MAKING AN IMPACT...

HR/Manager Feature Article

I avoid certain employees I do not like to supervise. These are difficult personalities and I know I need to change my coping style because it is creating unspoken tension. Can the EAP help me?

Dealing with difficult personalities can be challenging and often requires an assertive management style. There are some leaders who feel that being assertive will make them seem too aggressive or pushy. Assertiveness is actually based on balance. It involves being forthright about your wants and needs while still considering the rights, needs and wants of others. The good news is that assertiveness is easier to learn than most people think because there are mechanics, word phrases and sentence structures that are shown to have effective outcomes.

Consider the following strategies:

- **Use facts instead of judgements:** Base your critiques on facts instead of personal judgements. For example, saying “the pages in the report are out of order” is a more effective way of saying “this is sloppy work”.

- **Avoid exaggerations:** When we exaggerate we tend to use distorted and over-generalized statements such as “you always show up late to work” or “you never respond to my emails”.

- **Use “I” not “You”:** This is a simple but powerful strategy. Simply saying “I” instead of “You” can transform a sentence that could be interpreted as aggressive into an assertive statement that has positive implications for your on-going relationship.

- **Express thoughts, feelings and opinions with ownership:** Use clear and concise language to express your thoughts, feelings and opinions. For example, saying “You make me angry at times” actually denies ownership of your feelings, whereas, saying; “I get angry when you break your promises” is specific and assertive.

Learn more by reading our June edition of the Frontline Supervisor Newsletter. Check out our numerous tools and resources on the IMPACT website under the “Management Tools” folder.

EAP Support:

- IMPACT on the Web at www.MyImpactSolution.com
- Unlimited consultation and support with your IMPACT Account Manager by calling 1-800-227-6007
- Professional development through our Learning and Development Programming

Management is doing things right; leadership is doing the right things. Peter Drucker