust

### YOUR STRATEGY

- Make sure they are really a Rain Cloud
- Avoid getting drawn in
- Be realistically optimistic
  - Talk about other successes
- Don't argue
  - It just feeds the fire

## Common Difficult Behaviors

### The Tornado

- Exude a feeling of power
  - Great at making and executing plans
  - Even in the face of great adversity
  - Absolute certainty
- They frequently turn out to be right
- If things go wrong, it is never their fault
  - And they will let you know
- Two types
  - Those who really do know what they are doing
  - Those you pretend that they know what they are doing

### THEIR NEEDS

- Certainty
- Control

### YOUR SOLUTION

- Do your homework
- Listen and acknowledge
- Use empowering questions
- Don't confront directly
- Don't be an expert