



Assertiveness & Influencing ebook - Sample Pages



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"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."

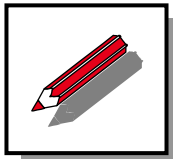
SIR WINSTON CHURCHILL

Symbols in this Self Development Workbook

The workbook contains clear instructions, and symbols have been used to represent various activities:



Learning Objectives (section or whole pack)



A paper exercise or activity for you to complete



An on job activity



Consult line manager or team



End of Section Quiz

"The average man finds life very uninteresting as it is. And I think that the reason why, is that he is always waiting for something to happen to him instead of setting to work to make things happen."

AA MILNE

Section One:

Defining Your Personal Style

Welcome to the first section of your self study pack.

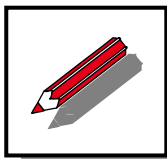


Section Objectives

At the end of this section, you will be able to:

- ❖ Define your personal behavioural style in business dealings with others
- ❖ Define situations at work where you would like to get more of an outcome for yourself

Before you get into the course itself, it may be useful for you to get a handle on your **personal style** – the way you deal with business situations at work. The following Exercise will help you establish how you come across to others at work.



Exercise

Important: The result of this exercise relies on you being **honest** when answering the questions below – it's not how you would like to come across, it's how you **actually** behave, what you **actually** do.

Instructions

Listed below are 25 descriptions of ways that people behave in business situations– be it one to one conversations on the job, or group meetings, such as daily briefings. Consider the statements overleaf, and tick the appropriate box on the scoring sheet, as to whether you **ALWAYS** do this, **OFTEN** do, **OCCASIONALLY** do, **SELDOM** do, or **NEVER** do it.. Remember – **be honest!**

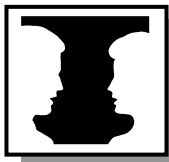
Analysis

1. Which of the 4 types are you best at (your **HIGHEST** score)?

2. Which have you the most development need for (your **LOWEST** score)?

3. Do you agree with the results of the analysis? If not, why not?

Whether you answered Q3 with a **YES** or a **NO**, there is a fundamental issue about how you have undertaken the questionnaire – IT'S **YOUR** OPINION of **YOUR** BEHAVIOUR – NO ONE ELSE'S! You may feel you know how you come across to others, but what counts is how your communication actually comes across. In other words, how do others judge you.

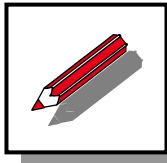


Exercise

Now ask your line manager to complete **LAST EXERCISE** but they are assessing you this time. Photocopy the scoring sheet and ask your line manager to complete the questionnaire on you – about **your** behaviour. Compare your findings. What development needs do you now have?

"No one can make you feel inferior without your consent."
ELEANOR ROOSEVELT

The next section covers recognising behaviours.



Recognising Behaviours

Given the following Situation and Response, consider whether the response given is **AGGRESSIVE (Agg)**, **PASSIVE (Pass.)** OR **ASSERTIVE (Assert.)**, by circling the behaviour:-

Situation

Faced with a problem at work, you are having a discussion with your boss. Her solution entails you spending time visiting showrooms away from home. She estimates that it will be at least a week's time away. Your home life is very important to you, and also one of your children will be going into hospital during this period, all be it for a routine minor operation.

1st Choice of Response

"Well, it's not very convenient at the moment, what with my family commitments ... but I suppose if you really think it's necessary. Umm, you know I don't want to let the department downO.K. I'll do it"

Agg.

Pass.

Assert.

2nd Choice of Response

"No way! Not a week Not with my workload, plus my current family problems. You find some other way of solving your problem. Don't try blaming me"

Agg.

Pass.

Assert.

3rd Choice of Response

"I see your point about getting experience in showrooms, however it isn't possible at the moment. I have pressing family commitments which make it imperative I stay at home. Can we work out another way of solving the problem? "

Agg.

Pass.

Assert.

Now turn over the page for the answers

"Seek first to understand, then to be understood."

STEPHEN COVEY

What have I learnt in Section Two?



By now, you should be able to:

- ❖ Understand what is meant by passive, assertive and aggressive behaviour.
- ❖ Appreciate the benefits of assertive behaviour.
- ❖ Receive feedback on your particular style.
- ❖ Appreciate the importance of reading situations correctly.
- ❖ Define the situations encountered at work which being more assertive may help.
- ❖ Recognise the 3 different types of behaviour at work.

Section 2: Summary Quiz



How well have you mastered these skills?

Try this quiz to find out. Suggested answers follow the quiz.

These questions have been designed to allow you to see how much you have learnt. If there are any points you are unsure about, refer back to the relevant section and then try the questions again.

a) How would you recognise **ASSERTIVE** behaviour - give **THREE** traits

b) How would you recognise **PASSIVE** behaviour - give **THREE** traits

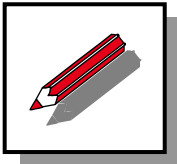
Dealing With Aggressive People

In dealing with aggressive people on the telephone or face-to-face, you may want to try a couple of simple techniques. They have been proved reliable time and time again:

1. Broken Record Technique
2. Breaking the Aggression Cycle
3. The 'What If / What Do You Think?' Technique

REMEMBER: As we learnt from Section 2, we are not talking about the normally accepted description of aggression - the ranting – raving, raised voice, finger/arm jesticulation- we're talking here about the people who are the 'I want! I need! I feel!' type, without any/very little consideration for others.

1. Broken Record Technique



What do you think the broken record technique is?

Turn over for the answer.....

"On two occasions you should learn to keep your mouth shut – when swimming and when angry."

ANON