

Dealing with Difficult Personalities

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Who Are The Difficult People We Encounter?

In-House

Management

Co-Workers

Out of House

Other Vendors/Outside
Business partners/Contractors

Customers/The General Public

Who Are The Difficult People We Encounter?

Passive types

Go-Along Passive Behavior

Passive-Aggressive Behavior

Assertive Types

Aggressive Behavior

Alternator Behavior-
Both types of behavior

Types of Human Behavior

Passive Types and Behavior

Type that Can't Say No

Avoid Conflict at all costs, very quiet

Easily Taken Advantage of by Others

Passive-Aggressive Types and Behavior

Represses Anger "I'm not angry"

Uses Sarcasm frequently

Makes jabs beneath breath or says "just kidding"

Aggressive Types and Behavior

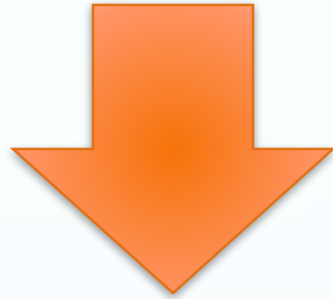
Actively says or does hurtful things to others

Yells/Raises Voice, acts angry

May get physically Aggressive

Difficult Personalities Within Our Company

- **Understanding your Employees**



- **Understanding Your Co-workers**



- **Understanding yourself**

Why Take A Personality Test

- **Great tool to use in-house with employees**
 - **Can help management match personalities with job tasks and positions**
 - **Can help employees learn how to work with coworkers**
 - **Can help employees and managers delegate task appropriately**
 - **Can help CEO's, Supervisors, managers harness personality and utilize strengths, talents and specialties as assets to projects and the company**
 - **Can help employees understand their own strengths and preferences and direct their career path accordingly**

What Is Your Personality Type?

- **MBTI-Most accurate and widely used personality test**
- **Measures healthy personality, not use to diagnose mental health**
- **The Myers-Briggs Type Indicator[®] instrument measures personality preference on four scales;**
 - **Extraversion - Introversion (E – I)**
 - **Sensing - Intuition (S – N)**
 - **Thinking – Feeling (T – F)**
 - **Judgment - Perception (J – P)**

What is Your Personality Type

- ***Perception*** involves all the ways of becoming aware of things, people, happenings, or ideas.
- ***Judgment*** involves all the ways of coming to conclusions about what has been perceived.
- If people differ systematically in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations, and skills.
- An individual's preference affects not only what they attend to in a particular situation, but also how they draw conclusions about what they have perceived.

What is Your Personality Type?

- **Extraversion–Introversion (E–I)**
- The E–I index is designed to reflect whether a person is an Extrovert or an introvert in the manner described by Jung.
- ***Extroverts*** are oriented primarily toward the outer world; They process problems by talking it through with others. Thus they tend to focus their perception and judgment on people and objects.
- ***Introverts*** are oriented primarily toward the inner world; They generally process problems in their own head, not by talking it through with others. and they tend to focus their perception and judgment upon concepts and ideas.

What is Your Personality Type?

- **Sensing–Intuition (S–N)**
- A person's preference between two opposite ways of perceiving; one may rely primarily upon the process of
- ***Sensing (S)***, which reports observable facts or happenings through one or more of the five senses (taste, sight, touch, smell and hearing.);
- ***Intuition (N)***, they focus first on meanings, relationships and/or possibilities that have been worked out beyond the reach of the conscious mind.
- Perception is the preferred go-to when one needs or wishes to take in or absorb information

What is Your Personality Type?

- **Thinking–Feeling (T–F)**
- Reflect a person's preference between two contrasting ways of judgment, or making a decision.
- ***Thinking (T)*** to decide impersonally on the basis of logical consequences,
- ***Feelings (F)*** to decide primarily on the basis of personal or social values.
- **Affects which kind of judgment to trust when one needs or wishes to make a decision**

What is Your Personality Type?

