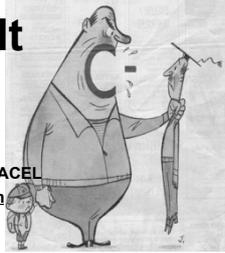


Dealing with Those

Difficult Adult Behaviours

CHRIS DAICOS
Dip. Tch (primary) BA BSW MAPP FACEL
www.chrisdaicos@bigpond.com
cdaico@bigpond.com



What is difficult behavior?

- ♦ Behavior that thwarts or frustrates us
- ♦ Behavior that threatens us (physically but more likely psychologically)
- ♦ Behavior that delays or disrupts the problem-solving process
- ♦ Defensive behavior others use when they feel threatened and under pressure

Qualities of difficult people

- Overreact to criticism
- Avoid others or hide information
- Blame Others
- Exhibit loss of emotional control
- Become hostile for no apparent reason
- Seem apathetic
- Appear very anxious
- Manipulate others
- Show wide or sudden shifts of mood for no obvious reason
- Are overly controlling
- Seem rebellious
- Become argumentative
- Attack others physically or verbally

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Effects of difficult behavior

- ♦ Prevents us from doing our jobs (performance)
- ♦ Causes us not to enjoy our jobs (motivation)
- ♦ Lowers our self-esteem and confidence (psychological well being)
- ♦ Results in high levels of stress (health)

Causes of difficult behavior

- ◆ Learned behavior (getting their way)
- ◆ Feeling thwarted and threatened
- ◆ Exceptional levels of stress
- ◆ Reactions to their difficult behavior which reinforce the behavior by increasing the stress they are already feeling
- ◆ Inflexibility (on both sides)

Four Choices

These are the difficult people that most people cannot stand working with, talking to, or dealing with.

You have four options:

1. **Stay and do nothing**
2. **Vote with your feet**
3. **Change your attitude about your fellow colleagues**
4. **Change your behavior**

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If you don't correct people when they upset you, they will never learn how to treat you with respect.

-Alena Cruz

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The main skills/qualities to develop.....

- ◆ Self Confidence
- ◆ Effective Communication
- ◆ Assertion

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Observations About People

People:

- Are creatures of habit
- Behave in certain ways to meet their needs

Observations:

- How we communicate is a habit
- When our needs are not met, we react
- Stronger the need, the stronger the reaction

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Lens of Understanding

Everybody responds to different situations predictably during times of challenge, difficulty, or stress.

People tend to move outside their behavior comfort zone and become either more passive or more aggressive than normal.

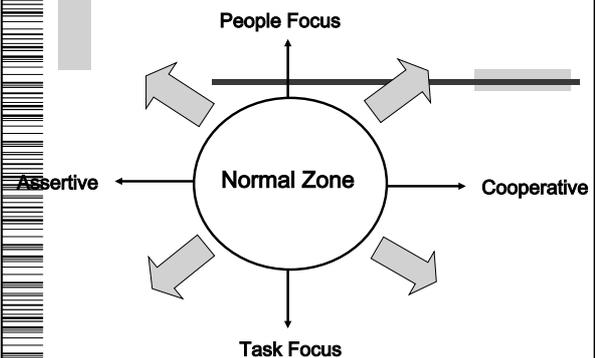
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Patterns

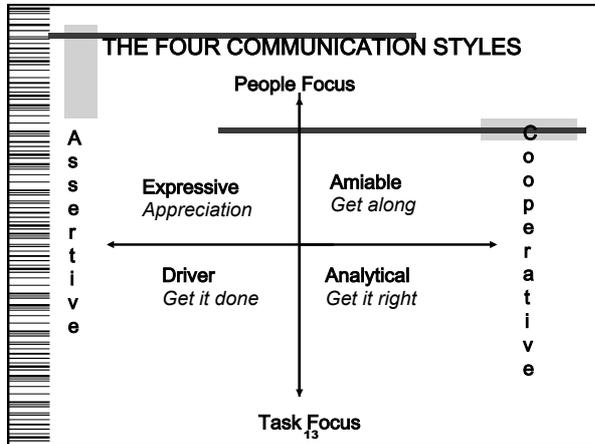
For a better understanding of a person's predictable behavior during times of duress, look for patterns of behavior to determine what people usually focus their attention on in a given situation.

