



How to Manage Someone

You Just Don't Like!

Gina Ohanesian | MSOB

Discuss what causes you to not like someone you manage and the challenges it creates



5 Causes of Disagreement

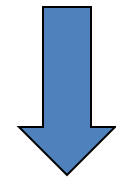
1. Facts and interpretations
2. Approaches and methods
3. Goals and outcomes
4. Needs and wants
5. Beliefs and values



Increasingly Difficult to Resolve

Facts and Interpretations

Disagreements about information and what it means



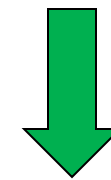
Approaches and Methods

Disagreements about “**how**” something should be done (i.e. how a goal or task should be accomplished)



Goals and Outcomes

Disagreements about desired outcomes – different perspectives about **what** they should be trying to accomplish or “where they should be headed”



Needs and Wants

Disagreements about what is important to one person (or the person's work unit) versus what is important to another person (or that person's work unit)



Beliefs and Values

Disagreements based on fundamental differences in core beliefs and deeply rooted values



Conflict Cycle

**Triggering
Event**

**Perception of
Hostile Intent**

**“Behavior that
violates
expectations”**

**There are “degrees”
of conflict**

**Defensive
Anger Builds**

**Counter
Attack**

Dan Dana, Managing Differences



When You Don't Like Someone it is:

**A problem
wrapped up in
EMOTION**

Conflict Resolution

People will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.

