



WELCOME delegates

INTRODUCE yourself plus background.

INTRODUCE course by explaining that today is about core transferable skills which generally apply to everyone at work.

POINT OUT:

- Assertive skills are all about how we interact with colleagues - and therefore how we get the best possible outcomes from the staff we work with, and are inter dependent with - it's a core skill required by all companies no matter what their field of work.
 - There is more to assertiveness than opening your mouth and mouthing words - in fact it's because either some people don't do this, or they do it poorly, which means that all sorts of conflict, misunderstandings and lack of morale/motivation manifest themselves in the workplace
 - Even then, you can get two versions of the truth, depending on who you talk to.
 - Like any skill process we have to have a structure – being assertive is no different
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- **COVER** Knowledge / Skill Checklist to introduce content of the day, by delegates completing the **PRE** column. **EXPLAIN** will revisit checklist at end of day for delegates to complete **POST** column. This will help gauge level of learning and to give them a focus for action planning / personal pledging.
 - **REFER** to Personal Pledge page at back of manual to encourage thoughts about action plan throughout the day.



SHOW above slide and introduce the topic

Inflection/ Emphasis

- That's a good idea
- I didn't say he was rude to the customer
 - **I** didn't say he was rude to the customer
 - I didn't say he was rude to the **customer**
 - I didn't say he was **rude** to the customer
 - I didn't say **he** was rude to the customer
 - I didn't **say** he was rude to the customer

That's a good idea – said matter-of-fact, enthusiastically and sarcastically.

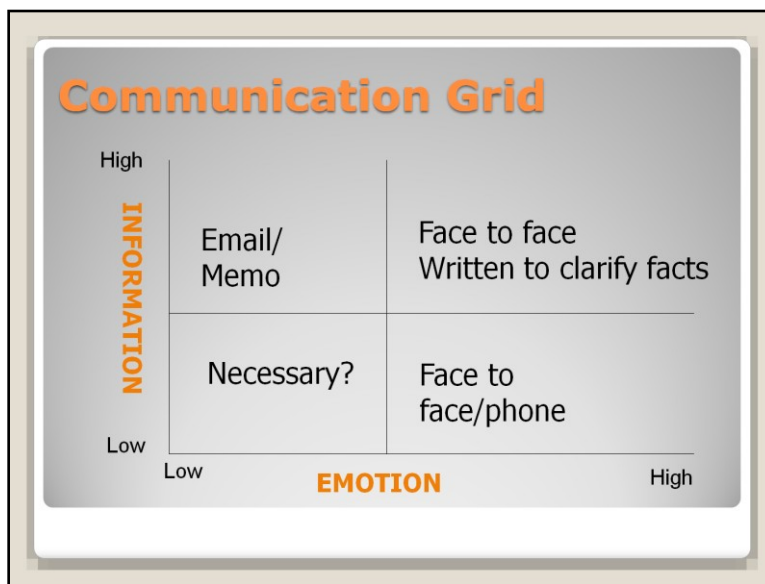
Inflection on words changes the manner in which the message is received – the recipient may get a different impression

Inflection/Emphasis

- **THEM:** " Do you love me?"
- **YOU:** "Of course I do"



Try leaving a 5 second pause before you respond, and see what intonation that can bring!!



REVIEW above slide

EXPLAIN this is a useful way of deciding which method to use the more emotional the more human contact is required. Some organisations have also banned the use of email for anything other than hard factual info if it is at all subjective or requires an answer they must speak over the telephone or face to face. E.g. Liverpool Council one day a week.

DISCUSS use of email and inappropriate forms of communication in the organisation

DISCUSS the communication methods used in organisation and how delegates use these communication methods – Are they the most appropriate.

MENTION that you are much more likely to get the result you want when going to see the person (or phoning them up) than firing off an email e.g. when chasing information / paperwork from another department.

Assertive quotes

- "I'd like to tackle the task in this way. How does that affect you?"
- "I know we're really stressed at the moment. However I've stayed late the last 3 evenings, so I want to go home on time tonight"
- "I can see why you did that on the system, however it does cause us significant problems doing back ups. How's about we look at an alternative method?"

