



Eastern Association for the Surgery of Trauma

Advancing Science, Fostering Relationships, and Building Careers

**Taking the Lead: Strategies for Leading within Your Group
An EAST Leadership Development Workshop**

**January 10, 2017
The Diplomat Beach Resort
Hollywood, Florida**

**Taking the Lead: Strategies for Leading within Your Group
An EAST Leadership Development Workshop**

Tuesday, January 10, 2017

8:00 am – 4:00 pm

Presented by the EAST Career Development Section

Target Audience: Early Career Trauma and Acute Care Surgeons

Needs Statement: A successful career as an acute care surgeon requires education, planning, and guidance. Not all young surgeons have experts in career development in their mentor pool. This workshop provides essential contacts and education to help acute care surgeons succeed.

Overview: This re-designed workshop is part of the EAST Leadership Development series. It is a three part, multi-year course focusing on the career development of the young trauma surgeon. Each workshop is designed to be a stand-alone course. In this way, surgeons can participate in the course at any time in the three-part series. This year's workshop will focus on leadership skills and strategies for the individual acute care surgeon. The knowledge and skills gained at this course can be applied not only at one's own medical center but also at the organizational level. Team-based learning exercises will be incorporated to encourage an active learning experience and provide more opportunity for interaction with course faculty. The faculty members include distinguished trauma and acute care surgery leaders known for excellence, not only in the EAST organization, but throughout the world.

Learner Objectives:

At the conclusion of the workshop, the participant should be better able to:

1. Describe effective teaching skills and team leading strategies.
2. Recognize different personality types and communication styles and apply that knowledge to challenging leadership scenarios.
3. Analyze difficult leadership situations and apply leadership and team-building principles.

Course Directors: Bradley M. Dennis, MD, Gary T. Marshall, MD, Ayodele T. Sangosanya, MD

Faculty:

Mitchell Cohen, MD; Ronald I. Gross, MD; Stanley J. Kurek, Jr., DO; Andrew B. Peitzman, MD; PJ Schenarts, MD; C. William Schwab, MD; David A. Spain, MD; Nicole A. Stassen, MD; Cynthia L. Talley, MD

Schedule:

8:00 am – 8:15 am	Introduction – Cynthia L. Talley, MD
8:15 am – 8:45 am	Effective Teaching Skills – PJ Schenarts, MD
8:45 am – 9:15 am	Communication Styles/Skills, Personality Types and Generational Differences – Nicole A. Stassen, MD
9:15 am – 9:45 am	Teaching Others – Team Based Learning Breakouts
9:45 am – 10:00 am	Break
10:00 am – 10:30 am	Team Leading Strategies – David A. Spain, MD
10:30 am – 11:00 am	Building a Unified and Complementary Department – C. William Schwab, MD
11:00 am – 11:30 am	Dealing with Difficult People – Ronald I. Gross, MD
11:30am – 12:15 pm	Lunch
12:15 pm – 12:45 pm	Lifeboat Scenario – Team Based Learning Breakouts
12:45 pm – 1:15 pm	Managing Up – Dealing with a Weak Boss – Mitchell Cohen, MD
1:15 pm – 1:45 pm	Motivating Others and Resilience – Stanley J. Kurek, Jr., DO
1:45 pm – 2:15 pm	Personality Types –Team Based Learning Breakouts
2:15 pm – 2:30 pm	Break
2:30 pm – 3:00pm	Doing the Dirty Work: Hiring/Firing/Interviewing Faculty, Fellows, Residents, and Office Staff – Andrew B. Peitzman, MD
3:00 pm – 3:30 pm	Q/A with the Faculty
3:30 pm – 4:00 pm	Takeaways and Wrap Up – Cynthia Talley, MD



EFFECTIVE TEACHING: ON THE FLY



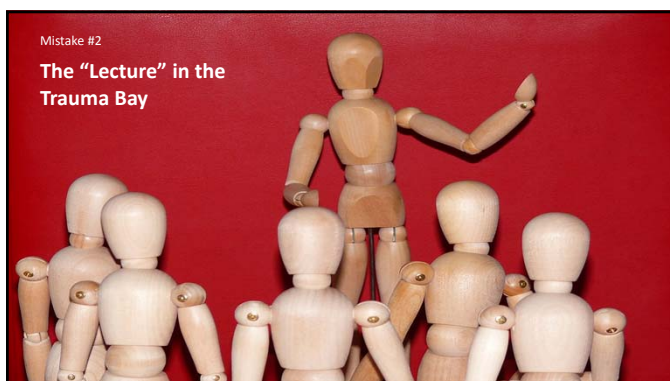


What are you thinking ?
What do I need to learn
for my test ?

Learning Objectives

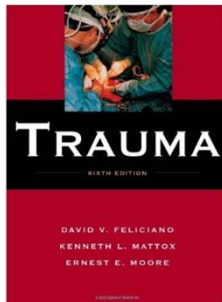
Only a single objective: How to be an effective teacher when you're busy doing other things.

