

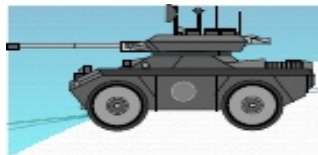


Getting the best out of people.... when they are at their worst'

- The 10 most unwanted list: specific behaviours that represent people at their worst
- The lens of understanding: a magnifying glass on the motives behind these unhelpful behaviours
- Bringing out the best in people at their worst: skills & strategies



10 Most Unwanted



THE TANK



THE SNIPER



THE GRENADE



THE KNOW IT ALL



**THE THINK
THEY KNOW
IT ALL**



THE YES PERSON



THE MAYBE PERSON



THE NOTHING PERSON



THE NO PERSON



THE WHINER

The Tank

- Attacking, confrontational, aggressive
- Want their own way and will do anything to get it
- Need to prove that their view of the world is right



The Sniper

- Sarcastic
- Not-so-subtle comments make you feel foolish in front of others
- Often very witty



The Grenade

- Explosive
- Blaming
- Ranting & raving
- Behavior can seem disproportionate to situation



The Know-it-all

- Thorough, accurate thinkers/experts
- Low tolerance for correction or other views
- Condescending
- Quick to blame you if things go wrong!



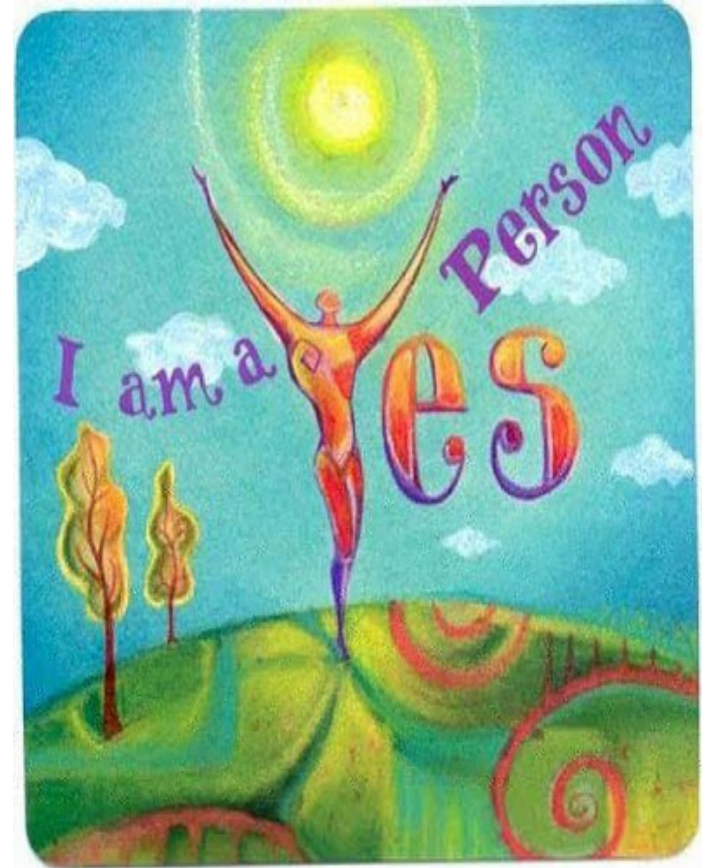
They Think They Know-it-all

- Seek admiration and respect of others by acting like experts when they are not
- Specialists in jargon, useless advice, unsolicited opinion
- Often unaware of gaps in their knowledge



The 'Yes' person

- Quick to agree / slow to deliver
- Will say yes to avoid confrontation
- Overcommits & becomes resentful
- *Can then become 'The Sniper'*



The 'Maybe' Person

- Avoidant: 'not sure at the moment'
- Puts off making decisions to avoid disapproval
- Decision eventually makes itself then not their fault



The 'Nothing' Person

- Clam up when asked for comment
- Avoids eye contact
- Blocking: *' I don't know '.....'just do it your way'*
- Difficult to work out why they are unresponsive



The 'No' Person

- Find fault with everything, complaining, accusing
- Dismisses possible solutions: '*we've tried that before*'
- 'Someone' should be doing something
- Don't take action themselves



The Whiner

- Pessimistic, helpless, overwhelmed
- Lowers energy level of others
- Perfectionist and nothing measures up to their standards
- 'Yes, but.....'



