Dealing With Difficult People

Ken Pierce



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DEALING WITH DIFFICULT PEOPLE

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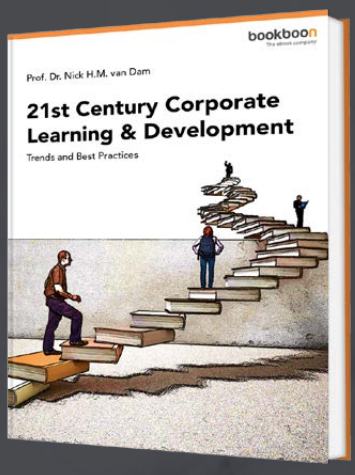
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ABOUT THE AUTHOR

Ken Pierce, a Canadian business psychologist, international speaker and author has worked for thirty-five years in psychology, education and corporate development presiding over Clarendon Consulting, his consulting and counseling company.

Ken holds Senior Faculty status in the William Glasser Institute of Los Angles and the Demartini Research and Education Institute of Houston, Johannesburg and Sydney. He is a certified trainer in Neuro Linguistic Programming, DACUM Occupational Analysis and Learning Management. He is a former faculty of both Holland College (Early Childhood Education) and the University of Prince Edward Island (Psychology).

Ken has published widely in the areas of leadership, management, occupational analysis, stress management, learning environments, school yard bullying and a fictional work on prostate cancer, entitled "A Grandfather's Tale."

Ken is pursued as an executive coach and seminar facilitator in business, psychology and leadership development across the globe. Further information is available at: https://kenpiercepsychologist.com

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INTRODUCTION

Have you noticed your mother, father or whoever was your primary guardian believed you can learn to get along with anyone? That is why they let you loose on the world. They had confidence in your ability to learn to deal with contrary, annoying or difficult people.

Also, anyone who has ever had, or who ever will, hire you assumes the same thing. As such, there are lots of people who already know you can connect with anyone you perceive as contrary, annoying or difficult. I am among those people too!

In business, since everyone is a potential customer, you meet contrary people regularly. So, not just to survive, but to be a viable and successful business person demands you have the skills to be able to deal with all sorts of people. The most challenging are those who "pull your chain" or "push your buttons" because they can cost you time and money.

The skills you are going to learn and practice in *Dealing With Difficult People* are vital to making it in any business. You will both learn and practice them. So you will be assigned specific 'tasks' to magnify important aspects of the knowledge and skills needed to connect with difficult people. Also, remember you will take these skills to every area of your life to enhance all your relationships. Some of the most contrary people I have met…are my relatives.

Finally, research shows every time we laugh we learn something important. It is the reason humans love humor. Humor is simply looking at a situation from a new or unique perspective. This unique perspective is interesting and adds to our knowledge and skill so we retain it. As such, humor anchors important learning points. It is a powerful learning tool which will be used periodically.

DEALING WITH DIFFICULT PEOPLE HAS THREE GOALS

Dealing With Difficult People will convince you that you can connect with anyone and show you how to do it.

Let's get started! There are three goals for this book:

1) To develop an understanding of "difficult" people.
2) To learn and practice specific principles and tools for dealing with difficult people.
3) To prove to yourself you can learn to communicate with anyone you choose.

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1 PERSPECTIVE IS EVERYTHING WITH DIFFICULT PEOPLE

A Broader Perspective

The first thing we need to do is broaden your perspective. There are at least 4,628 unique human traits or behaviors identified to date. New ones are being added regularly like "blogging" and "twittering."

In nature, each of these behaviors has helped one of us survive and so had a useful purpose at that moment. Each culture and each person in that culture gives a good or bad label to each behavior based on their value system at that moment. For example, behaviors like smoking cigarettes and eating meat are considered either good or bad based on who you talk to and where they live on our planet.

Smoking cigarettes was once promoted by the medical community for relaxation and stress management. It is because of eating meat that humans are able to live just about anywhere on our planet. At the same time we know both have been linked to cancer. So these were and are useful behaviors depending on who is judging them, their level of awareness and their personal value system.

But in nature each one is neither good or bad. Rather each is or has been useful at some point to someone. So you could say every behavior is either good or bad or both good and bad. This is an important point because when you look at difficult behaviors and realize they are both or neither good nor bad you are able to deal with them much more effectively.

Task # 1 – Identifying Your Big Three Annoying Behaviors

Because of your life experiences you have categorized each one of these 4,628 traits in a good or bad light. Your first task is to list three of the most annoying, frustrating, rude, disruptive or insensitive behaviors of the person(s) who motivated you to buy this book. Task # 1 is to write the three behaviors or traits on a piece of paper. Place it beside you as you continue reading *Dealing With Difficult People.* They will be very useful.

Life's Three Guarantees

There is a common saying there are only two guarantees in life… death and taxes. While it is probably true, it is incomplete. The most important one is missing. And that is *evolving!* Many people connect evolution to Charles Darwin. However, Louis Dollo is equally important to remember.

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You are a part of our universe and so are constantly evolving in some way. It is also guaranteed! Louis Dollo, a Belgian biologist, discovered this law a long time ago. Most of us don't know about it or just ignore it. Dollo's Law states you cannot not evolve, you cannot not learn from your life's experiences. It is guaranteed because it is wired into your body…you are a 'perfect learning machine!'

My Guarantee

I want to offer you another guarantee based on Dollo's Law. I guarantee after you have read this book you will be able to explain, to your own satisfaction, any difficult person's behavior. I hope you are skeptical because that means you are thinking and curious, both great learning motivators.

Owning Your Genius

Look at your 'writing' hand, left or right. Do you realize, since you are a member of the human race, you have the same hand as everybody else, including Albert Einstein. Since you have the same hand you also have the same brain as Einstein. So you have the same capacity for genius as Einstein.

If you are doubtful check out Carolyn Abraham's book, *Possessing Genius – The Bizarre Odyssey of Einstein's Brain*. She tells the story of Dr. Thomas Harvey who spent many years trying to prove Einstein's brain was different. Dr. Harvey was unsuccessful. They have found nothing remarkable about Einstein's brain from the rest of our species.

Genius is actually like beauty, always in the eye of the beholder. I have an auto mechanic who I think is a genius. He can just listen to my car and usually tell me what is not working. He is so skilled and practiced he displays "genius" in auto repair.

Albert Einstein never finished high school and was considered such a poor student he was asked to leave. Yet he is considered a genius by most people. So if genius is in the eye of the beholder like beauty, then do you ever wonder where your genius is hiding.

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What if…

'What if' questions are always about the future, the place where all our fear is located.
But what if you also have a genius to develop and display to the world.
What if dealing with contrary people is one of the forms of your genius you are going to develop today.
What if, you will never be quite the same after you finish this book?
What if, you develop a renewed appreciation for yourself as a communicator from reading this book?
What if, you rediscover what a "communication genius" you are from this book?

What does being a genius have to do with "Dealing With Difficult People"…well, just about everything! It takes creativity, openness and dedication to develop a genius in anything whether it is quantum physics or difficult people.

The Will to Live…

Are you aware you were born believing you are a genius? This is a fact! Every child is born with a genetically implanted belief they are a genius. In psychology it is often called "the will to live" or "the will to survive." You were born believing you could be anything, do anything and have anything.

Much research across many disciplines supports this belief. It was this belief which motivated you to learn to roll over, sit up, crawl, walk, talk and so on. If you doubt its presence just ask any two year old if they can do something which you think is impossible for them. I once asked a three year old if she could, "be the boss of all of Canada?" "Yes!", she replied immediately and with calm certainty.

There is one thing where I know you have genius, there is one thing which you know the most about…more than anyone else…you! You are a genius about you. No one knows you better than you. It is simply not possible. No one knows your dreams, goals, pains, pleasures, fantasies and aspirations.

The Three Most Insulting Words are…

The three most insulting words in any language are "*I know you!*" Since no one can read your mind, no one can know you. You will share parts of you with a variety of people. But no one can really know where you have been, who you are now or where you are going next. It is the height of disrespect to suggest otherwise…even if it is well intentioned.

