


MINNESOTA NAHRO

Working with Challenging Customers



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Around 85% of employees deal with conflict at some level, costing organizations \$359 billion in paid hours each year.

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Goals

- Defining Difficult People
- Self Preparation
- Knowing Techniques and Tools

What really works when it comes to de-escalating anxious, hostile, or challenging behavior?

How you perceive and respond to the behavior is often the key to defusing it.

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Outcomes

- Enhanced outcomes
- Enhanced professionalism
- Generate voluntary compliance
- Manage conflict
- Enhanced safety

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Universal Truths

- Every behavior has a need behind it.
 - Focus on the need!
- Good people have bad moments.
 - Grace/flexibility
- You can't make others happy!
 - You can only control yourself.

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Human Behavior

- Cognitive
- Emotional
- Hormones and Neurotransmitters
- Positive Intentions
- More basic the need, the more dangerous behavior

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What is Conflict?

A Gap

Differing perspectives, needs, or expectations.

Conflict can be good!

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Needs

Self Transcendence

Self-Fulfillment

Psychological

Physiological

Self-Actualization

Esteem

Love, Belonging

Security, Stability

Food, Water, Air, Rest

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Perspective

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Power

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Values

Values drive decisions and behavior.

Values are the principles that guide your decisions and behaviors.

Values

Beliefs

Personality

Expectations

Behaviors

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Expectations

Expectation is — Will

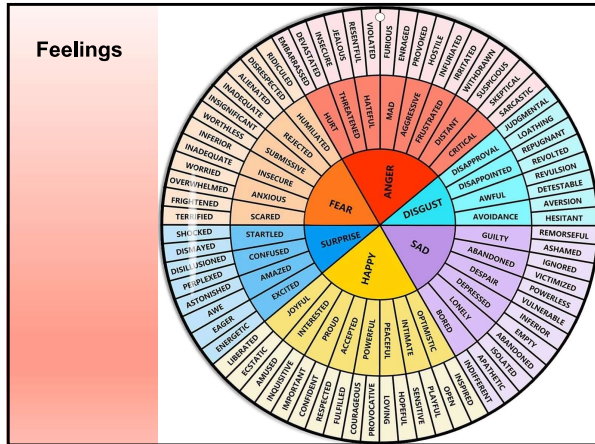
Expectations are resentments waiting to happen.

- Brene Brown

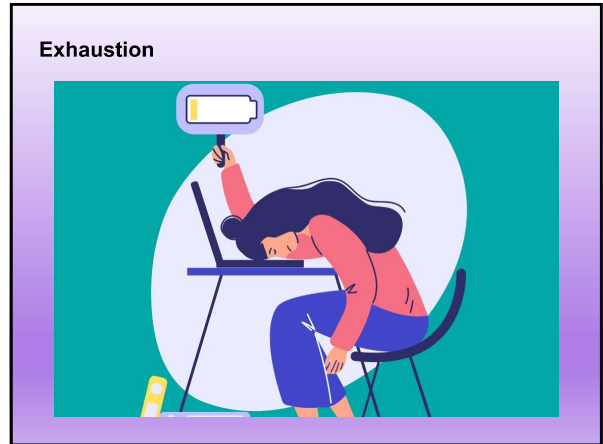
fb/The idealist

SHOULDs

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Difficult People

What is a difficult person or situation for me at work?

What is a difficult person or situation for me at home?

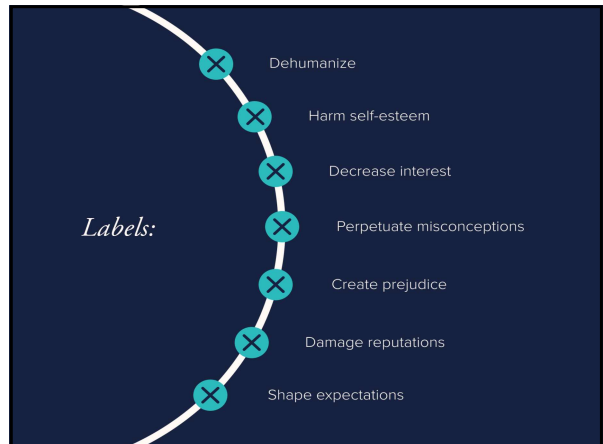
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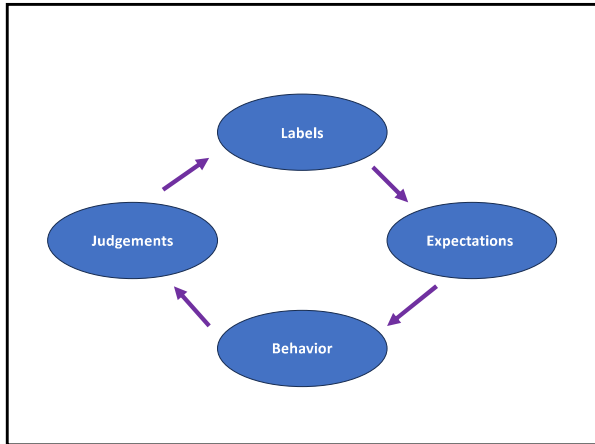
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We judge others by their actions and ourselves by our intentions.