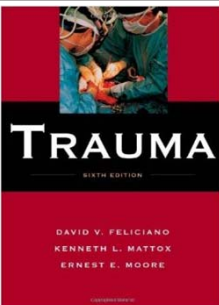




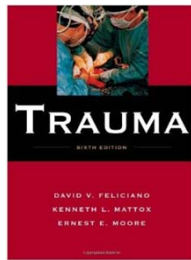


2 hours to give the medical students a lecture on trauma

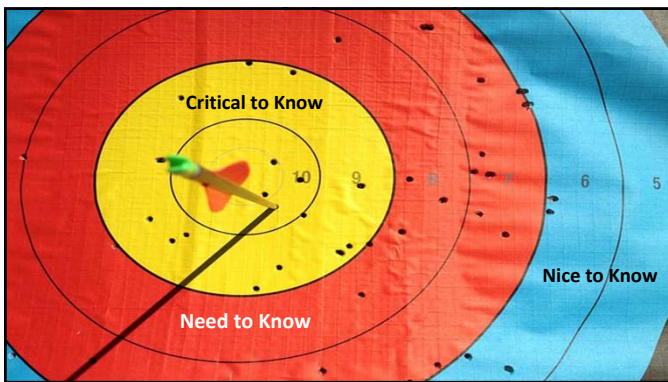




65 Chapters, 1,477 pages



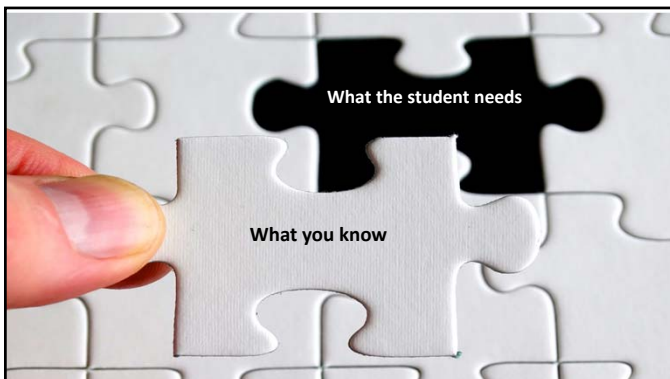
1,477 pages / 120 min = 12.3 pages per min









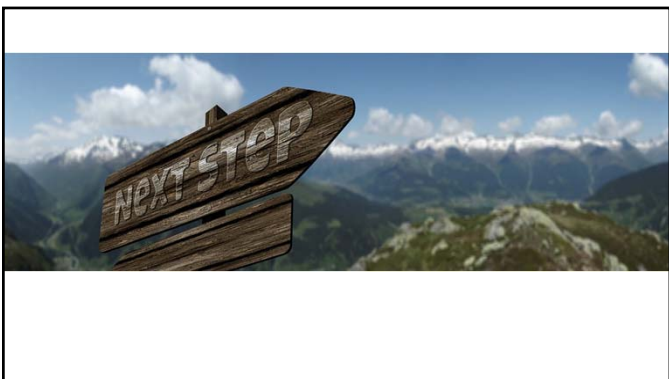


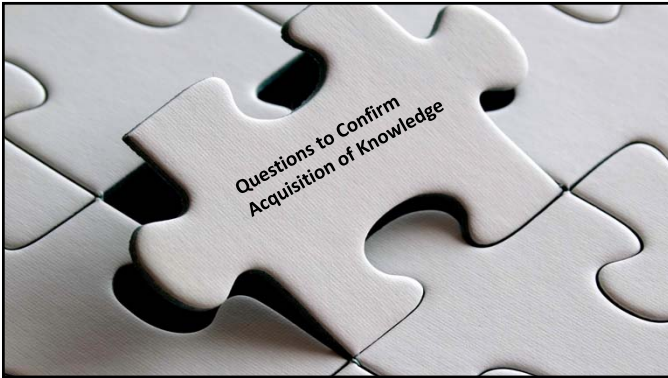


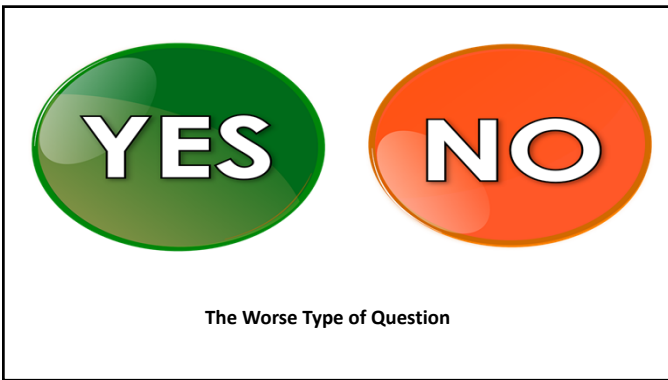
Beware of the
superficial learner



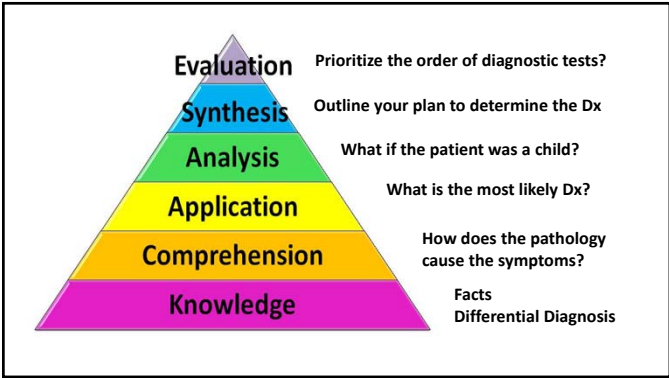
Build on what they know:
Correct errors
Add concepts