- People vs. Task
- Assertive vs. Cooperative

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- ### Four General Intents
1. Get the job done.
 2. Get the job done right.
 3. Get along with people.
 4. Get appreciation from people.
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The Steamroller/the Tank, The Aggressive

"Gonna roll right over you"

Their Behavior:

- Hostile & Pushy
- Intimidating
- Controlling
- Superior
- Come out charging
- Abusive
- Abrupt
- Overwhelming
- Bombard you with unrelenting criticism and arguments



Your Goal:

- Command Respect

The Tank

Your Behavior:

- Remain calm
- Speak quietly & deliberately
- Make assertive I statements
- Above all, stand-up for yourself (but do so appropriately)
- Try to get the DP to sit down
- Avoid a head-on fight if possible
- Be ready to be friendly once the incident has passed



The Sniper

"I've got you in my sights"

Their Behavior:

- Secret attacks & hidden back-stabbing
- Innuendo, digs & non-playful teasing
- Negative undertones & superior attitude
- Avoids confrontation
- Use social constraints
- Believe making others look bad makes them look good

Your Goal:

- Bring the sniper out of hiding



The Sniper

Your Behavior:

- Be aware of what is happening
- Ask questions **Intent & Relevance:**
- Flush out the real problem & deal with it
- Point out facts & consequences
- Try to provide a peaceful alternative
- Seek group confirmation (snipers hate being exposed to others)
- If you are a witness, stay out of it, but insist that it stop in front of you.



The Complainer

"I'm so blah, blah..."

Their Behavior:

- Points out problems but doesn't offer any ideas or solutions
- Feels powerless
- Strong sense of what "should" be happening
- Self-validating (others don't change)

Your Goal:

- Form a problem-solving alliance

And another thing ...
blah, blah,
whine, whine



The Complainer

Your Behavior:

- Listen & acknowledge but do not agree or apologize
- Focus on problem-solving. Ask "What action do you plan to take?"
- Continue asking "What do you plan to do?"
- State facts - avoid argument
- Interrupt when the complaints seem endless and ask for a summarizing statement
- Use limiting questions

And another thing ...
blah, blah,
whine, whine



The Clam

"No comment"

Their Behavior:

- Silent
- Unresponsive
- Timid, uncomfortable, and uncertain.
- Wants to avoid conflict or hurting anyone.
- Often feels angry because "the wrong decision" was made.
- Some can't relate authentically or speak honestly

Your Goal:

- Persuade the clam to talk



The Clam

Your Behavior:

- Ask open-ended questions
- If response is "I don't know" ask them to take a guess
- Provide enough time for a response but set time limits
- Present two options & ask them to choose
- If you get no response, comment on what's happening. End your comment with an open-ended question.
- Lighten-up & watch for non-verbal signals
- If you get no response, comment on what's happening.
- Give unsolicited feedback
- When they finally open up, be attentive and watch your impulse to gush




The Silent Ones

Who, what, where, how when questions.

"What needs to be done to fix this?"

"A moment ago I asked you what you thought about X and you didn't answer, I'm still wondering.... what's going on?"

"I'm just guessing here but....."

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The Yes Person

"Sure, I'll do it"

Their Behavior:

- Quick to agree
- Slow to deliver or follow-through
- Over commit themselves
- Need to be liked & make others feel liked
- To gain acceptance and avoid conflict, they will tell you things that are satisfying to hear

Your Goal:

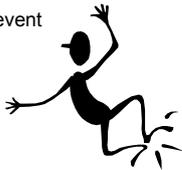
- Get a commitment you can count on



The yes Person

Your Behavior:

- Make honesty non-threatening
- Focus on realistic commitments
- Surface underlying issues that prevent them from taking action
- Establish a relationship; take personal interest in them
- Propose win-win solutions
- Do not accept unrealistic commitments.
- Be ready to compromise.
- Listen to their humour.

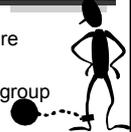


The Perpetual Pessimist

"It will never work"

Their Behavior:

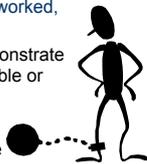
- Believe everything will fail (although they are personally competent)
- Disagrees with suggestions and criticises group processes
- "It won't work" as mantra
- Tap potential for despair in others
- Corrosive influence on groups & demotivating for the individual
- This person has difficulties dealing with a deep seated inner conflict – lack of power over their own lives.



