

Dealing with Challenging People

When dealing with challenging people, it is important to understand the motivation behind the action/reaction. What determines focus and assertiveness? There are four general intents; 1) Get the task done, 2) Get the task right, 3) Get along with people, and 4) Get appreciation from people. Understanding whether an individual is task oriented or people oriented will help with interactions. Let's look at some challenging personality types from these intents. Stay tuned for more personalities in our next issue!

TANK

FOCUS: Task

INTENT: Get it done.

TOOLS: Aggressive behavior to control

YOUR GOAL: Command respect
- Hold your ground, interrupt the attack, and quickly backtrack their main point

SNIPER

FOCUS: Task

INTENT: Get it done

TOOLS: Aggressive behavior to take control

YOUR GOAL: Bring the sniper out of hiding - Use searchlight questions, use tank strategy if needed, go on a grievance patrol, and suggest a civil future

THE "NO" PERSON

FOCUS: Task

INTENT: Get it right

TOOLS: Avoiding mistakes by always pointing out the negatives. Perfectionist

YOUR GOAL: Transition to problem solving - Use them as a resource, leave the door open, and acknowledge their good intent

THE "YES" PERSON

FOCUS: People

INTENT: Get along

TOOLS: Pleasantries and passive behaviors to seek approval and please others.

YOUR GOAL: Get commitments you can count on - Talk honestly, help them learn to plan, ensure commitment, and strengthen the relationship

THE GRENADE

FOCUS: People

INTENT: Get appreciated

TOOLS: Aggressive behavior to demand attention

YOUR GOAL: Take control of situation -Get their attention, aim for the heart, reduce intensity, time off for good behavior, and "Grenade" prevention

KNOW-IT-ALL

- **FOCUS:** Task
- **INTENT:** Get it done
- **TOOLS:** Control; domination; manipulation
- **YOUR GOAL:** Open their minds to new ideas. Be prepared and know your stuff. Present your views indirectly. Blend with doubts and desires. Turn them into mentors.

THE WHINER

• **FOCUS:** Task

• **INTENT:** Get it right

• **TOOLS:** Chronic complaining and worrying. Perfectionist

• **YOUR GOAL:** Form a problem solving alliance. Listen for the main points & acknowledge. Interrupt and get specific. Shift the focus to solutions. Show them the future. Draw the line.

THE NOTHING PERSON

• **FOCUS:** Task or People

• **INTENT:** Get it right; get along

• **TOOLS:** Silence

• **YOUR GOAL:** Persuade them to talk. Plan enough time. Ask open-ended questions expectantly. Lighten it up. Guess. Show the future.