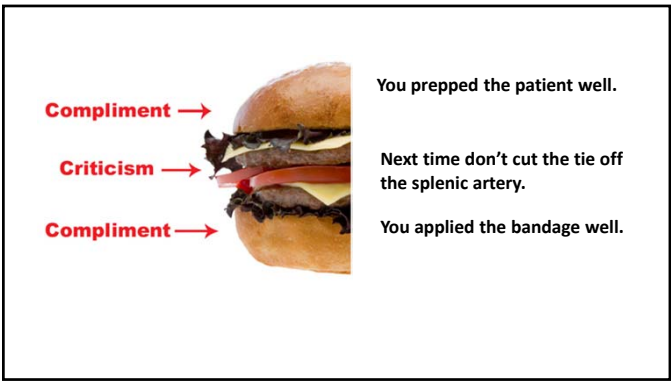




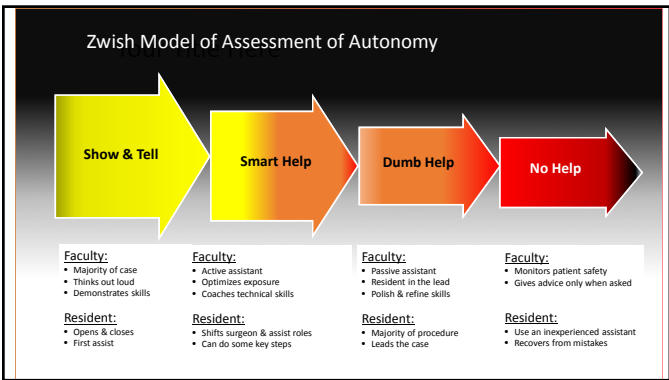














EAST Leadership Development Workshop

Communication Styles/Skills,
Personality Types and Generational Differences



Nicole A. Stassen, MD, FACS, FCCM
President - Eastern Association for the Surgery of Trauma
Associate Professor of Surgery - University of Rochester
Rochester, NY



Disclosures

I have nothing to disclose.



Short amount of time for a complex topic



Why is This Important?

Having an understanding of personalities,
communication styles, and generational
differences of those you work with
can be productive and
a place to work

**They are all
interconnected!!**



The Generations

- Traditionalists - 1900-1945
- Baby Boomers - 1946 - 1964
- Generation X - 1965 - 1981
- Millennials – 1982-...



Issues Affected by Generational Diversity

- Turnover
- Recruitment
- Morale
- Team building
- Communication
- Customer service
- Culture change
- Diversity
- Rewards
- Feedback
- Employer of choice
- Organizational objectives



	Traditionalists	Baby Boomers	Generation x	Millennials
Communications	Face to Face Formal Memo	In Person Formal Memo	Email/ Cell Phone	Text Messaging
Feedback	No News is Good News	Once a year Review with documentation	Instant, Immediate feedback	Individualized Feedback at the push of a button!
Rewards	The satisfaction of a job well done	Money, title, the corner office	Freedom is the ultimate response	Work that has meaning for me!
Balance	Support me in shifting the balance	Help me balance everyone else & find meaning myself	Balance now, not at 60	Flexibility so I can balance all my activities



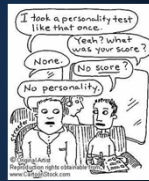
Personality

- The complex of characteristics that distinguishes an individual or group
- The totality of an individual's behavioral and emotional characteristics



Personality “Types”

- Hippocrates 600BC
 - Body fluids/temperament: sanguine, choleric, phlegmatic, melancholic
- Ancient Asia
 - Earth, wind, fire, water
- Carl Jung 1921
 - Preference for how we “function”
- Isabel Briggs-Myers 1962
 - MBTI 16 Types
 - Introvert/extrovert
 - Sensing/intuiting
 - Thinking/feeling
 - Perceiving/judging
- David Keirsey 1967
 - Temperaments: guardian, artisan, rationalist, idealist
- Don Lowry 1978 – “True Colors”



True Colors



Instructions: Compare all 4 items in each row. Do not analyze each word, just get a sense of each one from your **gut** or the **gut** reaction to reading the words to find out if it is a 1 or 2.

Row	Item 1	Item 2	Item 3	Item 4
Row 1	Adventurous	Imaginative	Logical	Practical
Row 2	Adventurous	Imaginative	Logical	Practical
Row 3	Adventurous	Imaginative	Logical	Practical
Row 4	Adventurous	Imaginative	Logical	Practical
Row 5	Adventurous	Imaginative	Logical	Practical
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Row 99	Adventurous	Imaginative	Logical	Practical
Row 100	Adventurous	Imaginative	Logical	Practical

Rating of the scores in the colored boxes: 1 = greater than 20 points have been reached in color. Please go back and read the instructions.