- **Judgment–Perception (J–P)**
- The process used primarily in dealing with the outer world, that is, with the "Extroverted" part of life.
- **Judgment (J)** has reported a preference for using a judgment process (either thinking or feeling) for dealing with the outer world.
- **Perception (P)** has reported a preference for using a perceptive process (either sensing or intuition) for dealing with the outer world.

What is Your Personality Type?

Processes and attitudes (the language we use)

Attitudes refer to extraversion (**E**) or introversion (**I**).

Processes of perception are sensing (**S**) and intuition (**N**).

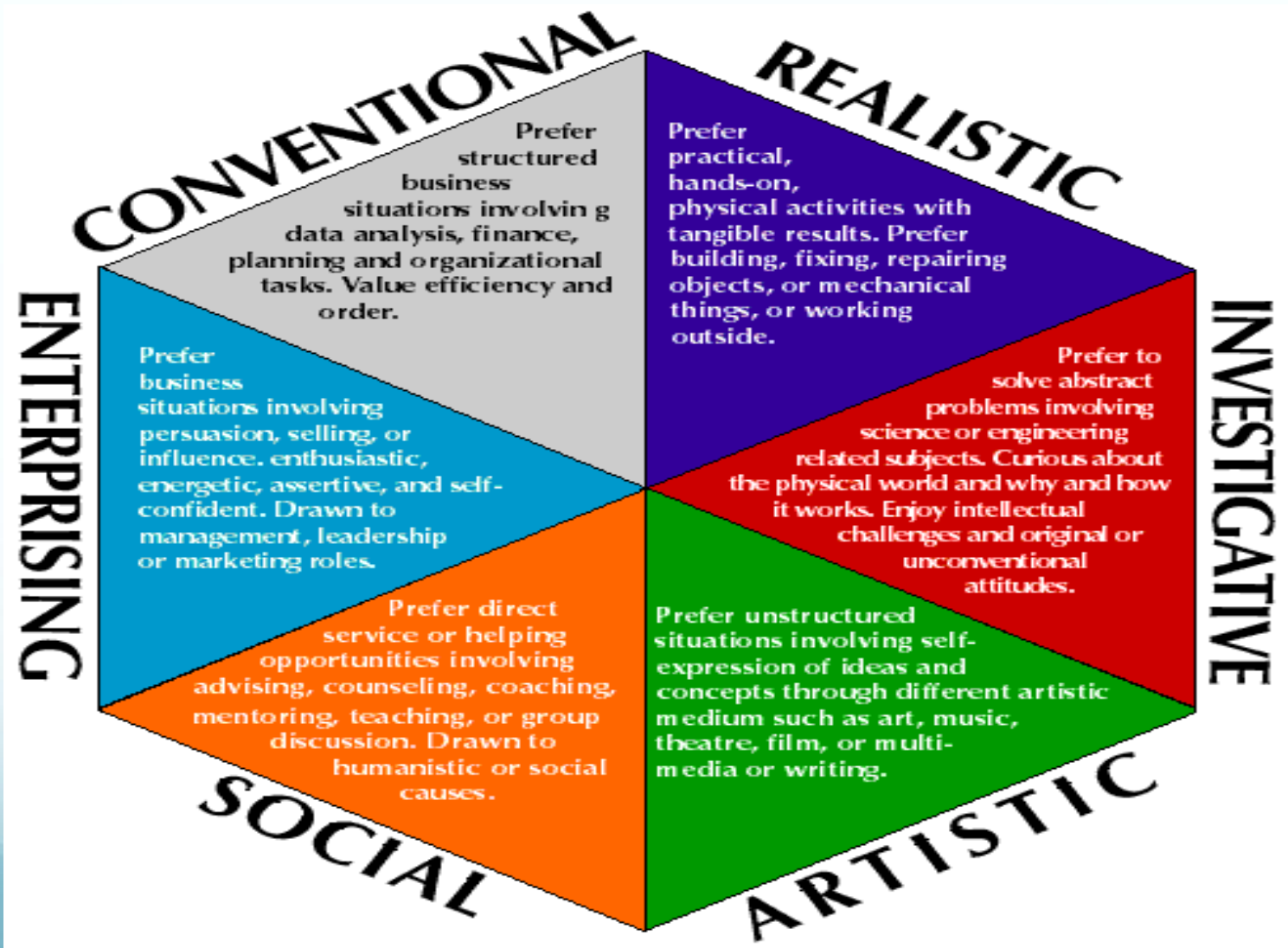
Processes of judgment are thinking (**T**) and feeling (**F**).