REVIEW above slide.

SUMMARISE:

- Assertiveness – a bit of you, and a bit of me
- Aggressiveness – Me! Me! Me! Me! Me!
- Passivity - You! You! You!
- It is important to emphasise that we all exhibit these 3 different types of behaviours in varying degrees at times – depending on where we are, who we're talking to, what mood we are in etc. What is important is the display of the dominant behaviour over a period of time at work, and where assertiveness is a more appropriate style of behaviour.

Q If someone is a me!me!me! Person generally, how do you react to that person?

A Probably negatively; you don't perform to your best standard, you could be unhelpful, off hand, why should we co-operate with them

However a final point:-

• You need to consider the situation – and how you will react to it. Is it worth it? If it is, how would I normally tackle it? Is it the best way? What is a more appropriate method?

• **REFER** back to Car Wars exercise to ensure that delegates fully understand the differences between the behavioural styles (Concentrate on assertiveness being 'YOU and ME' behaviour – showing you listen and understand (without necessarily agreeing with the other party). REFER to page towards back of manual for answers.

LISTENING & BODY LANGUAGE



Do **NOT** show this slide **BEFORE** doing the Introductory Exercise below.

INTRODUCTORY EXERCISE:

- Put delegates in pairs and ask for one volunteer per group to stand up. **ASK** them to stand outside for a minute.
- Tell other delegates that they are going to speak to their colleague for a minimum of 2 minutes. Up to them what they speak on - describe your morning routine; the inside of their house; their favourite hobby; what they did last weekend.
- Go outside the training room to brief the volunteers. **ISSUE** 'Listening and Body language Exercise' briefing sheet and discuss. **EMPHASISE** that the timings are approximate and don't exaggerate the behaviours. **STRESS** that partner should not see content of sheet.

BACK IN TRAINING ROOM:

- **RUN** exercise in the pairs all at same time. You'll know it has finished when you hear the questions being asked and the atmosphere tends to lighten.

FEEDBACK:


Ask speakers:

- How did it feel?
- At what point did they feel ok about the process?

Palpable relief in room as soon as listeners began to make 'contact' with speaker.

Body Language

- Open hands/arms
- Lean forward
- Face the person
- Eye Contact – 80-90%
- Smiling (at times)
- Nod in agreement
- Raised eye brows
- No fidgeting



REFER delegates to Body Language Questionnaire exercise in manual and ask to **COMPLETE**.

REVIEW using the Answers sheet and **REVEAL** above slide to summarise.

EMPHASISE:

- Body language - leaning forward shows that you are interested in what they are saying. Eye Contact. Nod in agreement. No fidgeting (I attended an interview once where the interviewer looked at her watch 4 times). Smiling. Raised eye brows.

Q How do you find out what your body language is saying?

A You have to ask people to observe you and give you feedback –

MENTION that soap operas are a good way of tuning into body language:

- Try watching a soap with the sound turned down and read the intent of the story from body language – look at face in particular – the expressions; but use of hands/arms/ positioning of actors
- Notice how many characters do NOT read body language well!

BODY LANGUAGE GRID EXERCISE

DO the BL grid exercise and **ISSUE** Answer sheet.

Observer Feedback



- **Ask** the Assertive Person how it went:
 - What went well?
 - What would they do differently next time?
- **Ask** the other role player :
 - What was it like on the receiving end?
 - How assertive were they?
- **Give** Observer feedback:
 - Positives first, then development areas

ENCOURAGE participants to act the parts, but be realistic

BRIEF Observers, using above slide.

DELIVER skill practices, and receive feedback from Observers

SUMMARISE the learning points from the exercise.

Summary



- Having Rights (they come with Responsibilities)
- Communication Style - it's how your communication is **received** that matters
- Assertive behaviour -tactics
- Body Talk – What does yours say?
- Listening skills

SUMMARY

REVIEW above slide.

REINFORCE:-

- We have covered a lot of work today. **EMPHASISE** that we are suggesting new approaches here - it takes practice and perseverance.