Orange

ORANGE

short-term driven
 welcomes change and variety
 spontaneous
 imaginative
 impulsive

See Self

- Fun loving, enjoys life
- Spontaneous
- Flexible, adaptable
- Carefree
- Proficient, capable
- Hands on person
- Practical
- Problem solver
- Good negotiator
- Here and now person
- Does many things at once
- Eclectic

Others See

- Irresponsible
- Flaky
- Wish-washy
- Not serious
- Spends time on things they enjoy
- Not interested in ideas
- Disobey rules
- Manipulative, not to be trusted
- Not able to stay on task
- Cluttered
- Indecisive






How to Work With Orange

ORANGE

short-term driven
 welcomes change and variety
 spontaneous
 imaginative
 impulsive

- Be active with them, don't slow them down
- Be spontaneous and fun, not a heavy
- Compete in fun when appropriate
- Be adventuresome and optimistic
- Be energetic and ready to go

Gold

GOLD

loyalty driven
 respects rules and authority
 systematic
 organized
 conservative

See Self

- Stable
- Providing security
- Dependable
- Firm
- Always have a view
- Efficient
- Realistic
- Decisive
- Executive type
- Good planner
- Orderly, neat
- Punctual, expect same

Others See



- Rigid
- Controlling, bossy
- Dull, boring
- Stubborn, pigheaded
- Opinionated
- System-bound
- Unimaginative
- Limiting flexibility
- Uptight
- Sets own agenda
- Rigid idea of time





How to Work With Gold

- Remember to be on time
- Try to be extra organized and efficient
- They are generous but like things returned
- Do what you say you will do
- Be dependable, loyal
- Respect their need for security

Green

See Self

- Superior intellect
- 98% right
- Tough-minded
- Efficient, powerful
- Original and unique
- Rational
- Great planner
- Calm not emotional
- Precise not repetitive
- Under control
- Able to find flaws objectively
- Holding firm to policy

Others See



- Intellectual snob
- Arrogant
- Afraid to open up
- Unappreciative,
- Stingy with praise
- Doesn't consider people in plans
- Critical, fault-finding
- Cool, aloof, unfeeling
- Eccentric, weird





How to Work With Green

- Be aware of their curiosity about life
- Give things that challenge their problem-solving abilities
- Respect their need for independence
- Know they are caring even though they may not show it
- Respect their inventions and ideas
- Give them time to process information

Blue

See Self

- Warm, caring, compassionate
- Likes to please people
- Trusting
- Romantic
- Spiritual
- Creative
- Idealistic
- People person
- Willing to work tirelessly for a cause
- Unselfish
- Empathetic
- Wanting harmony

Others See

- Overemotional
- Groveling, fawning, soft
- Too trusting
- Mushy
- Hopelessly naïve
- Too nice
- Aloof
- Smothering
- Manipulative
- Ignores policy, create chaos
- Talks too much
- Illogical, incomprehensive

How to Work With Blue

- Spend quality time one-on-one with them
- Be aware they wear their heart on their sleeve
- Listen to them as they listen to you
- Be supportive
- Share your thoughts and feelings
- Praise their imagination and creativity

Benefits of Knowing “Types”

- Improves communications
- Builds positive self-esteem for self and others
- Creates more effective relationships
- Appreciate and encourage diversity
- Builds effective teams
- Clarifies career direction through self-understanding

Pitfalls of Knowing “Types”

- Pigeonholing – one color vs. spectrum
- Losing sight of people’s complexity
- Engaging in expected behaviors
- Using “style” as excuse for behavior



Communication Styles

Your communication style is the “you” that is on display every day, the outer pattern of behavior that others see.

If your style is very different from the other person’s, it may be difficult for the two of you to develop rapport



Improving Communication Skills

- First Goal
 - Understand your own communication preferred style
- Second Goal
 - Develop greater understanding for different styles
- Third Goal
 - Manage relationships by adapting style “style-flexing”





Where Should You Be?

- No best place to be
- Successful people are everywhere along the sociability continuum
- There are some commonsense guidelines to follow if you fall at either end of the continuum

Logos for **UR MEDICINE** and **east** are visible in the bottom left and right corners, respectively.

Being Flexible is Important

- Low sociability
 - may need to be more expressive to avoid perception of indifference or unconcerned
- High sociability
 - may need to curb exuberance if more formal environment is required

Logos for **UR MEDICINE** and **east** are visible in the bottom left and right corners, respectively.

Being Flexible Is Important

- Low on dominance
 - more assertive temporarily to achieve an objective
 - learn to be responsive without giving up convictions
- High on dominance
 - curb strong opinions and limit demands to establish cooperative relationships



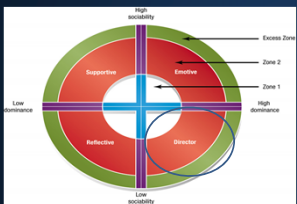
Emotive Style



- Appears quite active
- Takes social initiative
- Encourages informality
- Expresses emotional opinions



Directive Style

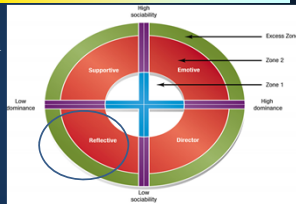


- Appears quite busy
- May give impression of not listening
- Displays rather serious attitude
- Likes to maintain control



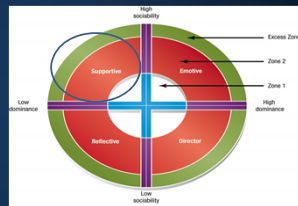
Reflective Style

- Controls emotional expression
- Displays preference for order
- Tends to express measured opinions
- Seems difficult to get to know



Supportive Style

- Appears to be quiet and reserved
- Listens attentively
- Tends to avoid use of power
- Makes thoughtful decisions in deliberate manner



Identify Yourself?