Lens of Understanding

- Positive intentions behind difficult behaviours:
- Get it done: Tanks, Snipers, Know-it-alls (Control)
- Get it Right: Nothing, No, Whiner (Perfection)
- Get Along With: Nothing, Yes, Maybe (Approval)
- Get Appreciation: Grenade, They Think They-know-it-all, Sniper (Appreciation)

Options

- Maintain status quo; complain to others
- Walk away; do nothing
- Change perspective about other person's behaviour
- Change own behaviour
- *‘ if we always do what we’ve always done, we’ll always get what we’ve always got’*

The Tank

- Controls by being confrontational
- Carefully gain their attention (use their name)
- Use assertive, not aggressive, communication
- Quickly backtrack the main point... *'I hear you are having a problem with the way this has been done...'*
- Speak from your own point of view; aim for the bottom line
.... *'the time I'm investing in it now will save time and money in the future'*

The Sniper

- Controls by humiliation
- Question the attack immediately
- Give the Sniper a way to withdraw by asking searchlight questions: *'we all have to work together in this Division (state purpose) to encourage teamwork (align with purpose) ; my aim is..... I'm not clear what [.....] has to do with [.....]*
- Suggest a civil future: I'd like us to talk through issues 1:1 from now on, I promise to be available
- Address any genuine problems

The Grenade

- Your goal is to take control as the Grenade starts to lose it
- Get their attention, use their name, raise your voice, ensure your tone and language is friendly
- Give them time to run down; let's take a few minutes
- Show that you take them seriously

The Know-it-all

- Controls by dominating
- Do your homework & remember: they must know the answer to questions
- Listen, acknowledge, question without confronting
- Use 'we/us': '*what do you suppose might happen if we...*'.
- Requires patience
- Make time for reflection '*I'd like to think about that*'

They Think They Know-it-All

- State the facts as an alternative version: *my understanding is.....I've seen....'*
- Find your compassion for their hidden insecurity
- Give them a way out: *thanks for bringing upit's jogged my memory about*
- Break the cycle – give them credit when credit is due
- Use gentle confrontation to describe the consequences of their negative behavior

The Yes Person

- Make honesty non-threatening
- Help them to prioritise and plan
- Tell them how much they're valued
- Review difficult situations with them and ask what they'd do differently next time

The Maybe Person

- Ask about their concerns
- Provide support and reassurance that no decision is perfect
- Help them to problem solve e.g. decision-making process

The Nothing Person

- Use patience and humour – not anger or frustration
- Ask open questions
- Use the friendly, silent gaze...don't fill the silence
- Comment on what's happening... '*I notice....*'

The No person

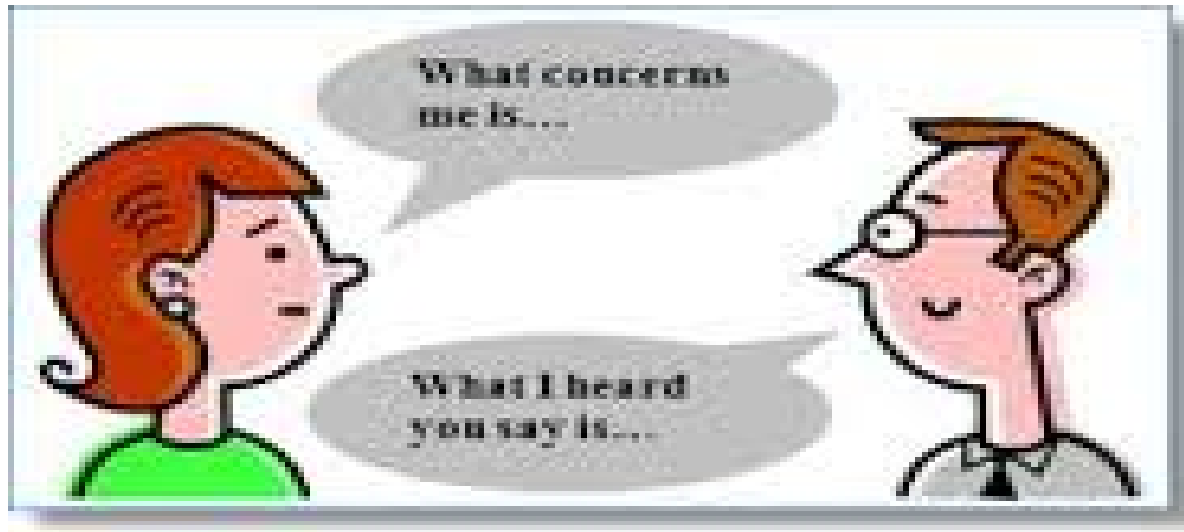
- Avoid becoming drawn in...*'if you change your mind let us know...have a think about it and come back to me with your ideas for...'*
- State your own realistic optimism
- Don't argue or propose solutions
- Use them as a resource: *'what are your thoughts on...?'*

The Whiner

- Listen and acknowledge their complaints without agreement or apology
- Use limiting responses: : ‘*yes and....*’
- Be prepared to interrupt to be specific: ‘*what do you want?*’
- Move into problem-solving with them
- Be prepared to ‘draw the line’

Basic strategy (on the spot)

- Assess positive intent: listen, summarise and clarify
- Speak to be heard: give your perspective and positive intent



Basic strategy (time to think)

- Describe the behaviour in detail
- Write down your understanding of the behaviour
- Review what has gone well and less well with the person
- Choose the most effective strategy
- Identify what you need to practice
- Follow through!