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People can guess at these questions but only you will know. And, you are an evolving person, a moving target, constantly changing with your environment. In fact, your full time job in life is knowing you and monitoring your survival and evolution.

So Albert Einstein did not complete high school and yet has often been quoted on a variety of topics outside of physics. Here is one related to Dealing with Difficult People. (See Figure 1)

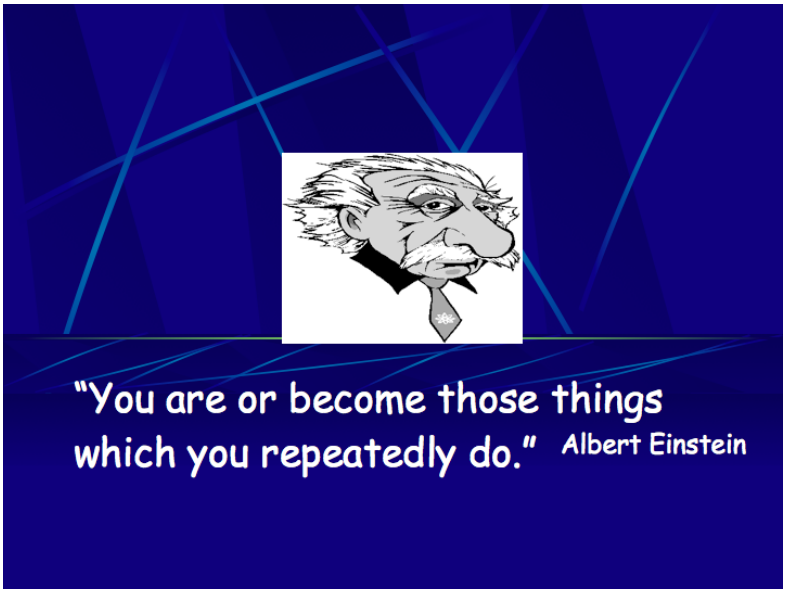


Figure 1

"You are or become those things which you repeatedly do." Einstein. When you learn and practice Dealing With Difficult People your skills becomes a part of you.

Task # 2 – Tapping Your Genius

How many of you, like me, have had children at home?

How many of you, like me, were a child once? Just checking to see if you are still there!

How many of you, like me, had to almost die to learn how to live with difficult, annoying, frustrating people?

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Now lets tap your genius. Your life experience is a fountain of useful information for dealing with difficult people. Let's begin with identifying the person from your past who was the most skilled communicator you have ever come across. This person was your "Best Communicator" for Dealing With Difficult People. It might have been a family member, a teacher, a friend, a neighbor or anyone very skilled in Dealing With Difficult People. Recall that person and write down their name.

Now I want you to identify the least skilled communicator you have ever met. This person is your "Worst Communicator" for Dealing With Difficult People. It also might have been a family member, a teacher, a friend, neighbor who was very unskilled in connecting with others. Write down their name as well.

These two memories are going to be a valuable learning resource. They are going to help you to prove to yourself you are a communication genius. They are going to show you have the answers to your questions about "Dealing With Difficult People."

Now, let go to Chapter 2 –The Old and New Psychology for Dealing With Difficult People. Here we will give you a new perspective on dealing with difficult people.

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2 THE NEW PSYCHOLOGY FOR DEALING WITH DIFFICULT PEOPLE

The Two Kinds of Psychology

There are two kinds of thinking in which you and I engage…we are either focused externally or internally. They are both beneficial to our survival but each comes with an equal cost.

If you engage in externally focused thinking it enables you to be more aware of what is going on around you but the cost is you can ignore what is going on inside yourself.

Conversely if you engage in internally focused thinking it enables you to be more aware of what is going on inside yourself but the cost is you can miss what is going on outside of yourself.

External focused thinking is sometimes called, "The Old Psychology" because it was given priority for a long time historically up to about 1960. It focused on studying how to control other people. Internal focused thinking, which came after that in the history of psychology is called "The New Psychology" and focuses on studying how to control ourselves.

External Focus

If you use externally focused thinking you tend to be more concerned with what is going on outside of yourself. You do this to protect yourself. If you do it too often according to others you can be viewed as being too controlling; avoiding your own responsibilities; or forcing others to do things.

Internal Focus

If you use internally focused thinking you tend to be more concerned with what is going on inside yourself. You also do this to protect yourself. If you do it too often according to others you can be viewed as self absorbed, avoiding the needs of others or not caring about others.

Both Are Necessary

Both external and internal focuses are necessary for your survival and for communicating with others. Being able to switch comfortably from one to the other is an especially important skill you need in dealing with difficult people.

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Your Value System Determines Your Reality

Your current perception of the world is your version of reality. Your reality is colored by your value system. Your value system is your version of what is good and bad based on your specific life experiences. So your version of reality is unique to you. And so is everyone else's. So there is no common reality. Our relationships are what we use to negotiate a common or more similar one.

Personal Perceptions Create Conflict

So, your intention may not be noticed by another person because they are using their unique value system to judge your behaviour. Their misperception of your intention or your misperception of their intention are the basis of your conflicts with people.

Seven Costs to Misperceptions

Your misperception of others or their misperception of you have at least seven significant affects:

1. Destroys Respect
2. Undermines Trust
3. Creates Resentment
4. Damages Relationships
5. Reduces Team Spirit, Energy and Focus
6. Destroys Productivity
7. Destroys Organizations

Another Genius – Edward Deming

Are you familiar with the work of Edward Deming? Deming is considered by many the world over as a business genius. Deming was an American management consultant who is credited with helping Japan rebuild its economy after World War Two.

Deming created an approach, a fourteen point system, which enabled the Japanese to become a world leaders in the production of the best products and service in a very short time. And today they still hold this reputation. In the 1980s the Ford Motor Company used this approach to salvage their company from economic disaster. Key aspects of Deming's approach are found throughout most successful businesses today.

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The Core of Deming's Approach

The core of Deming's approach is the best products and service can only be created by people:

- with a clear purpose;
- with sound leadership;
- who show trust in each other;
- who are seeking a success not avoiding a failure;
- who work consciously at communication;
- who have a personal pride in their work;
- who are provided with constant learning opportunities.

The Seven Essential Psychological Conditions to Create the Best

To say it another way, Edward Deming said for an individual to create the best product or service at competitive prices requires seven psychological conditions:

1. To Feel Personally Inspired
2. To Have Energy or Enthusiasm
3. To Display Personal Creativity
4. To Feel Respected
5. To Feel a Loyalty To The Organization
6. To Have Effective Leadership
7. To Feel Part of a Team

The Seven Psychological Conditions Create Seven Gifts

But Deming said you can't buy these seven psychological states from people! No amount of money or benefits will ensure you receive them. Deming said they are "gifts" which people will offer you if they perceive they are:

1. Respected for their Values
2. Treated Fairly
3. Cared About as a Person
4. Listened to Regularly
5. Trusted to Do a Good Job
6. Supported When Needed
7. Challenged When Needed

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Visualize It

Imagine for a moment a large triangle sliced horizontally. Check out the figure below. (See Figure 2)



Figure 2

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We do not reinvent the wheel we reinvent light.

Fascinating lighting offers an infinite spectrum of possibilities: Innovative technologies and new markets provide both opportunities and challenges. An environment in which your expertise is in high demand. Enjoy the supportive working atmosphere within our global group and benefit from international career paths. Implement sustainable ideas in close cooperation with other specialists and contribute to influencing our future. Come and join us in reinventing light every day.

Light is OSRAM

OSRAM SYLVANIA

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The top slice is success in some form. It could be a the best product or service or it could be the best family life. The next slice is the motivating Vision which is the mandate, goals, objectives or strategic plan. The next slice is the Resources which are used to achieve the Vision including the people, time, facilities and money. The fourth slice is the Processes which include policies, procedures and history which guide the use of the Resources to achieve the Vision.

The Fifth Slice Is the Most Important

But the fifth slice, the most important slice according to Deming, the foundation of everything else, whether it is a small company, a big company or even a family, is the relationships between the people.