- Nobody conforms completely to one style
- Only one dimension of personality
- Only deals with behaviors that others can observe
- May be able to identify the style least like yourself



Strategies for Adapting Your Style

- Identify the style of the other person
- Think of ways to flex your style to gain a social endorsement
- Several style adaptation strategies.....



Flexing to an Emotive Style

- Take time to build a social as well as a business relationship
- Display interest in a person's ideas, interests, and experiences
- Do not place too much emphasis on details
- Maintain a fast and spontaneous pace



Flexing to a Director Style

- Be specific, brief, and to the point
- Present the facts logically and be prepared to provide specific answers
- Maintain fast and decisive pace
- Project strength and confidence
- Messages should be short and to the point



Flexing to a Reflective Style

- Be well organized
- Be straightforward and direct
- Be accurate and realistic when presenting information
- Messages should be detailed and precise
- Speak slowly and systematically



Flexing to a Supportive Style

- Show a sincere interest
- Identify areas of common interests
- Draw out other's personal goals and views
- Listen and be responsive
- Do not be pushy
- Put priority on relationship building



Style Flexing: Pitfalls and Possibilities

- If sincere and honest, style flexing can:
 - help build constructive relationships
 - be a valuable and productive communication strategy
 - be especially critical when something important is at stake



Ok So You Know All of this, Now What?



Your Relational Reality



- Do you know what it's like to be on the other side of you?
- Do you know how to connect with people in every social context?
- Are you easy to connect with?
- Do people like being around you?
- Are you able to be physically and emotionally present with people even when you have tight deadlines?
- Do you always have to win?
- Have you truly ever experienced being present with someone else?
- Do you know how to slow down enough to hear what someone else is saying?



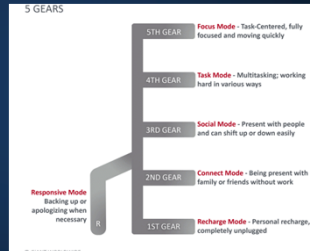
Relational Intelligence/Competency

- The capacity to establish, develop, and maintain key relationships
- Five circles of influence
 - Personal
 - Family
 - Team
 - Organization
 - Community



5 Gears

- In our culture most adults suffer from one or two of three connectivity problems:
 - They rarely understand which gear they are operating in at any given moment.
 - They rarely know what gear the other people in their life are operating in.
 - They rarely take the time to practice shifting and operating in each gear.



EAST Leadership Development Workshop

Communication Styles/Skills,
Personality Types and Generational Differences



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President - Eastern Association for the Surgery of Trauma
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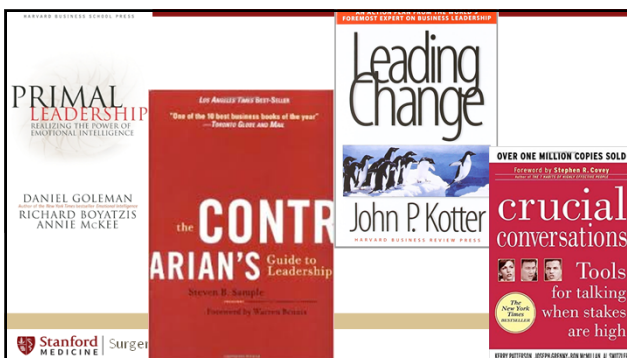


Team Leading Strategies

David A. Spain, MD
Chief of Acute Care Surgery, Stanford

Leadership

- Cottage industry out there
- Tons of books and on-line material
- Not sure any one is better than the next (think they all say the same thing in different ways)
- So find something that resonates with you



Teams

- Trauma and Acute Care Surgery is a unique example in health care of team care:
 - There has to be a clear “captain of the ship” who is in charge; the ED is no place for democracy ...
 - But also, trauma has always been a team sport (trauma, e-med, ortho, nursing, etc)
 - Clinical care
 - Performance improvement
- Trauma is almost always the most multidisciplinary and one of the highest functioning teams in the hospital
- As other specialties move to this new team model, they often struggle and then come to see how we do it

Leadership

- All of you as Acute Care Surgeon will be leaders:
 - Resuscitation and operation
 - Team on rounds, clinic, etc
 - Committees or PI projects
 - Research team
- There are few, if any, “natural born” leaders
- A lot of being a good leader has to do with your:
 - Emotional intelligence (EQ)
 - Leadership style(s)
 - Situational awareness

Emotional intelligence

The Six Leadership Styles at a Glance

Daniel Goleman's research found that leaders use six styles. Each springs from different components of emotional intelligence. Below is a summary of the styles, their origin, when they work best and their impact on the organization's climate and its performance.

Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions in ourselves and in our relationships.

— Daniel Goleman, *Working with Emotional Intelligence*

Goleman, Daniel. “Leadership that Gets Results” *Harvard Business Review*. March-April 2000 p. 82-83.

