

Active Listening Techniques

Statement	Purpose	To Do This	Examples
<i>Encouraging</i>	<ol style="list-style-type: none"> 1. To convey interest 2. To encourage the other person to keep talking 	<ul style="list-style-type: none"> - Don't agree or disagree - Use neutral words - Use varying voice intonations - <i>Be aware of your body language</i> 	<ol style="list-style-type: none"> 1. "Can you tell me more..." 2. 3.
<i>Clarifying</i>	<ol style="list-style-type: none"> 1. To help you clarify what is said 2. To get more information 3. To help speaker see other points of view 	<ul style="list-style-type: none"> - Ask questions - Restate wrong interpretation to force speaker to explain further 	<ol style="list-style-type: none"> 1. "When did this happen?" 2. 3.
<i>Restating</i>	<ol style="list-style-type: none"> 1. To show you are listening and understanding what is being said 2. To check your meaning and interpretation 	<ul style="list-style-type: none"> - Restate basic ideas, facts 	<ol style="list-style-type: none"> 1. "So you are concerned about your organization's survival. Is that right?" 2.
<i>Reflecting</i>	<ol style="list-style-type: none"> 1. To show that you understand how the person feels 2. To help the person evaluate his/her own feelings after hearing them expressed by someone else 	<ul style="list-style-type: none"> - Reflect the speaker's basic feelings 	<ol style="list-style-type: none"> 1. "You seem very upset" 2.
<i>Summarizing</i>	<ol style="list-style-type: none"> 1. To review progress 2. To pull important ideas, facts 	<ul style="list-style-type: none"> - Restate major ideas expressed including feelings 	<ol style="list-style-type: none"> 1. "These seem to be the key ideas you have expressed..."
<i>Validating</i>	<ol style="list-style-type: none"> 1. To acknowledge the worthiness of the other person 	<ul style="list-style-type: none"> - Acknowledge the value of their issues and feelings - Show appreciation for their efforts and actions 	<ol style="list-style-type: none"> 1. "We appreciate hearing your feedback on our process." 2.
<i>Reframing</i>	To diffuse loaded, angry statements	<ul style="list-style-type: none"> - Restate what the person has said in calm, neutral terms 	<ol style="list-style-type: none"> 1. "So you feel that your application did not receive proper consideration"
<p style="text-align: center;"> Indifference → → → Empathy → → → Sympathy </p>			

Verbal Intervention Tips & Techniques for Dealing with “Difficult” People

Precipitating Factors that Lead to Someone Being “Difficult”

There you are minding your own business---just doing your own thing and BAM! Out of nowhere someone (customer, co-worker, family member) just goes off on you for no reason. They start yelling and screaming, calling you nasty names. Things escalate...maybe you yell back a few choice words of your own! After all...you don't have to put up with that! Pretty soon you have a situation that seems to be going out of control. Sound familiar?

Very rarely do people just “snap” or “go off” for no reason. Typically, something has led up to this point where the person has lost control. There are a number of things that could be contributing to someone's difficult behavior. Understanding some of the factors that often precipitate hostile or difficult behavior can help to:

- Help you prevent hostile behavior by being proactive
- Depersonalize crisis situations by recognizing that we are seldom the cause of the hostile or difficult behavior
- Avoid becoming a precipitating factor ourselves. If we are not able to “rationally detach” from a potential crisis situation, we become part of the problem and may precipitate hostile behavior from others. We'll talk about rational detachment in a moment.

Some Factors that Contribute to “Hostile” or “Difficult Behavior”

What are some things that someone could be going on with someone that could cause them to act in a hostile way toward you?

Chart

- *Recreational Drug/Alcohol Use*
- *Financial Problems*
- *Relationship Problems*
- *Psychological or physiological causes—including drug induced behavior states, hunger, pain, stress, worry, insomnia, psychological disorders*
- *Failure – not being able to complete a task or falling short of a goal*
- *Attention seeking – reinforcement of a response or wanting attention from others*
- *Displaced anger –outside factors which trigger hostile behavior toward others*

Rational Detachment

Rational Detachment is the ability to stay in control of one's behavior and not take hostile behavior personally. I know easy for me to say!!