The style of dealing with the outside world is shown by judgment (**J**) or perception (**P**).

What is Your Work Personality Type?



What is Your Work Personality Type?



Harnessing Personality

- **Matching Employees tasks with their personalities and strengths**
 - Sometimes employees apply for jobs based on qualifications and job openings rather than a match to their personality
- **Match Co-workers with appropriate tasks on group projects**
- **Leads to more job satisfaction and employee production**
- **Leads to more company success on the front lines**



Difficult Customers/Clients

Story Tellers

Just want to talk about their life and be heard

Know-It-Alls

Hits you with facts, think they know everything about everything

Complainers

Are neither helpful or social, they just like to complain about everything

Story Tellers

- Probably the easiest to work with
- May have a lack of excitement or meaningful activities and/or relationships in their life
- Allow them talk...but not too long
 - Validate their stories
 - Try to gently bring them back to the task at hand
- Harness their desire to talk and share and ask them to help with difficult board members



Know-It-Alls

- Obsessed with rules and traditions
- Presents lots of facts
- Very Rigid, might be highly educated
- Don't like change
 - What is their core concern?
- Harness their fact finding and put them to work!
- Or-Call their bluff "What is this really about?"
- Remember your role isn't to implement changes, only to present the facts



Know-It-Alls

- **Identify Core Concern**
 - Does everyone on the board share this concern
- **Present the bottom line**
- **How can we address their concerns and still meet the bottom line?**
- **How to deal with circumvention/Manipulation**
 - They try to email or call you privately and get you on their side and tell the rest of the board
 - Include all board members in email communications
 - Advised them their concerns will be addressed at the board meeting where all board members can be a part of the discussion

Complainers

- Similar to know-it-alls except they don't provide any useful help or information
- Like to stir up confrontation
- Remain calm, even if they get upset
- Ask what their core concern is
- Repeat what you hear as their core concern
 - Feeling heard usually calms them down
 - "I hear you're really concerned, I want to make sure I understand what you're really saying here"
 - What I hear you're concerned about is



Complainers

- **Validate their concern and Thank them for sharing**
 - “I really understand and will make sure we keep that in mind as we’re restructuring the budget”
 - Thank you so much for helping me to understand your concerns
- **If they don’t want to calm down or speak rationally**
 - A lot of this anger is driven by a deeper fear of loss
 - Losing something in their neighborhood they value, or losing some sense of power they struggle to have in the first place

Complainers

- Be direct
 - What is your main concern?
 - Does everyone on the board have this concern?

- If they have a real concern

--it will come out and you can address it

- If they're just stirring up trouble

--you're basically calling their bluff



How to Avoid being Manipulated

- **How they try to manipulate or maneuver you**
 - Email/call you privately and get you on “their side” and tell the rest of the board

How to Avoid this:

- Validate concerns and then...
- Include all board members in email communications
- Advised them their concerns will be addressed at the board meeting where all board members can be a part of the discussion

In Summary

- **Identify Core Need/Concern**
- **Validate and diffuse**
- **Keep pointing back to the bottom line**
- **Remember your role:**
 - **To present the facts and the bottom line**
 - **It's up to them to implement them!**
 - **Do what you can within reason, but draw some boundaries when necessary**