	Commanding	Visionary	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Team Leading Strategies

5 Positive Leadership Strategies by Jon Gordon

1. Make Your Culture a Priority
2. Share a Positive Vision
3. Develop a Fleet of Bus Drivers
4. Fill the VOID...Often
5. Turn Negative Energy into Positive Solutions

1. Make culture a priority

- Lot of fear and negativity out there
- Your group, your partners, your inner circle is the *most* important thing for success of the program
- Strength on the inside and a united front to the outside
- Core values easy:
 - We all want to take great care of the patients
 - Academics:
 - We want to train the next generation of surgeons correctly
 - Contribute meaningful new knowledge

1. Make culture a priority

- Lots of ways to build strong team
- Mostly depends on who you recruit
- But also on how you work
 - My group has a strong tendency to work together and help each other
 - Not particularly social outside of work

2. Share a Positive Vision

- Should be clear, simple and important
- The whole group should buy into this
- Should align with your Dept. and Hospital

3. Develop a Fleet of Bus Drivers

- The “get the right people on the bus” analogy
- But you don’t want to have to be the one to drive the bus every single time, every single day
- Empower your team to act and take on responsibilities:
 - Has to be consistent the vision
 - Watch out for rogue missions
- Who owns the monkey?

Management Time: Who's Got the Monkey?

by William Oncken, Jr., and Donald L. Wass

 Harvard Business Review

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Let us imagine that a manager is walking down the hall and that he notices one of his subordinates, Jones, coming his way. When the two meet, Jones greets the manager with, "Good morning. By the way, we've got a problem. You see...." As Jones continues, the manager recognizes in this problem the two characteristics common to all the problems his subordinates gratuitously bring to his attention. Namely, the manager knows (a) enough to get involved, but (b) not enough to make the on-the-spot decision expected of him. Eventually, the manager says, "So glad you brought this up. I'm in a rush right now. Meanwhile, let me think about it, and I'll let you know." Then he and Jones part company.

Who's got the monkey?

Let us analyze what just happened. Before the two of them met, on whose back was the "monkey"? The subordinate's. After they parted, on whose back was it? The manager's.

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Who's got the monkey?

- Rule 1: monkeys should be fed or shot
 - Rule 2: the monkey population must be kept below the maximum you can feed
 - Rule 3: monkeys should be fed by appointment only
 - Rule 4: monkeys should only be fed face-to-face or by phone, not e-mail
 - Rule 5: monkeys should be given initiative
-
- My point being, if you enable your team (i.e. have a fleet of bus drivers), then you won't have to own every monkey

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4. Fill the void ... often

- Have to be the “face” of the team, program or project
- Share the vision up and down the chain of command
- And listen – a lot
 - Listen to hear, not to respond
 - Common problem, I have to watch out for this *all* the time
- Then fill the void with positive energy
 - Don’t let negative energy and fear creep in and fill the void
 - “Couldn’t be better”

5. Turn Negative Energy into Positive Solutions

- Encourage your team to ask and answer the following questions:
 1. What can we learn from these challenges?
 2. How can we improve because of it?
 3. What opportunities does it present?
 4. What actions do we need to take now?

Team Leading Strategies

- Those are all nice thoughts about leadership style and philosophy
- What about specifics of leading a change effort?

Leading Change: 8 step process

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower your team for action
6. Generate short term wins
7. Consolidate the gains and produce more change
8. Anchor the new approaches in the culture

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Great Book

- Quick read
- Really resonated with me

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The Five Dysfunctions of a Team

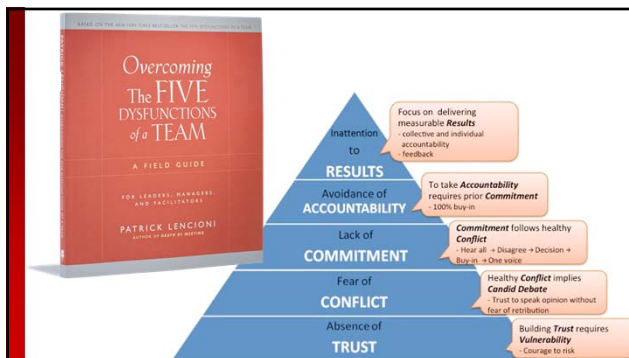
The Role of the Leader:

- Focus on collective outcomes
- Confront difficult issues
- Force clarity and closure
- Mine for conflict
- Go first!

Source: <http://www.tablegroup.com/books/dysfunctions>

Five Dysfunctions of a Team

- We have a lot of trust, openness (vulnerability), commitment and accountability to results around patient care
- We are not as deliberate about these things in all of the other stuff we do – research, teaching, administrative duties, etc
- 3 of my 4 partners have read and loved the book
 - Will have the 4th one read it
 - Add 2 new faculty this year – will make them read it as well
 - Planning some deliberate effort around this



Important characteristics of a leader

- **Agile**
 - Rapidly changing environment
 - Willing to re-evaluate and change
- **Transparency**
 - Your team has to know what you're doing and why
- **Visionary**
 - People want to be doing something important
- **Optimism**
 - Enthusiasm for the future (don't be an Eeyore...)
- **Authenticity**
 - Team has to know who you are
 - Have to know you have their backs

Leadership: my thoughts

- None of us know what the “destination” will be next year, 5 years, 10 years from now
 - Too much flux in healthcare
- It has to be a “journey”
 - Explore it
 - Work it
 - Enjoy it

EAST Leadership Workshop 2017

Building a Unified and Complimentary
Department/Division



How to Lead an Organization?