Key Points

1. You may not be able to control precipitating factors but you can control your own response to the hostile behaviors which result. How? By knowing your buttons. Do you know what your buttons are (things that people can say or do to you to trigger a negative response)? What are some of them?

Chart

2. Plan ahead! You know at some point someone is going to push your button. Be prepared. Practice what you will do or say when they do. Sometimes we react badly simply because we're caught off guard.
3. A professional attitude will help you control the situation without overreacting or acting inappropriately.
4. You will need to find positive outlets for the negative energy absorbed from hostile individuals.
5. Let's hear some of your ideas/suggestions. What do you do to rationally detach?

Some Other Tips & Techniques

DO

1. Remain Calm
2. Isolate the Situation
3. Enforce Limits
4. Listen
5. Be aware of "non-verbals" (e.g. body language)
6. Be Consistent

DON'T

1. Overreact
2. Get in a power struggle
3. Make false promises
4. Fake Attention
5. Be threatening
6. Use Jargon (confuse/frustrate)

CONFLICT MANAGEMENT STYLES

Directions: After reading each of the techniques listed below, decide whether you would use it frequently, occasionally or rarely. If it describes your frequent response, write "3" in the appropriate blank below. If it is an occasional response, write "2", and write "1" if you rarely make the response described.

How do you usually handle conflicts?

1. Threaten or fight the other person.
2. Try to deal with the other person's point of view as well as your own.
3. Look for the middle ground.
4. Admit that you are wrong even if you do not believe you are.
5. Avoid the person.
6. Firmly pursue your goals.
7. Try to find out specifically what you agree and disagree on to narrow down the conflict.
8. Try to reach a compromise.
9. Give in.
10. Change the subject.
11. Whine or complain until you get your way.
12. Try to get all concerns out into the open.
13. Give in a little and encourage the other party to do the same.
14. Pretend to agree.
15. Try to turn the conflict into a joke.

3 = frequently

2 = occasionally

1 = rarely

I	II	III	IV	V
1. _____	2. _____	3. _____	4. _____	5. _____
6. _____	7. _____	8. _____	9. _____	10. _____
11. _____	12. _____	13. _____	14. _____	15. _____
Total _____	_____	_____	_____	_____

Score: Add all the number in each column. The columns reflect the five styles of resolving conflict. After compiling your scores, find which of the styles described below corresponds to your highest score. Does this style fit your perception of yourself? What about your second and third highest scores?

I. Competing

II. Collaborating

III. Compromising

IV. Accommodating

V. Avoiding

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Uses and Limitations of Different Conflict Management Styles

I. Competing

“hard bargaining” or “might makes right”

Pursuing personal concerns at another’s expense. Competing can mean “standing up for your rights,” defending a position which you believe is correct, or simply trying to win.

Potential Uses: When immediate action is needed, when you believe you are correct or your rights are being infringed.

Potential Limitations: Intimidates people so they are afraid to admit problems and give you important information

II. Collaborating

“negotiating” or “two heads are better than one.”

Working with someone by exploring your disagreement, generating alternatives, and finding a solution that mutually satisfies the concerns of both parties.

Potential Uses: Learning from another’s perspective; helpful when you need a decision that addresses the concerns of both parties.

Potential Limitations: Not as helpful for minor decisions or when time is limited.

III. Compromising

“splitting the difference”

Seeking a middle ground by “splitting the difference;” the solution partially satisfies both parties.

Potential Uses: When all else fails; for fast decision making on minor disagreements; when two parties of equal strength are committed to mutually exclusive goals.

Potential Limitations: Losing sight of larger issues and values and possibly not pleasing anyone.

IV. Accommodating

“soft bargaining” or “killing your enemy with kindness”

Yielding to another person’s point of view; paying attention to their concerns and neglecting your own.

Potential Uses: When you see that you are wrong; when you want harmony or credits toward a more important issue.

Potential Limitations: You may not ever get your concerns addressed.

V. Avoiding

“leaving well enough along”

Not addressing the conflict, either by withdrawing from the situation or postponing the issues.

Potential Uses: When confronting is too dangerous or damaging; when a issue is unimportant; when a situation needs to be “cooled down;” or when you need more time to prepare.

Potential Limitations: Issues may never get addressed. (page 2 of 2)