Deming's Kernel of Truth

When you experience the seven conditions, (respect, fairness, caring, heard, trust, support and challenge) within a situation, like a relationship for example, you offer your seven gifts which are essential to produce the best of anything, whether a product or service.

Edward Deming said to be successful, not just in the marketplace, but in life, you, me and everyone has to have the skills to create these seven conditions for a healthy relationship and this includes "difficult people."

So, these seven conditions are the foundation for communicating with everyone including "difficult people." So here is our core agenda for communicating with difficult people. You need to learn to: respect their values; treat them fairly; convey caring for them as a person; listen to them regularly; trust them; support them and challenge them.

This sounds like a big job. But it isn't. I will show you how specifically to do it in Chapter 3.

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3 USING NATURE'S LAWS AND CHOICE THEORY™ FOR DEALING WITH DIFFICULT PEOPLE

My Hobby

One of my favorite hobbies is resolving common myths and uncovering their underlying truth. The truth of everything in our universe is based on nature and its laws which surround us and sustain us in life. When I uncover a truth it grounds me reminding me we are part of a big system of Nature with specific natural rules which determine everything.

Neither Good or Bad

So for example, a rainy day is not really bad since it provides moisture to balance the earth's eco systems. A sunny day is not really good either because it causes all kinds of things like drought, food shortages and sunburns. In nature such events are neither bad or good. They are simply nature balancing its systems to ensure its survival and evolution.

The Milk Myth

How about the myth of milk…the myth cow's milk is good for you and children. It is full of nutrients. Right? The truth is cow's milk is the most common food allergy children develop. In addition, the research is so strong linking cow's milk to heart disease and other adult illnesses there is regular talk of taking all dairy products off Canada's Food Guide!

The Motivation Myth

Now how about the myth of motivation…the myth you can motivate others. The truth is biologically and psychologically each person is always internally self-motivated. To think others can motivate you is to assume you don't have a choice of where you focus your attention. This is preposterous!

Just ask any police officer if their gun motivates people to obey them or the law. This is why the most dangerous call they can get at a police station is a domestic dispute. When families are focused internally on their feelings they often ignore the external world entirely and so are very unpredictable and so very dangerous.

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You Are A "Control Freak" Just Like Everyone Else

You are internally motivated by how the world should be if you were the boss…if you controlled it. It is of course your fantasy of how the world should be based on your own needs exclusively. So in this context, we are all "control freaks," we all want the world to run the world in a manner that satisfies us.

Encouraging Others Is Our Only Option

You can certainly encourage others to self motivate, but you have no real control over them. If you want to check this out ask any parent if they can control their child and listen carefully to their response. You can certainly encourage people to do specific things if you appeal to their value system. But controlling others is an illusion. This is a critical awareness when dealing with "difficult people."

A Father of Modern Psychology

I remember Dr. William Glasser, considered the last surviving "Father of Modern Psychology," a world renowned psychiatrist, author and speaker, stating influencing others is more difficult than brain surgery. Glasser said with brain surgery you have a cooperative and passive patient. When influencing another person, he added, you may or not have a cooperative participant. This makes it a much more challenging task.

The Happiness Myth

And, how about the myth of happiness. There is a popular myth you seek happiness, pleasure without pain, as your ultimate goal in life. The truth is you seek a state of both physiological (body) and psychological (mind) balance, harmony, or oneness with your surroundings.

In biology the term is called "homeostasis." For example, when you go to your physician with some ailment, your pain tells you one of your body's organs or systems is off balance. Your doctor will prescribe some action to restore a physiological balance to your body… to restore homeostasis.

In the same way, when I work with a client, they perceive pain, so some part of their thinking is off balance. I prescribe some action (focused accelerated learning) to restore a psychological balance to their mind to restore equilibrium.

Physiological and Psychological Balance

To restore balance to your body or mind is to be "cured" of your dis-ease, your dis-equilibrium or your imbalance. Do you see how our language describes accurately what is happening.

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The Balanced State

Balance is called by many different names, but you usually experience it most often and most fully when you are in Nature which is a demonstration of balance. Physics, like every "logy" looks to uncover the laws of nature. Each are constantly uncovering this law of balance in various forms in our Natural world.

So Nature mirrors this special balanced state for you. This is why you usually go to a natural environment to relax. This is why activities like: studying the stars of a clear night; walking a deserted beach; watching a sleeping child; studying a scenic horizon or staring at the sea have such appeal.

The Seven Areas In Which You Seek Balance

You seek balance in seven areas of your life: spiritually in how you connect to the universe; mentally in how you see yourself in your world; vocationally in your job or career; financially in how you manage your wealth; socially in how you connect with people; family wise in how you connect to your family and health wise in how you manage your body. Balance within yourself leads to more wellness in all seven areas of your life! (See Figure 3)



Figure 3

Choice Theory™

Choice Theory™ is a model of human behavior which recognizes your innate desire for balance and how all your actions are motivated internally by your desire to restore a balance to your world.

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There Is Always a Want!

This is especially true of difficult people who whine, complain, criticize and blame. So, underneath every whine, complaint, threat, nag, criticism and blame is the same thing…a person who wants to find a balance to some perception!

They Just Don't Know!

And it is really important to notice this difficult person does not know how to get what they want except by doing what you see before you. They do not have the awareness yet of other ways to get what they want. This is the secret of dealing with difficult people effectively.

Using Choice Theory™ you can help people get more of what they want. You can help people see more balance in their life. And by doing this you can lead difficult people to choose to give you their gifts of inspiration, energy, creativity, respect, loyalty, leadership and teamwork. This is the only effective way to deal with difficult people and create a quality service or product.

One Last Myth…The Personality Conflict Myth

The myth is some people just can't work with certain other people because of their differing values or communication style. The truth is if we choose to honor our values and their values we can communicate with anyone.

For example, think of your closest friend. Notice the values you share with your friend. Then notice the values you don't share with your friend. Yet you are still friends because you communicate respect for your friend's values while also respecting your own. And, this respect is returned from your friend.

This is true for anyone and everyone. If the motivation is strong enough you will find a way to communicate respect for someone's differing values. Or as Dr. John Demartini puts it succinctly, "If the why is big enough, the how takes care of itself!"

In Chapter 4 we are going to look at three principles you need to understand to communicate with difficult people."

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4 ADDING SELF CONTROL AND SEVEN TOOLS TO DEAL WITH DIFFICULT PEOPLE

Choice Theory not only explains why people whine, criticize, complain, nag, threaten and blame. It also shows you how to deal with these behaviors quickly and effectively.

The Seven Key Choice Theory's™ Principles

There are seven principles which will provide the basis for you to communicate effectively with difficult people. Knowing them will give you an understanding of why people are perceived as difficult and using them will enable you to deal with difficult people much more effectively. Let's look at each right now.

Principle # 1 You were born with Genetic needs of body and mind.

Some say there is a connection between your body and mind. The truth is your body and mind are not just connected they are one unified system. Your hand is an excellent metaphor for your genetic needs. Your thumb can represent the needs of your body while your fingers are your mind's needs. (See the figure 4.1)

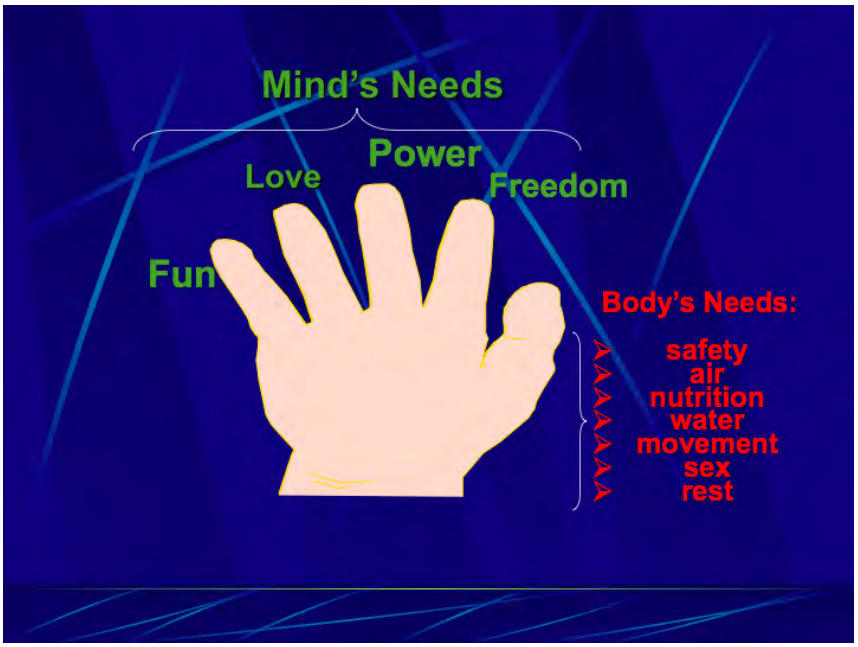


Figure 4.1

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Let's look at their unique needs.