Are marked by unwavering integrity

- a. "Show" their values...walk the talk
- b. Give straight feedback
- c. A leader with integrity or the integrity of the organization is compromised

...Character.....



“Department”

Building people, programs, resources and revenue

- Diverse workforce
 - Many professions and jobs
 - Physicians are one part
- Constantly learning team
 - Promoting careers and well being

Mission “focus”

*...save lives, teach others, advance knowledge....
...develop leaders...*

- Developing the common mission
 - Understanding the environment
 - Setting objectives and goals
- Mission statement – key
 - Short and powerful
 - Takes time and requires input

Leaders Critical Role

...character...integrity, respect,

- Structure, Organization, Chain of Command
- Communication
 - Regular and required
- Manage up*, manage down and across
- Planning
 - Strategic, tactical and operational
 - FINACIAL

Some things most forget:

- Recruitment –critical at every level!
- Direct reports – “key people”
 - Vice chiefs
 - Program directors
- Turnover of the “best”
- Rigor

How do I do all this? *TIME!!!*



YOU

- **Balance----***you, family, job...*
- Pace....this is a marathon...
- Mentors...you need them..
- Mission..don't loose sight...
- Learning...continuously...
- Knock-downs...they are OK...
- Fulfillment..joy in what you____? ____

**Surround yourself with great
people and let them rise above
you! ... Leaders**



Leadership = Values



DEALING WITH DIFFICULT PEOPLE


TAKING THE LEAD: STRATEGIES FOR LEADING WITHIN YOUR GROUP
EAST 2017

RONALD I. GROSS, MD, FACS
Chief, Division of Trauma, Acute Care Surgery & Surgical Critical Care
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Associate Professor of Surgery
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DISCLOSURES

- I know who "difficult people" are:



I WAS ONE OF THEM.....
AND ACCORDING TO SOME
I STILL AM!!

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DIFFICULT PEOPLE

- Are ubiquitous
- Test your patience
- Test your tolerance
- Make you lose focus
- Make you want to turn into them
- Simply put- they drive you to drink

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HERE'S A DIRTY LITTLE SECRET

- You are going to have to learn how to deal with difficult people because
 - They aren't going away
 - Neither are you!

OBJECTIVES

- Identify the kinds of difficult people
- Look at the concept of Emotional Intelligence
- Look at some basic concepts to help you work with difficult people
- Discuss how to become more effective working with difficult people

CHARACTERISTICS OF DIFFICULT PEOPLE

- Hard to deal with or satisfy
- Make everyone around them tense
- Make everyone around them feel awkward or under pressure

CHARACTERISTICS OF DIFFICULT PEOPLE

- Fail to understand most conversations – they don't really listen
- Don't seem to enjoy being around other people
- Don't take criticism well
 - In fact they often don't accept it at all

HERE'S ANOTHER DIRTY LITTLE SECRET

- If your idea of coping with difficult people is to avoid them completely, you are going have to move into a cave.....alone!
- Why?
 - Because we humans are social animals
 - You can choose your friends but you can't choose your family or (for the most part) your workmates
 - Life involves balance and compromise

ANYONE CAN BE A DIFFICULT PERSON

- People may
 - Have suffered a loss of a loved one
 - Be going through a divorce
 - Have received bad news from home
 - Have received bad news at work
 - Have had their buttons pushed at the meeting that just ended
 - Be concerned about the meeting that is next up
 - Just be having a bad hair day
- The bottom line is simple – you need to cope with them and you need to deal with them

HOW ABOUT THIS.....

- Just ignore them
- Not going to happen because there are
 - Telephones
 - E-mails
 - Social media
 - Word of mouth
- In short, you can always be reached – even in the car or the can!!

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WHAT IS THE TAKEAWAY MESSAGE?

- We live in a very connected world
- Fight or flight reactions won't work
- Difficult people are hard to get rid of
- So what is the secret to dealing with difficult people?

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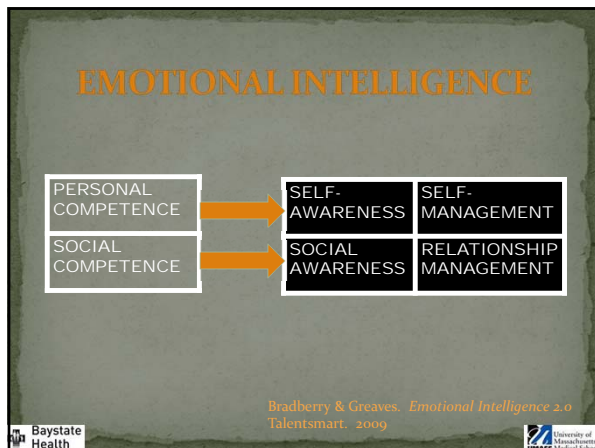
EMOTIONAL INTELLIGENCE

“Emotional intelligence (EI) or emotional quotient (EQ) is the capacity of individuals to recognize their own, and other people’s emotions, to discriminate between different feelings and label them appropriately, to use emotional information to guide thinking and behavior, and to manage and/or adjust emotions to adapt environments or achieve one’s goals”