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Why People Do What They Do

Every behavior has a positive intention.

Understand their intention – you have great power.

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Getting Self Ready

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How do you know you do a good job at the end of the day?

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Self	Other
Confident	Humble
Meet personal needs	Meet others' needs
Shares opinions/expectations	Asks opinions/expectations
Gives feedback	Seeks feedback
May not recognize others' needs	May not recognize own needs

Key: Walk the continuum several times/day.

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Charge Your Batteries

What is your current energy level?

1 = No energy
5 = Lots of energy

How do you recharge?

What makes you happy?
What makes you feel energized?

- Physically, mentally, emotionally

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Stress

The Stress Continuum

performance

low stress level high

healthy tension peak performance imbalance breakdown

Cortisol
C₂₁H₃₁O₅

2 Kinds of Stress:

- Eustress (good stress) and
- Distress (not-so-good stress).

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Triggers

An emotional reaction to something in the present that resembles an experience.

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Mindset / Attitude

A set of established beliefs, attitudes, and habitual ways of thinking that shape how an individual perceives, interprets, and responds to the world.

A mindset influences how you think, feel, and behave in any given situation.

MINDSET

ATTITUDE → BEHAVIOR → ACTION → SUCCESS

You choose your mindset each and every moment.

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Communication

Judged every 3 – 7 seconds

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What People Pay Attention To When Communicating

Words = 7%
Body Language = 55%
Tone/Rate of Speech = 38%

Words = 15%
Tone/Rate of Speech = 85%

Whatever you are thinking/feeling is advertised in your voice and behavior.

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Breathing Technique

Breathe In
4 seconds
Breathe Out

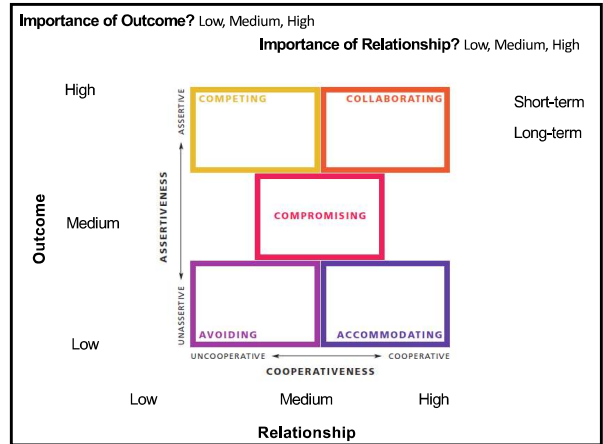
1 Inhale → Belly Out

2 Exhale ← Belly In

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Techniques

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Conflict Style	Assertiveness	Cooperativeness	When to Use It
Competing	High	Low	Urgent decisions or defending rights
Collaborating	High	High	Complex problems requiring joint input
Compromising	Medium	Medium	Temporary solutions or time constraints
Avoiding	Low	Low	Trivial issues or when emotions run high
Accommodating	Low	High	Preserving relationships or admitting you're wrong

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Calm & Engaged

Calmness
Objectivity
Curiosity

Do not ignore – respond
Do not resist / use their energy
Stay connected – with positive intention
Tactical Civility Be nice until it's time not to be nice.

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Core Principles

Tactical Civility Be nice until it's time not to be nice.

Mushin
 Mu = No
 Shin = Mind

Calmness
 Objectivity
 Observation

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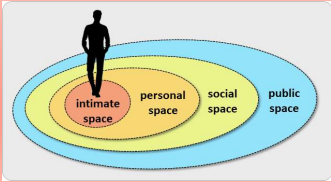
Confidence

Display a Confident Mindset

Verbal: Self
 Non-Verbal: Others

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Space

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Professionalism

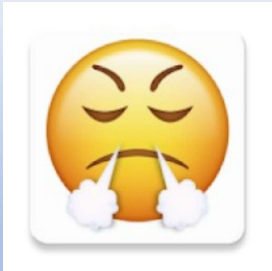
Self / Others / Organizational Expectations

- Empathy
- Maintain Composure
- Focus on issue vs. person
- Respond vs. React




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Venting is Good!




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Empathy

Em: In
Pathy: Feeling

In Sync / on the same page
Empathy absorbs tension.