Maya Angelou



Emotional Triggers Lead to Fight or Flight

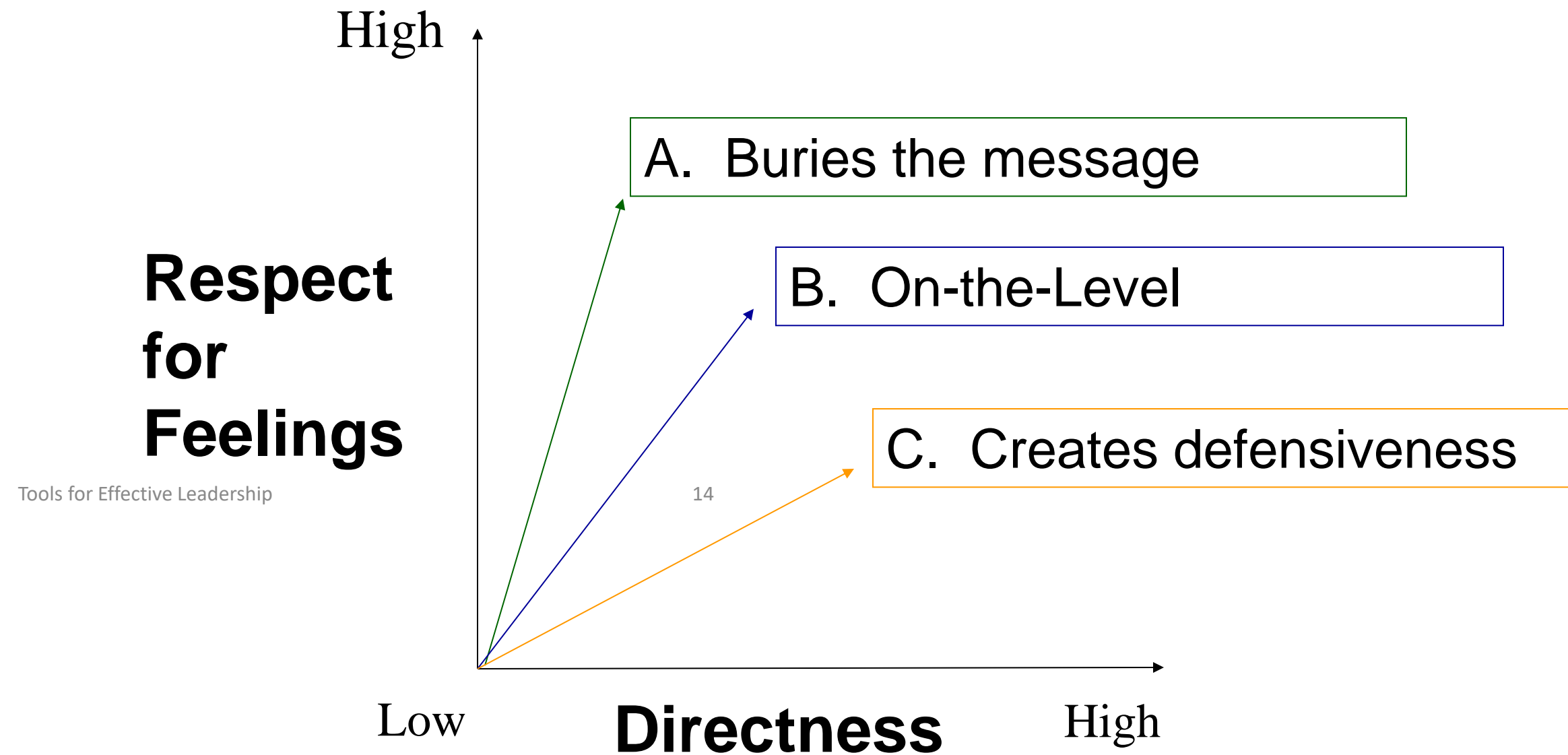


Early Warning Signs

- Pulse quickens
- Blood pressure increases
- Hot earlobes
- Ears turn red
- Face turns red
- Eyes get wide
- Eyes narrow
- Sweaty hands
- Voice volume increases
- Going silent
- Splotchy face
- Stuttering
- Tunnel vision
- Tingling in back of head
- Heat in back of neck
- Loss of eye control
- Fist clenching
- Teeth clench
- Dry mouth
- Leg shaking
- Nose flair
- Butterflies in stomach
- Vein protrusion
- Face gets hot
- Shoulders tense
- Lips tighten
- Voice changes
- Hands shake
- Stomach drops
- Bite cheek
- Nausea
- Skin gets blotchy
- Headaches
- Heart aches
- Hollowness in chest
- Apple watch tells me to breath
- Heart beats fast
- Ringing in ears
- Dizziness

Others?

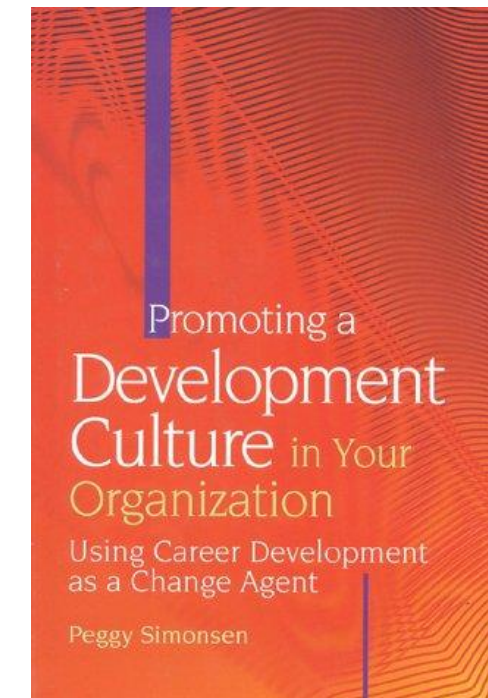
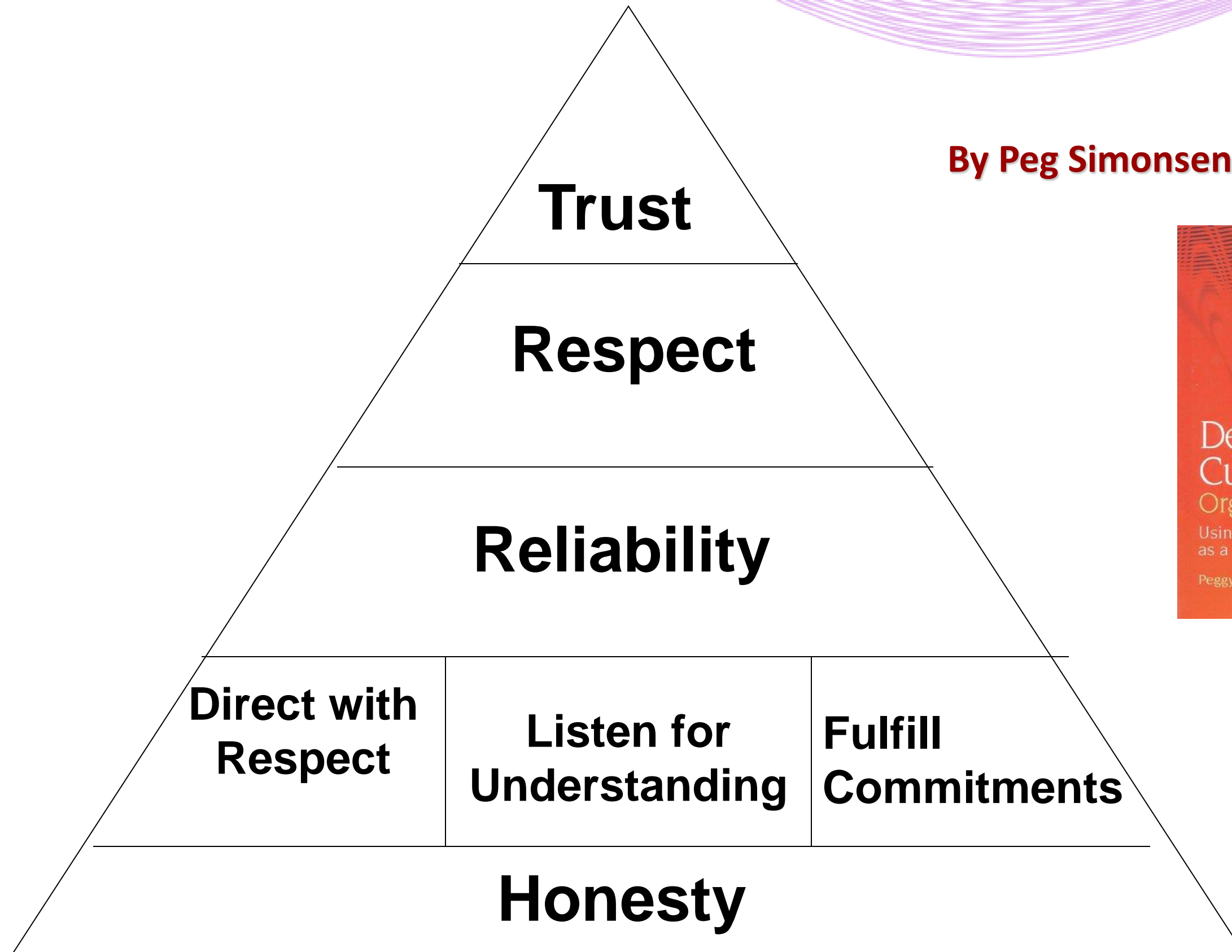
Delivering Difficult Messages