The needs of your **body** are:

Be **safe** from harm to it.
Air to sustain it.
Nutrition and **water** to nourish it.
Movement to maintain it.
Sex to reproduce it.
Rest to restore it.

The needs of your **mind** are:

Freedom to make choices.
Power to influence others.
Love to and from others.
Fun of **Learning**.

You are driven genetically to get all these needs met regularly. Each behavior you display is your attempt to do so.

For example, when you have lunch with a friend to discuss your significant other you are getting many of your body and mind's needs met simultaneously. You are safe with your friend; you are getting air, food and water from your surroundings; you are able to move your body and rest it as you wish and you are ensuring your reproductive future with the topic under discussion. Mentally you have the freedom to make choices, you can influence your friend, you can notice you love and are loved and you can learn important things for your future.

So just like picking up your coffee cup uses your thumb and fingers so also with your body and mind combining to ensure your survival.

Principle # 2 You create a Value System to motivate yourself.

From your experiences you unconsciously create a fantasy version of the world, where there is pleasure and no pain. This idealized view is displayed by your value system. Your value system then motivates you in all areas of life to seek pleasure and avoid pain.

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Metaphorically, you, like everyone else, wears an invisible pair of prescription eye glasses which determine what you consider pleasurable or painful. You use these glasses to judge the world around you and ensure your survival.

For example, if you had an experience of someone expecting you to eat broccoli and the taste was bitter (a pain) to you then you would add "not eating broccoli" to your value system and avoid the pain of it (a pleasure).

Principle # 3 Your Value System is special.

Your perception of the world is determined by your personal experiences so your value system is a unique personal view of the world and like no other.

For example, because I experienced childhood asthma, excema and allergies I placed high value on the health of my lungs and skin. So I am very health conscious and like to jog and use moisturizers.

Principle # 4 You have over 4600 choices in how to behave.

There are over 4600 unique behaviors which you can use to try to make the world more like the one in your value system. These behaviors can be considered positive or negative depending on the value system of who is judging. So any behavior can be either positive or negative depending on who judges it and when they judge it.

For example, contacting another person at 3 a.m. in the morning will be judged by the recipient as either positive or negative, not based on your value system but on their value system. So every behavior has the potential to be both positive and negative.

Principle # 5 Every behavior has four parts.

Each behavior you use is composed of four parts with the first two parts controlling the second two parts. The first two controlling parts of every behavior are your action and your simultaneous thinking. The two controlled parts of each behaviors are the feelings and physiology you generate.

A good metaphor to understand Principle #5 is a front wheel drive automobile. (See Figure 4.2) The energy of the motor is connected directly to the front two wheels which determine the direction and pull the back two wheels in that direction. What you decide to do and think determine the feelings in your mind and the physiology in your body.

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For example your hobby is an excellent demonstration of this principle. My hobby is building stone walls. The doing part is collecting, moving and placing stones; the thinking part is making a stable, balanced pattern with them. When I choose to do this I generate feelings of satisfaction which also generates exercise for my heart, lungs, muscles and other body parts.

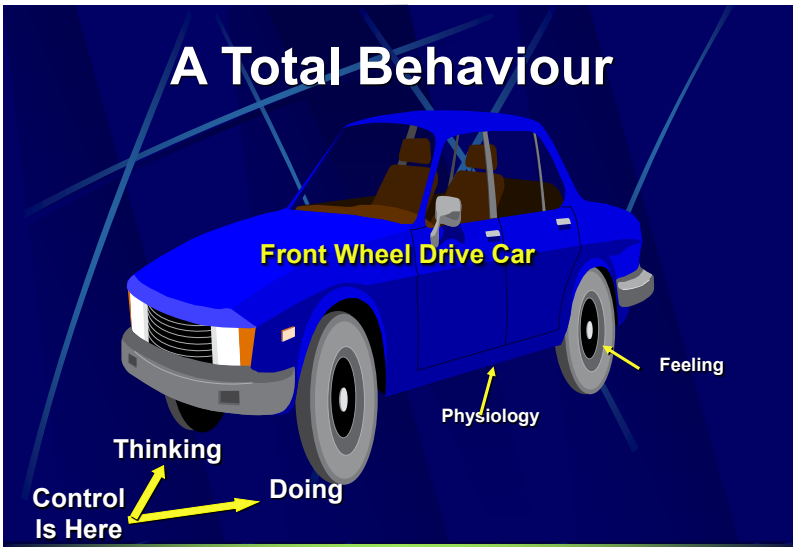


Figure 4.2

Think of your hobby and uncover the four parts of it noticing what you decide to do and think generates what you feel and your body's responses.

Principle # 6 There are two levels of your thinking.

Humans are the only animal which uses two levels of thinking simultaneously. First, you can think about the situation you are in from the information from your senses. Second, you can also think about yourself being in that situation from an outside perspective. This outside perspective is often called your "self talk."

For example, if when I am building stone walls I say to myself, "This is good exercise for my body and mind!" then I generate positive feelings like empowerment and self satisfaction. If instead I say to myself, "This is bad for my back and I could hurt myself!" then I generate feelings of fear and dissatisfaction.

Principle # 7 The second level of thinking creates your feelings.

You may not realize yet but it is your self talk which creates your feelings. This means your feelings are under your direct control because you control what you decide to think. This also means you are much more powerful and have much more self control than you thought.

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For example, if you won a million dollars today how you decided to think about yourself in this situation will determine how you will feel about it. If you say to yourself things like, "I am debt free and able to travel!" you will generate positive feelings. If you say to yourself things like, "Everyone is after my money and I don't know who my friends are anymore!" you will generate negative feelings.

These principles are very important!

These principles are important because they demonstrate how you can gain self control and help others learn it. Using these principles will enable you to deal with difficult people where ever you find them.

However, this awareness of your self-talk's ability to determine your feelings and physiology comes with increased accountability to yourself and others.

Here are just a couple of examples.



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You control how you feel!

First, since you now know you create how you feel by what you deicide to do and think, this also means you have control of how you feel all the time. And this means no one can make you feel anything without your prior permission. And this also means you always have control of how you feel if you take the responsibility for choosing the doing and thinking parts of your behavior. So you have control of how you feel in all times and in all places. You are a very powerful person.

You create most of your own diseases.

Second, eighty-five percent of people who access our medical systems do so for "*psychosomatic*" diseases. The other fifteen percent are caused by genetics, environment or accidents. The word *psychosomatic* comes from the Greek words for mind (psyche) and body (soma).

Psychosomatic diseases are now called "*Life Style Diseases*" because they are caused by our life style; caused by what we do with our body (behaviors) and think with our mind (value system).

The current list of psych-somatic diseases includes most heart disease, headaches, skin conditions, ulcers, allergies, arthritis, cancer, insomnia, multiple sclerosis, chronic fatigue syndrome and type II diabetes. The list grows each year.

This means eighty-five percent of your disease is unconsciously being created with your "Lifestyle"…by what you do and think. This applies to everyone. You can use these two implications to empower yourself toward more health both mentally and physically.

