

ESRD Network of New England

Welcome to

“Dealing With Difficult People”

Today's Presenter:

Robert J. Mallon

***“He’s going to keep me awake after
that big lunch I just ate!”***

Tips for Today

1. Be Open to Change and Committed to Action...







Tips for Today

2. Process information as “Tools” to your Tool Belt.

Conflict:

A state of opposition between individuals usually concerning ideas, interests, or opinions.

Conflict is Destructive:

- 1. Lowers morale**
- 2. Reduces productivity**
- 3. Causes increased stress levels**

Conflict is Constructive:

- 1. Challenges our thinking**
- 2. Brings up different points of view**
- 3. Causes innovative thinking**
- 4. Increases communication**
- 5. Clarifies the problem**
- 6. Strengthens the relationships**
- 7. Fixes the problem**

DICHOTOMOUS THINKING

Fundamental Attribution Error:

People tend to falsely attribute the negative behaviors of others to their character, (predisposed to being bad) while they attribute their own negative behaviors to their environment.

(It's the situation's fault.)

Fundamental Attribution Error

“We tend to ignore the situational forces that shape other people’s behaviors.”

Lee Ross, Stanford University

THOUGHTS



FEELINGS



BEHAVIORS



RESULTS

Self-Esteem Model

High
Self-Esteem

(Positive)

Thoughts = Feelings = Behaviors = Results
Challenge, Opportunity, Eager



Low
Self-Esteem

Angry, Fearful, Threatened

Thoughts = Feelings = Behaviors = Results
(Negative)

$$\mathbf{E + R = 0}$$

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Events + Response = Outcome

- 1. Events happen to everyone.**
- 2. It's not the events, it's your choice of response.**
- 3. There's always at least two ways to respond.**

$$\mathbf{E + R = 0}$$

Events + Response = Outcome

SPEAKER-LISTENER TECHNIQUE

Rules for the Speaker:

- Speak for yourself
- Keep statements brief
- Stop to let the listener paraphrase

Rules for the Listener:

- Paraphrase what you hear
- Focus on the speaker's message
- Don't rebut

Rules for Both:

- Share the floor

“NO” PEOPLE

- Let them voice their concerns in private.
- Clarify to reduce generalizations.
- Project the positive side.

“COMPLAINERS”

- Listen carefully to their concerns.
- Keep the monkey on them.
- Direct efforts to a solution together.

“TANKS”

1. Command their respect.
 - Be Competent.
 - Hold Eye Contact.

“TANKS”

2. Control your emotions

- Keep breathing.
- Relax your jaw, neck, & hands.
- Repeat a coping statement.

“SNIPERS”

- Ask clarifying questions about their intent.
- Stand your ground.

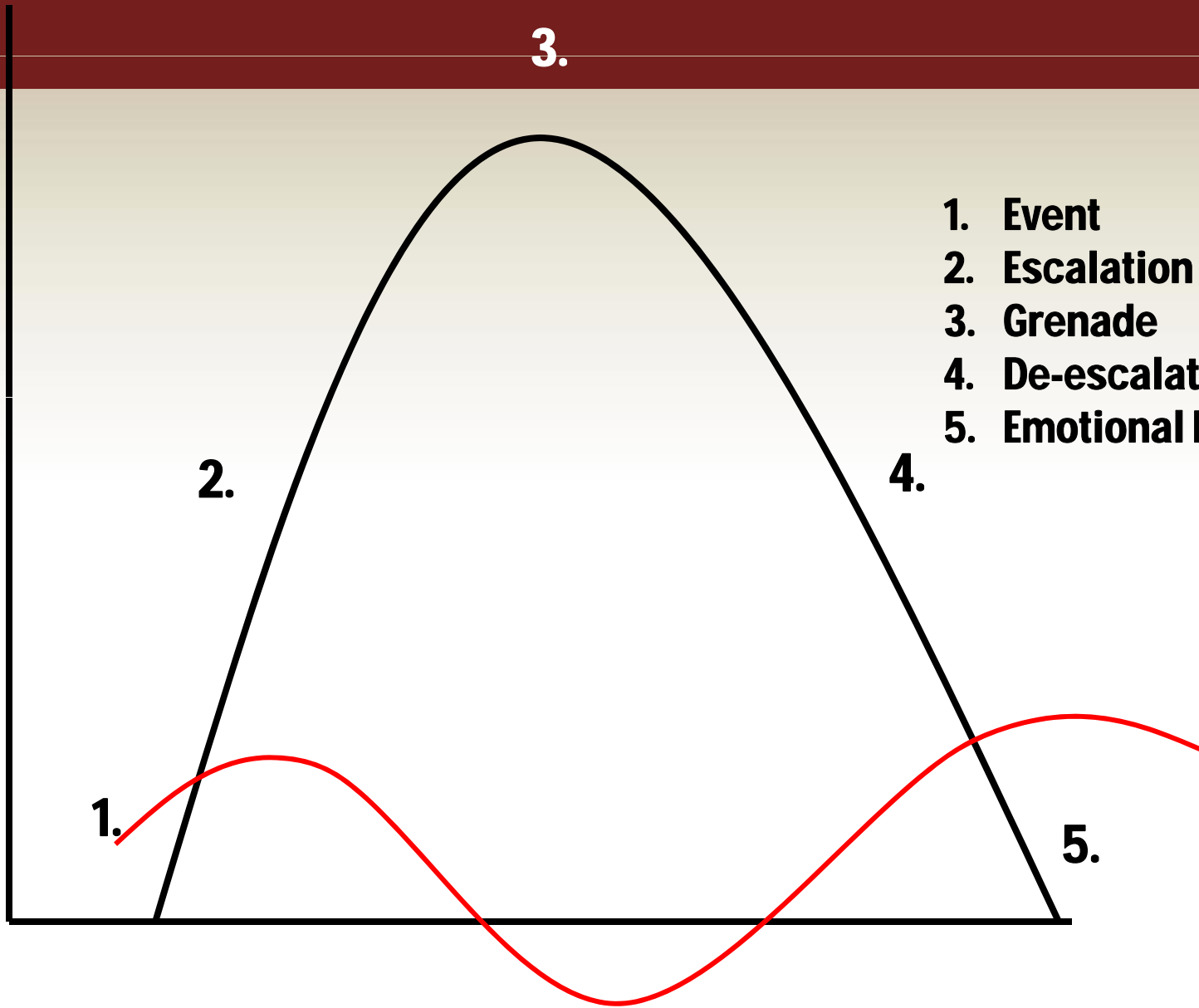
“KNOW-IT-ALLS”

- Know your stuff.
- Use respect language.
- Direct into a mentoring opportunity.

“GRENADES”

- During an explosion, redirect their focus.
- Focus on their emotions – let them know that you care.

Arousal
Judgment



1. Event
2. Escalation
3. Grenade
4. De-escalation
5. Emotional Result

“THINK-THEY-KNOW-IT-ALLS”

- Ask for specifics.
- Use third-party documentation.
- Reward accuracy.

“YES” PEOPLE

- Encourage honesty.
- Assist them in making realistic commitments.

“MAYBE” PEOPLE

- “*Work with me here...*”
- Identify specific hidden fears.
- Hold them accountable.

“NOTHING” PEOPLE

- Create a safe environment for talking.
- Allow plenty of time.
- Invite them to “guess.”

THANK YOU!!!

Please feel free to visit Robert at:

www.RMallon.com