The Perpetual Pessimist

Your Behavior:

- Be alert to being "dragged down"
- Use them as a resource, see negativism constructively
- Ask what has been done before; what worked, what didn't & why
- Set-up a "worst case scenario" to demonstrate that even the worst outcome isn't horrible or insurmountable
- Don't argue
- Don't rush into proposing solutions. Be restrained.
- Suggest what won't work before they do..
- At length, be ready to take action on your own



The Know-It-All

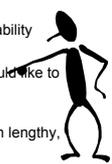
"Let me tell you all about it"

Their Behavior:

- Think they know everything & will be happy to share it with you -- ad nauseam
- Feel that your ideas are inferior
- Can be condescending & pompous
- Overwhelming need to be recognised for their intellectual ability
- Could be suffering from a lack of self importance
- Perhaps unable to participate in the level in which they would like to contribute
- Are boring, dull and very tedious.
- Control people and events by dominating conversation with lengthy, imperious arguments.
- Tries to find flaws in everything

Your Goal:

- Open the know-it-all's mind to new ideas



The Know-It-All

Your Behavior:

- Turn them into a “mentor”
- Ask for their opinion
- Listen carefully & acknowledge
- Present your views as alternatives
- Be prepared & know your stuff but don't challenge or try to be a counter expert
- Ask questions firmly but don't confront
- Be prepared yourself
- Actively listen
- Avoid dogmatic statements & being a counter expert.
- Ask extensional questions.
- Present alternatives and detours which capture their interest
- As a last resort, choose to subordinate yourself



Acknowledge Positive Intent

FOCUS ON TASKS

Control (to get the job done)

- Sherman Tanks, Snipers, Know-it-alls

Perfection (to get it right)

- Complainers, Negativists, Unresponsives

Acknowledge Positive Intent

FOCUS ON PEOPLE

Approval Seeking (to get along)

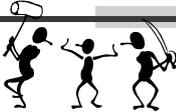
- Super-agreeables, Indecisives

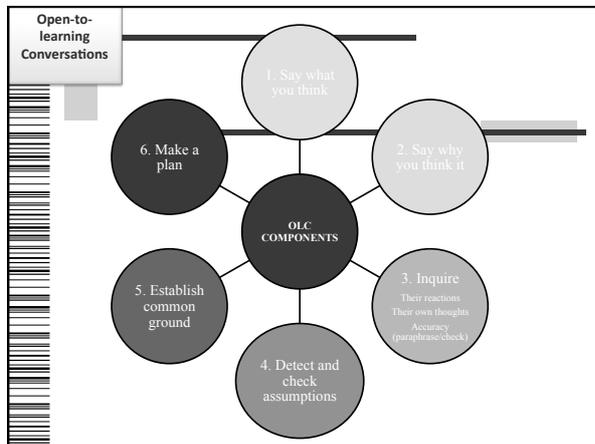
Attention Getting (to get appreciation)

- Exploders, Snipers

General Responses to DPs

- Remain calm
- Listen actively
- Understand their motivation
- Try to diffuse the situation
- Use “I” statements instead of “you always” statements
- Be firm, consistent, persistent & confident
- Try to lessen your exposure to the behavior
- Try to reduce the causes of the behavior
- Focus on problem solving
- Act with confidence
- Collaborate





- ## Other programs Offered
- Building Resilience in Children and Adolescents
 - Adult Resilience – Well being – Learning to Bungee Jump (Staff Morale)
 - The Language of Optimism/ Leadership with an Optimistic Edge
 - Developing a Safe School- Anti-Bullying
 - Developing Leadership Skills
 - Dealing with Difficult Adult
 - Managing Conflict in the Workplace
 - How to Engage Young People in Conversation
 - Developing A Growth Mindset
 - Peer Counselling / Mediation
 - Building Professional Learning Teams
 - Managing Change
 - Student Leadership
 - Assertiveness Training
 - Appraisal – Performance Review
 - Giving and Receiving Feedback
 - Basic and Advanced Counselling Skills Building
 - Effective teams
- PARENTING PROGRAMS**
- Building Resilience in Children and Adolescents
 - Teaching Children the Language of Optimism
 - Why Wont They Do As They Are Told?
 - Is Your Child a Bully or the Victim of One?
 - How To Talk So Kids Will Listen and Listen So Kids Will Talk.
 - Is Your Child Ready To Start Prep?
 - Are You Ready For ADOLESCENCE??
- Coaching for teams and individuals is also available.**