

**ENBIS Workshop:
Statistical Consulting and
Change Management**
Section 5
Assertiveness
Newcastle, United Kingdom
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5.1

**How do I Deal with Resistance
I Observe?**
Assertiveness

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5.2

Assertiveness

- An attitude and a way of acting in any situation where you need to:
 - Convey information
 - Ask for what you need
 - Deal with resistance



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5.3

What is Your Dominant Behavior Style?

- Passive
- Aggressive
- Passive aggressive
- Assertive



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5.4

Your Dominant Style

1. You are kept waiting more than 10 minutes for a meeting to start
2. You are sitting in a movie and people are talking behind you
3. Your neighbor is playing loud music
4. You would like to return something to a store and get a refund
5. You're standing in line and someone steps in front of you
6. You receive food at restaurant that is over or under cooked
7. You would like a colleague to write a letter of recommendation for you
8. Your spouse/partner/roommate is not doing their fair share of work around the house
9. Your colleague is not doing their fair share of a project
10. You are at a meeting with your supervisor and would like to speak up, but are sure they will not like what you have to say

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5.5

Your Dominant Style Con't

11. You are at a gathering and would like to meet new people, but don't know what to say
12. Someone near you is smoking and it is starting to bother you
13. You find a friend's behavior unacceptable
14. You are talking to someone about something important and they don't seem to be listening
15. Someone stops you in the hall just as you are heading to the restroom
16. You are speaking and someone interrupts you
17. You receive and unjust criticism from someone
18. Your phone rings, but you don't feel like answering it
19. Your friend has owed you money for a long time and you could use it
20. Your boss keeps you waiting for more than 20 minutes

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Aggressive

- Demanding, abrasive, hostile or condescending
- Attempts to get what you want by force
- Creates enemies and conflict
- Sets up others to be withdraw or fight back
- Creates passive-aggressive behavior

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Passive Aggressive

- Instead of openly confronting conflict, anger is expressed in a covert manner
- Complaining about something or someone
- Seldom get what you want
- Leaves others feeling angry, confuse, and resentful

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Manipulative

- Attempts to get what you want by making others feel sorry for them or guilty
- Play the martyr role to get others to do what they want
- Causes people to feel angry and resentful



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Non-assertive Behavior

- Yielding to someone else's preferences
- Not conveying information
- You may be overly invested in being "nice" or not offending someone
- You may be afraid they will not listen to you



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Assertive Behavior

- Asking for what you want or need in a simple, direct fashion that does not negate, attack or manipulate
- You communicate while maintaining respect and consideration for others
- You communicate without apologizing



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The Assertive Interaction

- Use assertive nonverbal behavior
- Keep it simple
- Be specific
- Use “I” statements
- Talk about behaviors not personality
- Don’t apologize



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Nonverbal Assertive Behavior

- Looking directly at another person when addressing them
- Maintain an open rather than closed posture
- Do not back off or move away
- Stay calm

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Assertiveness does not mean you always get what you want

Assertiveness improves your chances
of being effective

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Assertiveness Techniques

- Broken record
- Fogging
- Content to process
- Assertive inquiry
- Defusing

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Broken Record

- Stating what you want repeatedly in a calm, direct manner with the persistence of a broken record

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Fogging

- Agree impart with the criticism
- If you don't agree with the specifics, agree with the general principle behind the criticism
- Best used if someone is being critical
- Do this in a calm, quiet tone of voice without being defensive or sarcastic



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Content to Process

- Changes the focus of the discussion from the content to a description of what's happening
- If someone gets angry, makes a joke, or brings up something irrelevant, you point out what they're doing and bring the focus back to content
- "That's not what we're talking about"



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Assertive Inquiry

- When attacked you can often defuse the attack by asking what is their problem with your input

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Ways in Which Someone Might Resist

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Diversions Tactics

- Floods you with details
 - You ask a simple question, you get more information than you need
 - You feel bored or confused about what this has to do with the problem at hand
- Technique: Assertive inquiry
 - How is this relevant to the problem?
 - What is the point here?
 - How does this effect the issue?



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Attacking

- Angry words directed at you
- Making a joke of what you say
- You are reminded that they live in the “real world” and are facing “real world” problems
- Technique: Fogging
 - You may be right, however, the issue here is...
 - That’s true
 - It may seem that way to you, but I’ve observed...
 - I disagree



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Delaying

- Keep asking for more details
 - No matter how much you provide, it's not enough
 - You get impatient
- Keep putting you off
 - Telling you they're too busy to
 - » meet with you
 - » implement a plan
 - » start a project
 - » finish a project
- Technique: Broken record
 - Keep repeating the request
 - I want, we will, the approach we will use is...

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Why — Not What

- Questions about your methodology
- Repeated questions about method or suggestions of alternatives
- Spending time and energy spinning theories
- Talking about how things should be instead of how things are
- Technique: Content to process
 - “We’re not talking about the methodology right now”
 - “We resolved that issue before we started”
 - “I know you don’t like what this means, but...”
 - “We gotten off the subject now, let’s go back to the results”
 - “What, specifically, do you think should be done?”
 - “How would that be different?”

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Workshop

Assertiveness

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Examples

- You have neighbors who consistently play loud music. This has started to interfere with your sleep.
- You have a co-worker who spends more time on the phone than doing work. You frequently have helped them out, but you are becoming resentful.
- Your connection at the bank you are consulting with does not return your phone calls in a timely manner. This is making it difficult for you to get ready for your time at the bank.
- You are organizing a conference. The participants don't get requested information to you in a timely manner.
- The company you consult with consistently pays you 30-60 days beyond the time agreed upon in your contract. This is causing some difficulty because you pay your expenses up front.
- You suspect a team is "fudging" data in their projects.
- On evaluations of your training, you consistently get complaints about things you cannot control. They are really under the control of the organizer from the company. You don't want to alienate your customer.
- You have a colleague who you believe is "padding" their bills.

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