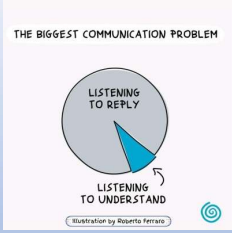
“Let me be sure I heard/understood what you said.”



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Active Listening

1. Pay Attention
2. Listen (to understand)
3. Provide Feedback (prove you have listened to understand)
4. Defer Judgment
5. Paraphrase / Respond



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Don't Take The Bait



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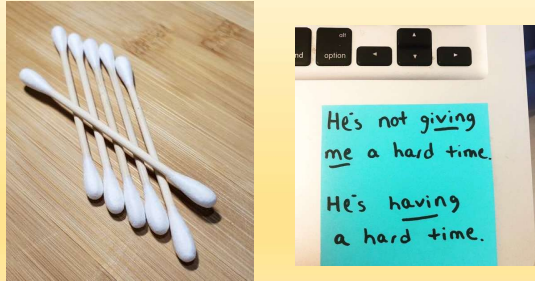
Reacting vs. Responding

Nature	Immediate, impulsive, emotional	Thoughtful, deliberate
Driver	Emotions like anger, fear, panic	Reason, aware, clear intention
Process	Unconscious and instinctual	Pausing to process information and situation
Outcome	Can be disproportionate to the situation	Productive and constructive
Example	Yelling at someone who has yelled at you	Taking a deep breath and calmly asking a question


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Q-TIP

Quit Taking It Personally!



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Short sentence with pause vs. long sentence or paragraph of information.

1 question / statement at a time.


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Contrast Statement

- I am not trying to make this more frustrating.
- I am trying to find a way to fix the issue, so that it doesn't happen again.

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Slow Down / Break



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Agree When Possible

- I totally agree...
- If I were in your shoes, I would feel that way too...
- You're right about that...
- I'll go along with that...
- My thoughts exactly...
- You can say that again...

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Redirection

Acknowledgement without agreement

- I understand why you feel that way.
- I can see how that would be upsetting.
- It sounds like this has been a difficult time for you.
- I appreciate that you feel this way, but I have a job to do and I still need to...

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Paraphrasing

Proving you have heard them.

The cat is big.
The feline is large.

Technology is changing the way we communicate.
The way people communicate is being transformed by technology.

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Narrate Your Actions

- Let people know what you are doing.
- Information mitigates assumptions.
- Assumptions are typically negative.

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Neutral Body Language

Posture and stance	Hands and arms	Eye contact and space
Open and relaxed	Hands visible	Steady eye contact
Shoulders back	Open palms	Give personal space
Avoid blocking	Relaxed movements	Calm expression
Balanced weight	Avoid fidgeting	
Approaching from the side		

Calm Mind = Calm Non-Verbals

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Allow For Silence

- Let people think.
- Let people calm down.

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Art of Representation

3 parts of service: Customer, You, & NAHRO.

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Art of Representation

You must personally *disappear* to be effective.

The more you can *disappear* personally before others, the greater your power and influence over them will be.

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L.E.A.P.S.

Listen: Demonstrate visually and verbally.

Empathize: Don't agree/disagree – just try to understand.

Ask: Fact finding: who, what, when, where, how, why???

Paraphrase: Play it back for them – prove you were listening. Through this, you can gain control of the conversation.

Summarize: Taking it all in and summarizing.

The First 4 are key!

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Verbal Attacks

Remain calm.

Understand others' perspectives.

Use tactical language.

Redirect energy.

Step 1: Recognize the crap is being flung.

Step 2: It is being flung in your direction.

Step 3: Move out of the way.

Step 4: Keep interacting calmly.

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The Dark Triad

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The Dark Triad

Self-preservation
Clear consequences
Just the facts
Document details

Sociopath:
Impulsive, no empathy

Trait	Definition	Key Behaviors	Examples
 Narcissism	Excessive self-focus and need for admiration	Grandiosity, attention seeking, vanity	Bragging about achievements
 Machiavellianism	Strategic manipulation for personal gain	Deceptive, opportunistic, scheming	Lying to colleagues, exploiting relations
 Psychopathy	Impulsivity and lack of remorse	Risk-taking, aggression, callousness	Breaking rules without guilt

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The Victim

"It's not my fault..."

Victims are best handled by remaining neutral and refusing to confirm their beliefs.

The Bully

Sheer force, derogatory comments

Don't react.

Ask for clarification.

Outnumber..

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The Complainer
"Everything is wrong..."
Tell them to come up with three options/solutions.

The Interrupter
Continually interrupts
Pause.
When they interrupt, continue with your statement.

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You can't change others
Dispassionate observation
"Let them"
Don't give too much information / justification.

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