Choice Theory's Seven Hidden Tools

Applying these seven principles creates seven hidden tools for dealing effectively with difficult people which you can start using today. Using these tools will enable you to deal more effectively with difficult people immediately. Watch for the impact these tools have on your interactions with difficult people.

Tool # 1 Assume their primary motive is always survival.

Every person is trying to survive and so well intentioned. There is no real good person or bad person. A difficult person can't ignore or change their needs, but they can change their behavior to get their need met in another way! Remember they have over 4600 options.

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This is an essential tool for dealing with difficult people. Without it you cannot be effective in communicating with them. While you may not like their current behavior choice, they are truthfully just trying to survive.

Tool # 2 Assume every behavior has a purpose!

They won't move a muscle without a motive. Each person is motivated to get their needs met at every second so they can continue to live. That is why difficult people seems unable to change their annoying behaviors. From their perspective, within their value system, it is life threatening to do so.

Tool # 3 Assume every person is responsible for meeting their own needs and can learn a better way!

Learning is a life long process. Since it never really ends, any difficult person can learn new ways of communicating if they choose to do so. If they feel unthreatened they are more likely to learn other ways to satisfy their needs.

Tool # 4 Assume a difficult person will always need to make choices.

Since one of our basic needs is to make choices, it is vital a difficult person has choices which motivate and empower them to learn.

Tool # 5 Assume a difficult person will not change if there is no clear pay off for them.

Since all the behaviors of a difficult person are motivated by their value system, if a behavior is not need-fulfilling, that is, honors their value system, then it will not be chosen by them.

Tool # 6 Assume a difficult person's behavior is their best choice at that moment.

A difficult person's current behavior is their best attempt to get their needs met, at that point, given the options they are aware of and believe are available to them.

Tool # 7 Assume there is only one way to effectively communicate with a difficult person.

There are really three ways to communicate with another person:
care-lessly, (self righteous) care-fully (self wrongeous) and *care-ingly (respectful).* But only one will work.

Now let's got to Chapter 5 and look in more detail at the 3 kinds of communication and how to make it happen with anyone at any time.

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5 THE BEST WAY TO DEAL WITH DIFFICULT PEOPLE IS WITH A WALK IN THE PARK!

There Are Only Three Ways to Communicate

There are only 3 ways to communicate with any person: *carelessly, carefully* and *caringly.* The first two, careless and careful communication, undermine and destroy relationships. Only the latter, *caring communication,* builds relationships. This is especially evident with difficult people since this is why they are perceived as difficult.

Care-less communication is talking within your own values while ignoring the value system of the difficult person. You are generally more careless when you wear a 'self-righteous' attitude such as "I am right, you are wrong and we are doing it my way!" This is often termed arrogant or insensitive.

Care-ful communication is speaking within the difficult person's values and ignoring your own. You are generally more careful when you wear a 'self-wrongrous' attitude such as "I am wrong and you are right, so we will do it your way." This is often termed as wimpy or subservient.

Caring communication, the only effective way with a difficult person, is communicating your values inside their values. You generally communicate with more caring when you wear no attitude. This is reflected in an approach like, "My values are right for me and your values are right for you…so I am going to inject my values inside yours to encourage you to cooperate." This is often termed respectful or sensitive.

It is only by respecting your own values and those of the difficult person that useful communication can occur.

The Five Fabulous Ways

Let's put the Choice Theory™ principles and *Caring Communication* together into a complete communication process. Remember the intent of all effective communication is to resolve something and this begins with building a relationship.

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The Caring Communication behaviors that build connections with difficult people are:

- Accepting
- Encouraging
- Listening
- Negotiating
- Respecting
- Supporting
- Challenging

Conversely, there are specific behaviors which build disconnections with difficult people very quickly. Here are the behavior choices which destroy a relationship in seconds:

- Controlling
- Complaining
- Criticizing
- Blaming
- Nagging
- Punishing
- Threatening

Using *Caring Communication* here are five fabulous factors to building a relationship:

- exercising self control
- developing trust
- showing respect
- having a clear intention
- having a simple process.

These Five Fabulous Factors have practical value. Here are some guides:

- To ensure you use self-control ask yourself, *"Will what I am going to do and say respect both my values and theirs?"*
- To develop trust ask them to offer their perspective *first*!
- To show respect acknowledge *their right to feel* as they do!
- To clarify your intention to resolve the issue acknowledge *their right to their perceptions*!
- To build a resolution check to ensure *both you and the person feel respected*!
- To ensure resolution remind youself you are selling an option which *respects both parties*!
- To complete the communication process use **A Walk In The Park**, a technique which we will discuss shortly.

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"Let's put it all together…"

Moving a difficult person from complaining, criticizing, whining or blaming to resolving their problem is easy with just A Walk In The Park. You can help resolve any conflict with any difficult person by simply following these five steps. With practice you will get so skilled at it you will want people to complain to you so you can use this effective technique.

A Walk In The Park is a simple, practical, problem-solving tool learned and used easily by anyone determined to deal with difficult people. (See Figure 5.1) Its metaphor is a park I played in as a child that had five benches. Each bench represents the key step and question in moving a difficult person from complaining to problem solving.

By following the M-shaped path and directions of the arrows and visiting, each bench and question you provide the difficult person with an opportunity to explore the problem with someone. You act only as the guardian of a journey through the park. The difficult person has an opportunity to analyze their problem with a supportive person who will encourage them to self-evaluate and identify a new course of action.

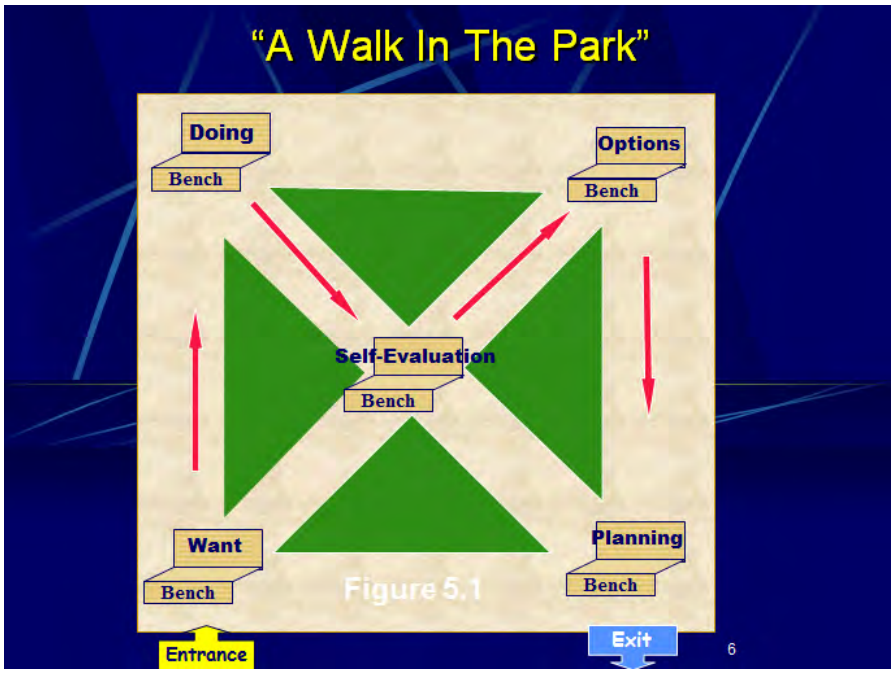


Figure 5.1

Let us consider each question independently. Notice how each one facilitates you in assisting the difficult person in taking control of their problem and dealing with it more effectively.

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Each question comes from the Choice Theory™ and Caring Communication principles and tools, so there are no surprises in taking "A Walk in the Park."

The Park Bench questions are:

- Bench 1. What do you want?
- Bench 2. What have you been doing to get it?
- Bench 3. Is what you have been doing working?
- Bench 4. What else could you do to get what you want?
- Bench 5. Are you ready to make a plan?

Let's consider each briefly and their role in assisting a difficult person to deal with their current challenge.

1. What do you want? Want Bench

The Want Bench begins the journey through the M shaped path of the park.

Remember everyone has a value system which provides the motivation for their behaviors – the source of their wants.