Coleman, A. *A Dictionary of Psychology* (3rd ed.)
Oxford Press. 2008

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EMOTIONAL INTELLIGENCE

- Identifying your own emotions
- Exercising self-restraint
 - Feelings
 - Thoughts
 - Actions
- Active self-awareness
- Awareness of the emotional state of others

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Bradberry & Greaves. Emotional Intelligence 2.0 Talentsmart. 2009

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EMOTIONAL INTELLIGENCE: SELF-AWARENESS

- Ability to accurately perceive your own emotions *in the moment*
- Staying on top of your typical reactions to specific events, challenges and/or people
- A keen understanding of your own tendencies
 - Quickly make sense of your emotions

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Bradberry & Greaves. Emotional Intelligence 2.0 Talentsmart. 2009

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EMOTIONAL INTELLIGENCE: SELF-AWARENESS

- High degree of SA mandates the willingness to tolerate the discomfort of focusing on feelings that may be negative
- Comes from a straightforward and honest understanding of what makes you tick
- Self-awareness comes from a straightforward and honest understanding of what makes you tick

Bradberry & Greaves, *Emotional Intelligence 2.0*
TalentSmart, 2009



The Picture of Dorian Gray (1945)

EMOTIONAL INTELLIGENCE: SELF-AWARENESS

The biggest obstacle to increasing
your self-awareness is the
tendency to avoid the discomfort
that comes from seeing yourself as
you really are.

Bradberry & Greaves, *Emotional Intelligence 2.0*
TalentSmart, 2009

EMOTIONAL INTELLIGENCE: SELF-AWARENESS

- People with good self-awareness are very clear in
 - Their understanding of what they do well
 - What motivates & satisfies them
 - Which people and situations push their buttons
- SA is critical for job performance
 - >80% of people high in SA are top performers
 - Pursue the right opportunities
 - Put your strengths to work
 - Keeps your emotions from holding you back

Bradberry & Greaves. *Emotional Intelligence 2.0*
 Talentsmart. 2009

EMOTIONAL INTELLIGENCE: SELF-MANAGEMENT

- Self-management is what happens when you act – *or* DON'T act
- Your ability to use your awareness of your emotions to stay flexible & direct your behavior positively
 - Resisting explosive or problematic behavior
- Putting your momentary needs on hold to pursue more important goals which may often be delayed

Bradberry & Greaves. *Emotional Intelligence 2.0*
 Talentsmart. 2009

EMOTIONAL INTELLIGENCE: SOCIAL AWARENESS

- First component of social competence
- Picking up on others emotions
 - Understanding what is really going on with them
- Getting what others are thinking and/or feeling *even if you don't feel the same way*
- Allows you to stay focused and take in critical information
- Listen and observe
 - *Stop the internal monologue*
 - *Resist the urge to think about your next answer*

Bradberry & Greaves. *Emotional Intelligence 2.0*
 Talentsmart. 2009

EMOTIONAL INTELLIGENCE: RELATIONSHIP MANAGEMENT


- Taps into the three previous EI skills
 - Self awareness
 - Self management
 - Social awareness
- Your ability to to use your awareness of your own emotions and those of others to successfully manage interactions
- Build bonds – the weaker the relationship/connection, the harder it is to get a point across....in both directions

Bradberry & Greaves. *Emotional Intelligence 2.0*
TalentSmart. 2009




SO, THAT IS ALL ABOUT YOU. NOW, WHAT DOES THAT HAVE TO DO WITH DEALING WITH DIFFICULT PEOPLE?



EVERYTHING!!!




KEY POINTS WHEN DEALING WITH DIFFICULT PEOPLE

- Think first
 - Never act or speak before you think
 - Take the time to calm down and control your emotions
 - Look at the situation from ALL perspectives
 - Stay objective
 - Remain focused on the problem, NOT the person
 - Think through your conversation, along with likely responses
 - Avoid taking sides in other people's problems
 - Try to help objectify the situation rather than making judgments

Evenson. *Powerful Phrases for Dealing With
Difficult People*. Amacom. 2014

KEY POINTS WHEN DEALING WITH DIFFICULT PEOPLE

- Gain a better understanding
 - Never draw conclusions before speaking to the other person
 - Ask questions in an objective and respectful manner
 - Allow everyone to speak
 - Listen carefully to all responses
 - Avoid interrupting
 - Continue the conversation only when everyone is calm, *and that means you too!*

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Evenson. *Powerful Phrases for Dealing With Difficult People*. Amacom. 2014

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KEY POINTS WHEN DEALING WITH DIFFICULT PEOPLE

- Define the problem
 - After all have spoken, restate the problem from your viewpoint and ask the other person if they agree
 - Offer your best solution and ask if the other person agrees
 - If not then seek the other person's idea(s)
 - Analyze the consequences of each solution
- Look for common ground and reach a solution through consensus and/or compromise
- Restate the solution and make sure everyone is in agreement

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Evenson. *Powerful Phrases for Dealing With Difficult People*. Amacom. 2014

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KEYS TO DEALING WITH DIFFICULT PEOPLE

- Always be mindful of some key qualities
 - Self-awareness
 - Self-control
 - Forgiveness
 - Compassion

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