



Dealing with Difficult People

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Agenda

- Objectives
- Introductions
- Your Goal
- Why we Perceive People as Difficult
- Recognizing Differences in Behavior Styles
- Calling Behavior and Giving Feedback
- When All Else Fails.....



Objectives

- Explore reasons for why people are difficult
- Learn about different behavior styles and how they may be perceived as difficult
- Deal with difficult situations by calling people on non-productive behaviors



Personal Introductions

- At your tables, share your
 - Name
 - Work you do
 - Company
 - Finish the sentence. “At work, I really wish people would.....”
- Share statement from each table



Your Goal

- Get what you want from others by helping them get what they want first
- Take personal ownership for removing obstacles
- Have an open dialogue about what is getting in the way



People are Difficult Because...

- Your priority is not theirs
- There is nothing in it for them
 - Basic human needs are:
 - Recognition
 - Belonging
 - Security
 - Self-esteem
 - Financial well-being
 - Control over one's life



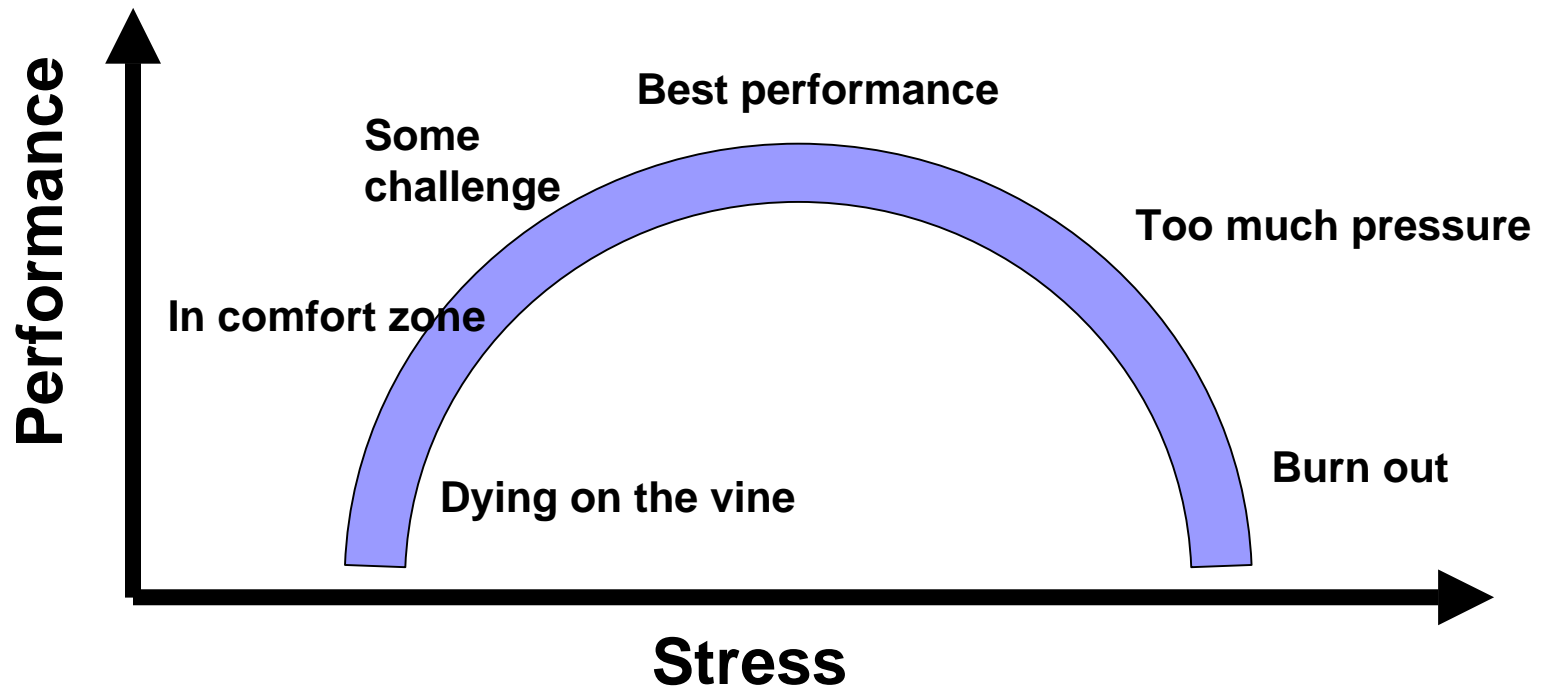
People are Difficult Because.....

Performance-related Issues

- Don't know how-don't have the skill/knowledge
- Don't have decision-making authority
- Job expectations are unclear
- Job measures are inconsistent with task requests
- Consequences/Rewards are not clear

People are Difficult Because.....

- Work Load





People are Difficult Because.....

