

Know Where You Stand



A Newport and Wildman Workplace Presentation

Key Assertions

Most employees want to do a good job

Some employees can and do avoid responsibility

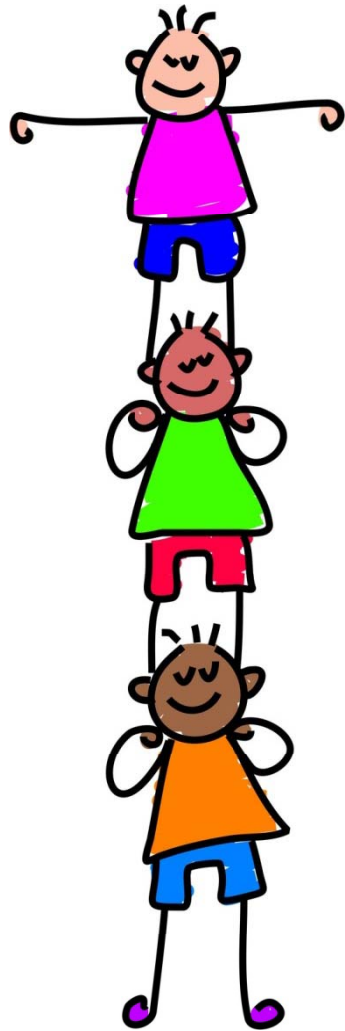
We are good at accommodating them and being reasonable.

We are bad at setting boundaries and being resolute.

Why We Lack Resolve

Difficult people create real pressure on reasonable people

In the workplace this provokes two classic responses:



Accommodation

&

Avoidance



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Behavioural traits of difficult people

Quick to get on the defensive

Quick to get on the offensive

Generally unwilling to accept responsibility

Good at blaming others

Frequently plays the victim

Rarely shows empathy for opposing points of view

Knows how to enlist powerful support

Plays for time and frequently procrastinates

Behavioural traits of reasonable people

Quick to identify common ground

Rarely attacks

Always prepared to share their load of responsibility

Willing to look at solutions

Slow to blame

Good at accommodating

Willing to empathise and listen

Uses powerful support as a last resort

Gives people time to sort themselves out

Negative Social Behaviour at Work

Refusing to be talked to

Making fun of a person's private life

Assigning degrading tasks

Rumours

Assigning senseless tasks

Being treated like air

Shouting at or cursing loud at a person

Negative Social Behaviour and Bullying

Negative Social Behaviour

Bullying

- Everybody is affected
 - Unsystematic
 - Sporadic or permanent
 - Seldom or frequent
 - (Un-) equal power structure
 - Negative effect on health
- Targeted at a particular person
 - Systematic
 - Permanent (1/2 year)
 - Frequent (once a week)
 - Unequal power structure
 - Severe negative effect on health

Assertiveness

Assertive People are:

1. CLEAR about their boundaries
2. CLEAN in their communication.

Truly assertive people do not give out mixed messages.

You always know where you stand.



Needs and Difficult People

Once I have started to label someone as DIFFICULT
I have begun to describe a PATTERN of behaviour

This is a sign for me to begin to identify what I NEED

When I am not getting what I need
I need to say so

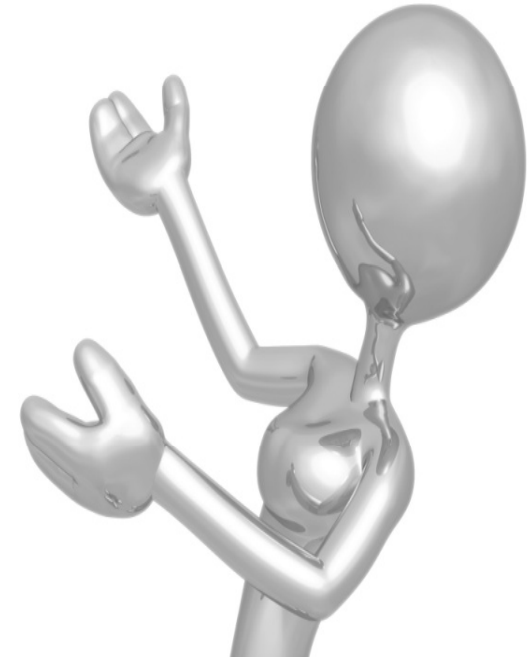
Now is the time to construct an I statement



Know Where You Stand

The Formula

1. All agree to raise any concerns each has with the other, in a professional, fair, discreet and courteous manner, as soon as possible, directly with the other.



Know Where You Stand

The Formula

2. All agree to listen to the person raising the concern, and to communicate back to the other what they have heard, before responding with any concerns of their own.



Know Where You Stand

The Formula

3. All further agree to a cooling off period of 24 – 48 hours if they cannot immediately agree.

To meet again and attempt a resolution.

To agree to disagree if the concern is only minor.

Call in a third party, and to inform the other before so doing, if a concern is not resolved to their mutual satisfaction.



VICTIM
"I'm Blameless"
Safe - "Love me no matter what"

*Drama - Crisis
Energy*

*Consuming
What's your favorite role?*

The Karpman Drama Triangle

RESCUER

"I'm Good"
Accepted

Enabling Role -
Indifference is an
Important tool.

PERSECUTOR

"I'm Right"
Power

The Importance of Support
Understanding Our Role

*Original Source © 1968
by the
Transactional Analysis Bulletin*

Know Where You Stand

The Formula

4. All understand that conversations with third parties,
Particularly with a supervisor, manager or key support person,
Can take place at any time without the other person's permission –
Provided the conversation remains professional and discreet.
It is only when you want to involve them in resolving issues between you that you need to inform the other first.



Know Where You Stand

The Formula

5. When speaking with a supervisor or manager or another third party all accept responsibility for bringing that person's attention to this agreement should they choose to want to intervene when you simply want them to just listen and advise.



The Real World

“The real world is full of paradox and mystery and strangeness and can't be accounted for in 'how-to-books'”

Johnnie Moore