When a difficult person has a problem this means that, they perceive some perception does not match their value system. In other words, the difficult person has a want that they do not know how to fill. Therefore, under every complaint, criticism, blame, or frustration is a want. It is important to help the difficult person put their want into words which provide an understanding and direction for their future actions.

Therefore, this is the perfect place to start. It is common for this to be the first time the difficult person has put what they want into specific words! Since usually they are asked what they want, rather than, what they don't want. Of course, in this journey your job is to carefully avoid any judgments of what the difficult person wants to demonstrate respect. This non-judgmental approach is crucial to the success of "A Walk in the Park."

2. What have you been doing to get it? Doing Bench

The Doing Bench is the next bench to visit because it helps the difficult person to identify and appreciate all that they have been doing so far to deal with their challenge.

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It is often useful to have a way of recording or remembering each specific effort the difficult person has already made to solve her problem. This information has use later. For it is here that you can acknowledge all the efforts already made by the difficult person without judging the appropriateness of any of them.

3. Has what you have been doing worked? Self-Evaluation Bench

The Self-Evaluation Bench in at the center of the park. It is the focal point of impact on the difficult person. It is the difference which makes the difference in getting a difficult person to move from complaining to problem solving.

It is here the difficult person gets to self-evaluate and let go of his earlier attempts to solve their problem while keeping their self-respect – a high value. It is here the difficult person evaluates each of their earlier efforts. Since they self-evaluates without any judgment from you, they are able to let go of these choices and move on to find new options.

This is the powerful difference in this approach. Once a difficult person has self-evaluated their earlier behavior choices and heard themselves say they did not work, it becomes difficult, if not impossible, for them to use them again in the current situation.

This frees their creativity to generate other possible options at the next bench. If someone else evaluates their behavior, they feel attacked and driven genetically to defend their actions to retain their self respect.

4. What else could you do to get what you want? Options Bench

The Options Bench is next. Now the difficult person has freed themselves from their ties to their earlier attempts because they have decided through self-evaluation they were ineffective. Now they are ready to use their own creativity to identify other possible options to move closer to their values.

Since the difficult person's value system is not real, you are striving, not to recreate the difficult person's value system, but rather to move them closer to some aspect of it that is deemed important.

Again, it is important you record or remember the possible options the difficult person generates. Strive for at least five to seven action options they could choose which would move them closer to what they want.

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5. Are you ready to make a plan? Planning Bench

At the Planning Bench, the difficult person is asked to select one of their options from the list uncovered at the last bench which they believe will take them towards what they want. It is vital this choice be in the hands of the difficult person so the result is also theirs, which will empower them.

It is important for you to emphasize to the difficult person their move towards what they want, like all important things in life, will usually be achieved one small step at a time.

The difficult person has selected the option. You then assist him or her to develop a specific and detailed plan of action which is likely to take them towards what they want by uncovering the specifics of:

- What specifically are you going to do?
- Who specifically does it involve?
- When specifically are you going to do it?
- Where specifically you going to do it?
- How specifically you going to do it?

There is no need to ask why the difficult person will do the plan because you already know the why is because the difficult person perceives it will take them toward their values.



Figure 5.2

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A Walk in the Park is quick, simple and it works. Remember, these are the five benches. (See Figure 5.2) Let's look at a few brief examples to illustrate:

An Example with School Friends Gina & Fernando

Gina and Fernando are attending university full time. Gina approached Fernando complaining she cannot focus on her studies because she has discovered she now has high blood pressure. Using a *Careless Communication* style, Gina blames her frustration on everybody and every thing around her. This includes her boyfriend, her mother, her career choice and even her genetics. She complains about the efforts she has made to be healthier; about having several school projects not completed and being very worried about her academic future.

Gina is one of Fernando's closest friends. Fernando asks Gina if she would like to talk about it for a few minutes, i.e., to take "A Walk in the Park." Gina agrees as Fernando is not just her friend but also someone she respects and trusts. So let us follow their conversation to see and hear how Fernando takes Gina for "A Walk in the Park."

Remember the five park bench questions are:

1. What do you want?
2. What have you been doing to get it?
3. Is what you have been doing working?
4. What else could you do to get what you want?
5. Are you ready to make a plan?

First, Fernando Guides Gina to the Want Bench – What do you want?

Fernando says: Gina you sound frustrated and scared to me, what do you want out of this situation you find yourself in right now?

Gina responds: I want to have a future where I feel healthy and active. I want to finish my education and I want to stop being afraid.

Fernando asks: Which one do you want first, want to move towards right away?

Gina replies: Well I guess that would be getting my health back under control because everything else depends on that, doesn't it?

Second, Fernando takes Gina to the Doing Bench – What have you been doing to get it?

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Fernando: Gina, I think you are right! So what exactly have you been doing so far to get your health back under control?

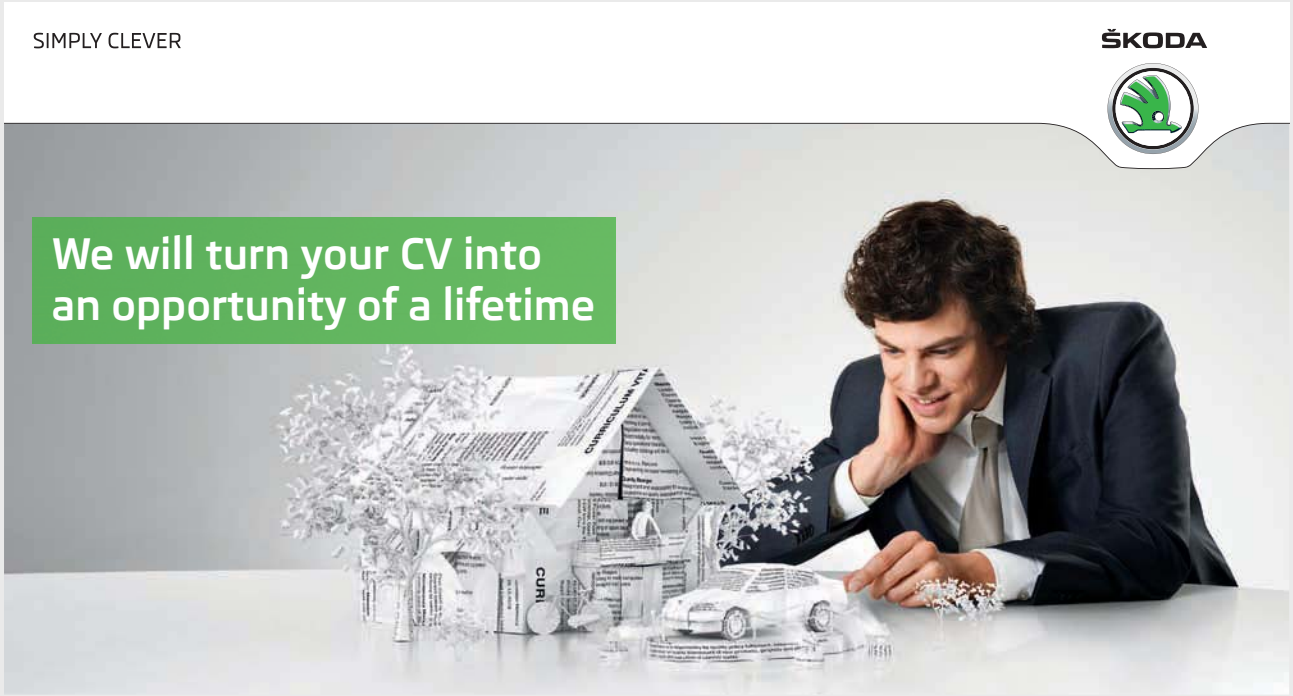
Gina: Well, let's see. I have been cutting back on the fast food and I have been limiting my Coca Cola to only a case a month. Also, I am trying to eat more chicken instead of beef and I am taking vitamins regularly.

Third, Fernando takes her to the Self-Evaluation Bench – Is what you have been doing working?

Fernando: Gina, you sound like you have been doing several things, but I have a question. Think about your answer carefully. Has cutting back on fast food and limiting the Coca Cola you drink, eating more chicken and taking vitamins got you the control of your health you want?