On-the-Level: Performance Communication that Works, Peter Krembs and Patricia McLagan

Build Trust in Relationships

By Peg Simonsen



AID Model

Action

- What happened?
- How did the person respond or react?
- What did the person do or not do?

Impacts

- What were the results, outcomes?
- What did the person achieve or not achieve?
- How did the outcome impact you, customers, financials, productivity, other employees?

Desired Next Steps

- What do you want the person to do more, less of, differently?

Actions and Impacts

Select A or B

A Tells B they are “indecisive”

B Tells A they are “resistant to change”

A Tells B they are “argumentative”

B Tells A they have a “bad attitude”

■ I observed _____, and as a result _____.

■ I noticed _____, and the impacts of that are _____.

AID: Desired Next Steps

Options:

- Tell them what you expect or need them to do:
 - Avoid asking “Do you understand?”
 - Avoid saying: “You should...”
- Ask them:
 - What specifically will you do to _____?
 - How specifically with you _____?

To Improve Listening

“I know you believe you understand
what you think I just said,
but I’m not sure you realize
that what you heard
is not what I meant.”



PROBE Listening Skills

1. Prompting
2. Rephrasing
3. Open-Ended Questions
4. Body Language
5. Empathy Statements



Listening Skills: Prompting

Prompting: Short, non-descriptive phrase:

- “Tell me more about that.”
- “That’s interesting.”
- “Go on.”
- “Please continue.”
- “How so?”

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Listening Skills: Rephrasing

Rephrasing: Paraphrasing

- “If I understand correctly, you’re saying...is that right?”
- “To make sure I’m clear, I’d like to recap what you’ve said
- “What I hear you saying is...did I get it?”
- “Sounds like you’re saying...correct?”
- “In other words...”
- Others you use:



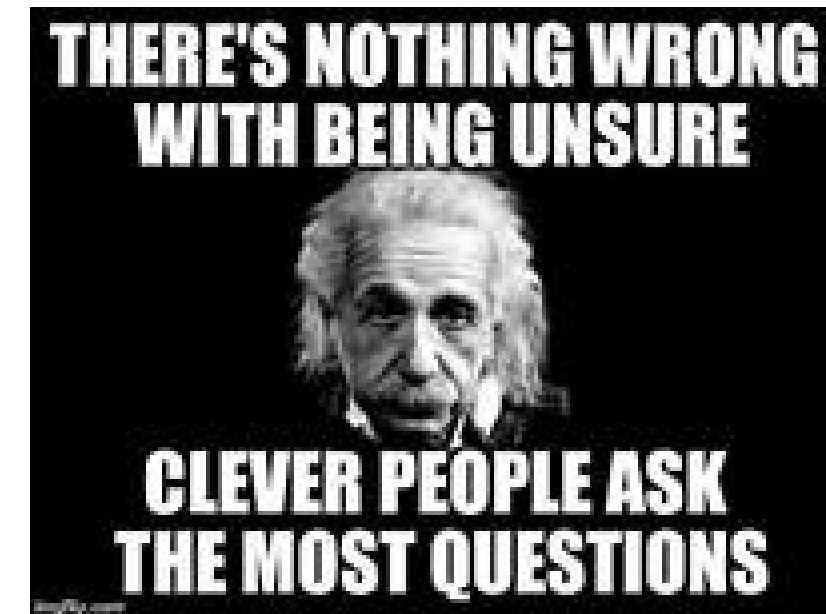
Open-ended Questions

Open-ended Questions

Begin with six common words:

- What, When, Where, Who, Why, How
- Can also begin with: “Tell me...”

Frame questions in a positive manner



Body Language



Empathy Statements

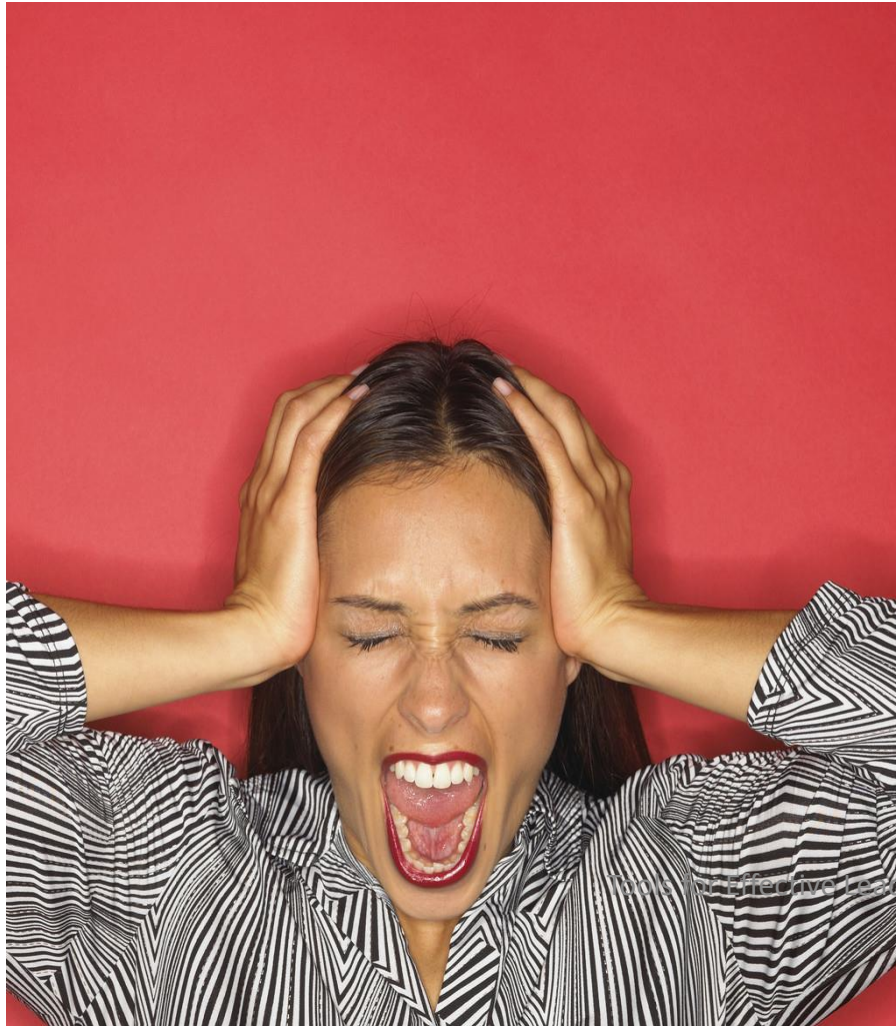


A skill that clarifies, builds empathy, and calms negative emotion.

Can deescalate a situation.

Empathy statements include an emotion descriptor and a cause: angry, frustrated, concerned, anxious, happy, encouraged, etc.

EMpathy Statements include “EMotions”



Empathy is not empathy unless you say an **emotion** word

- “I know how you feel” is not empathy.
- Be careful as clichés can sound insincere:
 - “I hear you.”
 - “I know where you’re coming from.”
- Also, try to avoid saying “but” after an empathy statement:
 - “I know you’re furious, **but** the work still has to be done.”

Empathy Statements

Three steps:

1. Accept what the person is saying as fact
2. Feedback your understanding of their feeling and the why
3. Stop talking to elicit a “yes”

Sentence Starters

“It sounds like you’re _____ because _____”

“It can be _____ when _____”

“The fact that _____ seems to make you _____”

Key Take-Aways





Thank You