- The issue is about us
 - Sometimes we perceive people as difficult when we feel threatened or challenged

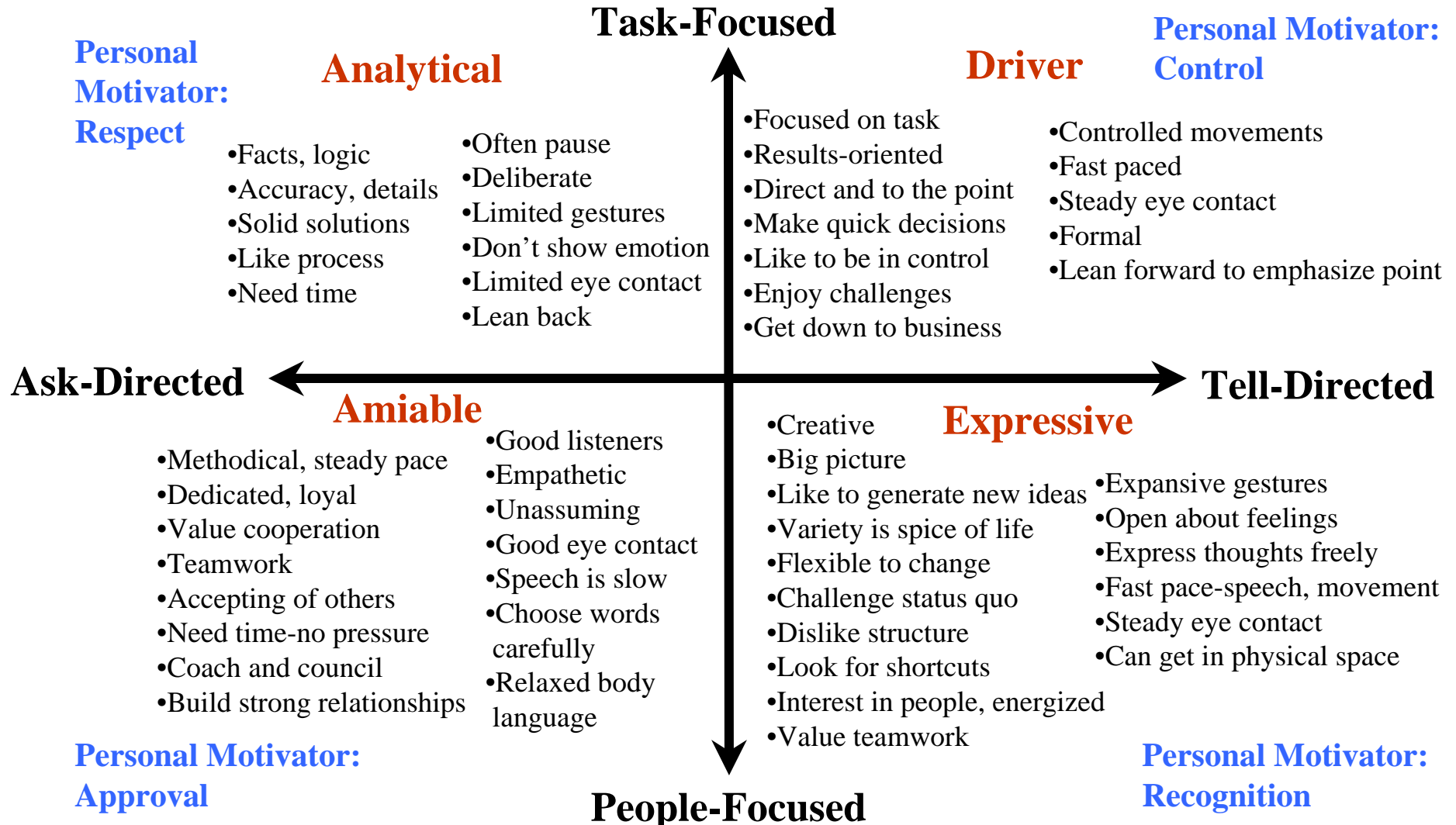


People are Difficult Because.....

Different Behavior Styles

- Their manner of working is very different from ours
- Consider social styles matrix as a tool that helps us understand people's behaviors and learn more about their needs and expectations

Behavior Styles Matrix





Communication Strategies

- Call behavior by offering feedback
- Listen
- Empathize
- Gain commitment
- Show interest and concern
- Establish clear boundaries



Constructive Feedback Model

1. Describe the behavior (i.e. “When you...”; “I’ve noticed...”)
2. Explain the impact (it means...; this happens.....; it affects.....; I feel.....; it is important because.....)
3. Describe the change you would like to see (“What I would like is.....”; “I would appreciate it if....”)
4. Open the discussion (Ask “What do you think?”, “Is this going to be possible?”)
5. Request a commitment (Ask them to offer suggestions for next steps to ensure sustained behavior change)



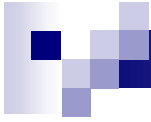
When All Else Fails

- Escalate
- Work around
- Lobby for support from other sources
- Move on



Conclusion

- Managing differences effectively requires an understanding of people's needs, expectations, challenges and behavior styles
- Use communications skills such as listening and giving and receiving feedback to ensure clarity and gain commitment
- Address issues with empathy
- Only use drastic measures when all else fails



Thank You!!

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