Gina: Well, they are supposed to help, and I have been doing them for months and they seem to work for other people…but really…when I think about it carefully they have not been enough to get me the health I want.

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Fourth, Fernando takes Gina to the Options Bench – What else could you do to get what you want?

Fernando: Gina, these behaviors may work for others but you are saying they are not enough for you, is that right? (Gina nods) Then what else could you consider doing to take you towards having more control of your health?

Gina: Well, my doctor wants me to take blood pressure medication and my boyfriend wants me to cut out Coca Cola and beef all together. Also, I could do some exercising which I have avoided. And I guess I could take the stress management course the Student Service Department offers. I could also make more time for some of my hobbies like skiing and soccer. And I could connect with my parents more often for support. When I think about it many new options seem to appear.

Fifth, Fernando takes her to the Planning Bench – Are you ready to make a plan?

Fernando: Gina, you have identified several new options you could consider doing to move towards more control of your health. Which one appeals the most to you and which you are ready to create an action plan?

Gina: I would like to avoid medications if I can, and the stress management course scheduling is for next spring. I think the one that is most realistic for me at this point is the exercise option. I have been kind of putting if off knowing eventually I would need to consider it. So, seize the opportunity, eh?

Fernando: Gina, what specifically are you prepared to do about exercising that would take you towards more control of your health? Also when, where and how are you going to do it; and who will it involve?

Gina: I could start walking each evening after supper for twenty minutes around my neighborhood. And I could walk at a brisk pace to get my heart beating a little faster, but not too much. And maybe my boyfriend would come with me sometimes for company.

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Fernando: Gina, that sounds like a plan that will move you towards more control of your health. To ensure it's the right plan for you, would you evaluate it in terms of your commitment to doing it right away? On a scale of one to ten, with ten being the highest commitment, how strongly are you committed to it?"

Gina: You know, Fernando, just talking to you about it has helped me feel better and realize there are many things I can do to take better control of my health. My walking is a good first step for me, so I am really committed… at least an 8 or 9."

Fernando: That's great, Gina, I would be interested to know in a few days how it is going. Will you let me know?

Gina: I sure will Fernando and thanks for listening I really appreciate it. I had better get back to work, eh?

Regardless of the nature of the problem, whether financial, family, drug abuse, personality conflicts, the process of guiding someone through **A Walk In The Park** does not change. Always use the same M-shaped path to the same benches in the same order.

An Example with Colleagues Marie & Jacqueline

Marie and Jacqueline work together at a community hospital. Jacqueline reports to Marie, her supervisor. Jacqueline has been saying for several weeks she does not have enough help to do her job. She keeps saying, "There is just too much work!" Some of her team have expressed concern about her level of stress.

Marie has been using a *Careful Communication* style with Jacqueline to date and with little effect. Marie suspects Jacqueline is not working efficiently; she may be stuck in some old habits and need to learn new ways of doing things. Marie arranges to meet with Jacqueline to take her for "A Walk in the Park."

Marie tells Jacqueline she would like to explore her concerns about her workload. Jacqueline reiterates her view of having too much work. Marie listens carefully and then begins their journey through the park.

Let's follow them.

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First, Marie Guides Jacqueline to the Want Bench – What do you want?

Marie says: Jacqueline, I appreciate your frustration, and, since our budget is tight, we need to use our ingenuity so we can solve this problem. Let's start with you telling me what you want your job to be like?

Jacqueline says: I want to be on top of things, to be able to devote time to the most important areas in our section. We have the seniors' service starting up next month. There are my continual recruitment duties, as well as, the ongoing financial and administrative stuff I want under control.

Marie asks: Which aspect is the most important to you right now and you want to get more control of immediately?

Jacqueline responds: I want to feel a sense of control and balance with all my responsibilities here at the hospital.

Second, Marie takes Jacqueline to the Doing Bench – What have you been doing to get it?

Marie: Jacqueline, what exactly have you been doing so far to get a sense of control and balance to your responsibilities?

Jacqueline: Well, you know it is important the new seniors' service starts strong. In addition, you cannot rely on just anyone to be as committed to it as I am. Most people do not have the experience and skills I have in recruitment so I have to do all that stuff myself as well. And, of course that new financial software we are using is complex and time consuming. Therefore, I have set aside Mondays and Tuesdays just for the new seniors' service. I have designated Wednesday mornings for finances, and I have scheduled all applicants' screenings for Thursday. And I left Fridays for the rest of my supervision duties, committee work, correspondence, and stuff like that.

Third, Marie takes her to the Self-Evaluation Bench – Is what you have been doing working?

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Marie says: Jacqueline, you obviously have implemented several changes. I want to ask you an important question. Think about your answer carefully. You have set aside Mondays and Tuesdays for the seniors' service; Wednesdays mornings for finances; Thursdays for applicants screening and Fridays for the rest of your duties. Have these efforts got you the sense of control and balance to your responsibilities you want?

Jacqueline: Well, that's what I learned in that time management course I took last year and those techniques seem to work for Ray and other people…but actually… when I look at it carefully they have not created, for me, a sense of balance or control in what I am doing.

Fourth, Marie takes Jacqueline to the Options Bench – What else could you do to get what you want?

Marie says: Jacqueline, these behaviors may well work for others, or even for you in other situations, but you just said they are not working for you in this situation. Is that right? (Jacqueline nods) Then what else could you consider doing to take you towards having more balance and control in your job?

Jacqueline: Well, I am not sure. I have suspected I need to delegate more things to others, but I am hesitant to do so for fear of looking incompetent. But when I hear myself say what I am doing isn't working, I realize I may look that way already to some people. So I feel I have to do something different, don't I? It is important for me to continue with my team's supervision, but perhaps I could ask my administrative assistant to do more like some of the recruitment duties or maybe I could make some time to do a familiarization course on the new software. I could also ask some of the committee members on the seniors' service to take over some of the duties I have been carrying. And I also could learn to start saying no when someone wants to give me more work I really don't have time to do. When I think about it there are more things I can do than I realized.

Fifth, Marie takes Jacqueline to the Planning Bench – Are you ready to make a plan?

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Marie says: Jacqueline you have identified several new behaviors you could consider doing to move towards more balance and control of in your role here at the hospital. Which one do you think would start you on the road toward creating that balance and control you want? And, which you would like to build into an action plan?

Jacqueline: I think my first step would be to deal with the most time consuming aspect, my recruitment responsibilities. That would probably make the biggest difference to me right now.

Marie: What specifically are you prepared to do to your recruitment responsibilities that would take you toward more of a sense of balance and control in your job? And specifically when, where and how are you going to do it; and who will it involve?

Jacqueline: I plan to sit down with my administrative assistant, Shanti, a very skilled woman, and discuss all the tasks involved in my recruitment responsibilities and determine which ones she would be prepared to take on to free me up for other things. She has offered before to do more, but I have been hesitating. I will not do that anymore. I am going to book a time with her when I leave here, and we will sit down in my office over a cup of coffee. I will explain my situation and ask her for her assistance.

Marie: That sounds like a plan which will move you towards more balance and control of your role. To ensure it is the best plan for you, would you evaluate your commitment to doing it? On a scale of one to ten with ten being the highest commitment, how strongly are you committed to it?

Jacqueline: You know, Marie, having someone to listen to my concerns has added new perspectives I just didn't notice before. I feel better prepared to deal with it now. In addition, I notice there are other things I will need to do but this is a great start. This has been very helpful, thank you! So I am very committed…a nine or ten."

Marie: That's great, Jacqueline. Can I call you next week to see how you are making out with it? And, of course, if you need to discuss this again, I would be pleased to continue to assist you in this.

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Jacqueline: Sure, Marie, and thank you, again. I really appreciate your time. I need to go book that appointment right now. I will talk to you next week.

As you can see, this is very straight forward process. Just follow the bench questions and you will do fine. The Choice Theory™ principles and Caring Communication enable you to assist others to identify new behaviors which honor their values and move them toward what they want.

