





Are they....

- Mean
- Stressed
- Contrary
- Defensive
- Chatty
- Confused Sneaky
- Unreliable
- Critical
- Competitive Spot-lighters
- Unpredictable
- · People who have to have the last word
- Demanding
- Argumentative



Anthem.

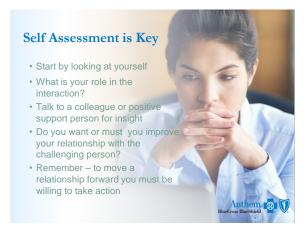
Remember.....

You are not going to be able to change the challenging person but you can change how you respond to his/her challenging behavior.









The Importance of Communication

The key to coping with challenging or difficult people is communication.

The "Sender's" Filters

- Expectations
- History
- Non-verbal Style
- Verbal Style
- · Relationship
- Confidence

The "Receivers" Filters

- Expectations History
- Perception of Non-verbal
- Perception of Verbal Style
- Relationship
- Attention/Distraction





Best Practices

- You have the remote respond rather than react
- You can control your emotions and words
- · Use "I" throughout conversations "I feel this is an issue..."
- It is not about "winning" it is moving the relationship forward

"No one can make you feel inferior without your consent."



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Challenging personalities you might encounter

- Complainers
- Negativists
- Super-agreeable
- Know-it-alls
- Sneaks
- Demanders





Complainers

Negative, helpless, blamers

- · Listen, address quickly and zero in on specifics
- Thank them for bringing the matter to your attention and how important their feedback is
- · Shrink the issue if you can
- Let them know what steps you are taking to address their concern
- Provide updates and follow up
- If ownership of the issue is with them craft a diplomatic response





Negativists

Pessimistic, close-minded, inflexible, distrustful

- Be alert to the potential in yourself and others for being dragged down
- Make optimistic but realistic statements about past successes in solving similar problems
- Do not offer a solution-alternative until the problem has been thoroughly discussed
- Don't try to argue negativists out of their pessimism
- Turn the tables "I see....have you given any thought to how this might be solved?
- · Anticipate their objections, offer facts



Super-Agreeables

Friendly, out-going, sincere, always say "yes", lack follow up

- · Slow down interaction, reassure
- Help them clarify their objections
- · Create a safe environment for sharing their true feelings
- · Help them prioritize tasks
- · Surface the problem & join with them in problem solving
- · Insure their commitment

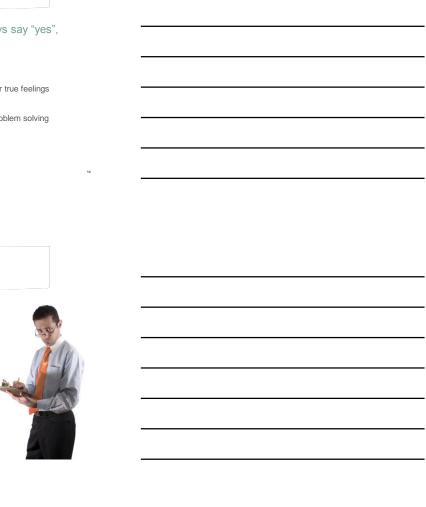


Know-It-Alls

Arrogant, pompous, condescending, imposing, self-centered.

- · Let them speak first
- · Know your facts
- · Let them save face
- · Place concerns in context
- Present your ideas in the least threatening way: Ask questions to project the idea into the future. "So what happens if..."





Demanders

Direct, want it now, don't really care why you aren't able to deliver.

- · Remain calm
- Do not give in to the behavior as this may increase it
- Don't take the attacks personally
- I understand your sense of urgency here...unfortunately...





Assertiveness

Assertiveness is neither passive nor aggressive. It is a direct and appropriate statement that is respectful of others' feelings and opinions.

- · Remember how others perceive you.
- · Acknowledge what you can and cannot control.
- · Focus on "what's in the way of getting the job done."
- Always speak respectfully and try to understand the other person's position.
- Start out gently assertive, but progressively increase firmness if required.







Staying Sane

- Ask "What is going on?"
- Find one thing to agree on
- Acknowledge the other persons feelings
- Listen, Listen, Listen
- Confirm understanding with questions
- Challenge your own point of view



Anthem.



Self-Care During Difficult Times

- Start your day with a good run, walk, exercise
- Eat a healthy breakfast
- Take a deep breath before you walk into work
- Reframe what you do love about your job
- Make a 10 list each morning
- Get a good night sleep (7-8 hours)
- Use alternative methods tea, aromatherapy, journaling, etc.
- Surround yourself with positive people

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