



tough talk
coach

empowering
people to
prevent and
resolve conflict

“Bridging the Gap 2016”
Ventura County Barristers

Dealing with Difficult People
January, 2016

"The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind."

William James

"BRIDGING THE GAP 2016"
VENTURA COUNTY COACHES
Dealing With Difficult People
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GOALS FOR TODAY

- Mine: For you to take away at least one tip, skill, idea or concept that you can use immediately.
- Yours:

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WHAT MAKES A PERSON DIFFICULT?

- Emotionally reactive, defensive, argumentative
- Dishonest, withholding
- Won't listen; interrupts
- Unrealistic, stubborn, inflexible
- Rude, critical, judgmental, arrogant, condescending
- Negative attitude
- All-or-nothing thinking
- Unprepared to engage

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SOLVE THE RIGHT PROBLEM

- Start with the end in mind
 - Long-term and short-term
- Seek first to understand, *then* to be understood
- Problem to solve vs. tension to manage over time
- Win and be right vs. manage or resolve a situation

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SECRET SAUCE: You & EQ

- Look in the mirror
- The only person you can change is *you*
- Be part of the solution – not part of the problem
- Manage your own emotion
- The person who controls the conversation, controls the relationship.

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EMOTIONAL INTELLIGENCE

- Understand your own emotional and physiological self in order to deal effectively with other people. Without the ability to read emotions in others, lacking a sense of another's need or despair, there is no caring.

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➤ Self-aware:

- Feel & identify your own feelings,
- Understand the relationship between thoughts, feelings and reactions.
- Regulate your behavior.

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➤ Self-control:

- Control your impulses: fear, anxiety, anger, sadness (pain that underlies anger)
- Empathy: take other's perspective (feelings, concerns, differences)

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➤ Emotional hijacking:

- Amygdala assesses threat (fear, trouble, pain) and reacts instantaneously like an alarm.
- Triggers the fight, flight or freeze hormones.
- Sometimes referred to as the lizard brain because it stores and imprints unconscious emotional memories.

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SKILLS THAT WORK

- ✓ Be 100% present
- ✓ Separate the person from the problem
- ✓ Listen deeply (fear, pain); show respect
 - Confirm understanding of meaning
 - Develop trust and credibility
- ✓ Empathy; concern; assume good intentions
- ✓ Slow down; avoid escalation
- ✓ Invite vs. mandate or demand
- ✓ Speak only for yourself

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- ✓ Anticipate impact and reactions
- ✓ Visualize your idealized performance
 - Repeated rehearsal
- ✓ Use specific examples to illustrate meaning
- ✓ Manage (realistic) expectations
- ✓ Focus on specific desired outcome
 - Determine *what* before *how*
- ✓ Fix the problem and fix the relationship
- ✓ When things don't add up, something else is going on
- ✓ How to say hard things

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SUMMARY

- Purpose of communication is understanding
- Attitude sets the tone
- EQ determines ability to read people
- Competence determines credibility
- Trust is the coin of the realm
 - Foundation of any relationship
- What outcome do you seek?
 - What are *you* willing to do to achieve it?

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