In addition, what you want as a person displays itself as well. You are viewed as respectful, caring and helpful. This is different from being viewed as the opposite. Notice also your job is not to take over or solve their problem.

An Example with Family Members Emma and John

Emma and John are both in their early thirties and siblings. Emma is on maternity leave with her second baby and John has just arrived for a visit. Their parents live across town. Emma has used a somewhat *Careless Communication* style with her family in the past often demanding and impatient. Emma's spouse has recently left her and she is devastated. She has not been close to her brother for many years but now feels alone and desperate. Emma tells John her husband has abandoned her with two children, many bills and no support.

Let's listen to John take Emma for "A Walk in the Park."

First, John Guides Emma to the Want Bench – What do you want?

John says: Emma you are very upset about this and I appreciate you feeling overwhelmed about it all. Tell me what you want out of this situation for yourself now?

Emma responds: John, I want my husband back, I want help with our debt because I can't carry it all on my own, and I want to stop feeling so scared all the time.

John asks: Which one is the most important to you right now and that you want to deal with first?

Emma says: I would say I want to stop feeling afraid all the time.

Second, John takes Emma to the Doing Bench – What have you been doing to get it?

John: Emma, what exactly have you been doing so far to stop feeling afraid all the time?

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Emma: Well, I have been calling him at his mother's place every night. I have written him a letter begging him to come home. I have asked his mother to help me get him back. I have asked his brother and two sisters to talk with him. I even went to his workplace to see if I could catch him at his lunch break to talk to him. I have also cleaned up the house and got in his favorite foods in case he decides to drop by to see me or the kids.

Third, John takes Emma to the Self-Evaluation Bench – Is what you have been doing working?

John: Emma, you obviously have done several things to prevent yourself from feeling afraid. I want to ask a question. Think about your answer carefully. Has calling him, writing him letters, asking his mother, brother and sisters to talk with him or trying to talk to him yourself or having his favorite food handy enabled you to not feel afraid?

Emma: "Well, actually I think sometimes it is making it worse because he is avoiding me and his family is getting frustrated with me too. One of his sisters said I was better off with him gone, but I feel so alone.

John: So Emma, let me ask you this question another way. The actions you took to reduce your fear of being scared, have they been successful for you?

Emma: Well when you say it that way and I think about it, I have to say no they have not. In fact, they almost increase my fear sometimes.

Fourth, John takes Emma to the Options Bench – What else could you do to get what you want?

John: Emma, these behaviors may well have worked for you in other situations in the past, but you just said that they are not working this time, it that correct? (Emma nods) Then what else could you consider doing to take you towards having less fear and more self-confidence in your life?

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Emma: Well, I guess the opposite of being afraid is being self-confident, eh? So if I want to feel more self-confident I could start doing things that give me a feeling of self-confidence like going out with my girlfriends to the craft courses I love or I could spend more time with our Mom and Dad who I know will support me or I could volunteer at the school where I would be appreciated. And I could put in more overtime to give me more money for the debts. Also, I could go back to school part time, so I am better prepared for a different future if he doesn't return. So, there are many things I can do to feel better.

Fifth, John takes Emma to the Planning Bench – Are you ready to make a plan?

John says: Emma you have identified five new things you could do to move you towards feeling less fear and more confidence. Which one do you think would start you on the road toward creating that confidence you want and which you would like to build into a specific plan of action for yourself?

Emma: I think I need to do them all, but the first one would be to talk to Mom and Dad about what has happened. I am so embarrassed and yet I know they will be supportive and I need that right away.

John: What specifically are you prepared to do regarding Mom and Dad to reduce your fear and increase your confidence? And specifically when, where, and how are you going to do it? And who will it involve?

Emma: I will call them right now about going over for dinner on Sunday. I will tell them what has happened and ask them for their support regardless of whether he comes back or not.

John: Emma, that sounds like a plan that will move you towards more confidence and less fear in your life. To ensure it is the best plan for you at this time, would you evaluate your commitment to doing it. On a scale of one to ten, with ten being the highest commitment, how strongly are you committed to it?

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Emma: You know, John, having you to bounce my situation off has given me a more objective perspective and challenged me to be stronger and value myself more. I feel stronger and more able to deal with it now. In addition, I have learned this is probably just the start of me evolving myself. I appreciate you not demeaning my situation or me. Thank you, this has been very useful. So I am at definite ten.

John: That's great Emma. It was good for me to have this chat too. I'll make some coffee while you go call Mom and Dad, OK?

Emma: Great! Thank you John!

John may need to offer more assistance to Emma in the days ahead as she struggles to get control of herself and her emotions. However, the toughest part for both John and Emma is over because she has started to take control of her life again. In addition, at the same time, John has reconnected with his sister.

With many of the people you help, it is not so much you can do something specific as you can help them appreciate no matter how bleak things seem, they can help themselves and, by being there, you assist them in finding the strength to make the effort. By listening to them respectfully without judgment, you honor their values, which encourages them to follow them. Even if you don't think you do much, what I suggest here is usually so much more than they have available to them; what seems little to you can be a great deal to them.

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CONCLUSION

Here are your 21 Keys to Dealing With Difficult People.

1. Remember you have the same brain as Einstein so you possess genius and can learn to communicate with anyone.
2. Remember difficult people have psychological (mind) and physiological (body) needs which are motivating all their annoying behaviors.
3. Remember difficult people are motivated by their unique value system.
4. Remember to respect their values; treat them fairly; convey caring for them as a person; listen to them; trust them; support them and challenge them.
5. Remember their behaviors are motivated by an innate desire for balance.
6. Remember underneath every whine, complaint, threat, nag, criticism or blame is the same thing…a person who wants something to restore their balance!
7. Remember your self control is essential to communicate with difficult people.
8. Remember self control comes from taking control of what you do and think which gives control of your feelings and physiology.



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9. Remember the two levels of human thinking (about the situation & about yourself being in the situation) with taking control of the latter, your self talk, being the only way to control your feelings.
10. Remember the seven assumption which make the difference by assuming: they are motivated by survival; have a purpose; can learn a better way; need to make choices; need to see a clear benefit; displaying their best effort and require respect.
11. Remember there are only three ways to communicate: *Carelessly* (self righteously), *Carefully* (selfwrongeously) and *Caringly* (respectfully).
12. Remember only *Caring* communication (respectful) works with difficult people.
13. Remember the *Caring* behaviors which build communication are: accepting, encouraging, listening, negotiating, respecting, supporting and challenging.
14. Remember the *Careless* and *Careful* behavior which destroy communication are: controlling, complaining, criticizing, blaming, nagging, punishing and threatening.
15. Remember using *Caring* communication has five parts: exercise self control, developing trust, showing respect, having a clear intention and having a simple process.
16. Remember the *Caring* communication guides:
    - to ensure you use self-control ask yourself, "Will what I am going to do and say respect both my values and theirs?";
    - to develop trust ask them to offer their perspective first!
    - to show respect acknowledge their right to feel as they do!
    - to clarify your intention to resolve the issue acknowledge their right to their perceptions!;
    - to ensure resolution both you and the difficult person must feel feel respected;
    - to ensure resolution your option must respect both sides.
    - to complete the process use A Walk In The Park.

17. Remember the five bench questions to a Walk in the Park:
    - Bench 1. What do you want?
    - Bench 2. What have you been doing to get it?
    - Bench 3. Is what you have been doing working?
    - Bench 4. What else could you do to get what you want?
    - Bench 5. Are you ready to make a plan?

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18. Remember the five action plan questions to cement their commitment on the 10 point scale:
    - What exactly are you going to do?
    - Who specifically does it involve?
    - When specifically are you going to do it?
    - Where are you going to do it?
    - How are you going to do it?

19. Remember the examples: the school friends Gina & Fernando; the colleagues Marie & Jacqueline and the brother and sister, John & Emma.
20. Remember you can use these principles and tools with anyone at any time.
21. Remember it takes conscious practice at first then it becomes a habit just like Einstein said at the beginning,"You are or become those things which you repeatedly do."

Remember to contact me directly if you need clarification or have questions.

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