DEALING WITH

How to bring out

PEOPLE YOU

the best in people

CAN’T STAND

at their worst

CASSINI NAZIR

@cassininazir
How to bring out the best in people at their worst
YOU’LL LEARN

**WHY**
Why otherwise normal people behave terribly

**WHAT**
What are the essentials of communication

**HOW**
How to deal with the most common difficult people
MY STORY
THE FOUR INTENTS

WHY

Why otherwise normal people behave terribly
PASSIVE → ASSERTIVE → AGGRESSIVE

LESS ASSERTIVE

PASSIVE

MORE ASSERTIVE

AGGRESSIVE
PEOPLE FOCUS

PASSIVE

AGGRESSIVE

TASK FOCUS

GET IT RIGHT
PASSIVE TASK-FOCUS

GET IT DONE
AGGRESSIVE TASK-FOCUS

GET ALONG
PASSIVE PEOPLE-FOCUS

GET APPRECIATED
AGGRESSIVE PEOPLE-FOCUS
PEOPLE FOCUS

GET IT RIGHT
PASSIVE TASK-FOCUS

GET IT DONE
AGGRESSIVE TASK-FOCUS

GET ALONG
PASSIVE PEOPLE-FOCUS

GET APPRECIATED
AGGRESSIVE PEOPLE-FOCUS

NORMAL ZONE
NORMAL ZONE

GET IT RIGHT

PERFECTIONIST

CONTROLLING

GET IT DONE

ATTEMPT GETTING

APPROVAL SEEKING

ATTENTION GETTING

GET ALONG

GET APPRECIATED
GET IT ...  Just do it! What’s next on the agenda?
GET IT DONE

Just do it! What’s next on the agenda?
GET IT DONE

Just do it! What’s next on the agenda?

GET IT ...

Given the figures and taking into account ...
Just do it! What’s next on the agenda?

Given the figures and taking into account ...
Just do it! What’s next on the agenda?

Given the figures and taking into account ...

What does everyone think about this?
GET IT DONE

Just do it! What’s next on the agenda?

GET IT RIGHT

Given the figures and taking into account ...

GET ALONG

What does everyone think about this?
GET IT DONE

Just do it! What’s next on the agenda?

GET IT RIGHT

Given the figures and taking into account ...

GET ALONG

What does everyone think about this?

GET ...

We should do this. I’ll tell you why ...

Just do it! What’s next on the agenda?

Given the figures and taking into account ...

What does everyone think about this?

We should do this. I’ll tell you why ...

GET IT DONE

GET IT RIGHT

GET ALONG

GET APPRECIATED
GET IT DONE: Just do it! What’s next on the agenda?

GET IT RIGHT: Given the figures and taking into account ...

GET ALONG: What does everyone think about this?

GET APPRECIATED: We should do this. I’ll tell you why ...
TALKIN’ GOOD

WHAT

What are the essentials of communication
DESIGN FOLK HAVE THE TOOLS

AEIOU
USER JOURNEY MAP
AFFINITY DIAGRAM
A/B TESTING
CONTEXTUAL SCENARIOS
MUSTACHES
DESIGN CHARETTE
ETHNOGRAPHY
PARTICIPATORY DESIGN
RITE METHOD
EMPATHY MAP
CONTEXTUAL INQUIRY
SCENARIO SWIMLANES
USER OBSERVATION
SKINNY JEANS
PERSONA

DESIGN FOLK HAVE THE TOOLS
I’ll have what she’s having.

Meet them on common ground by mirroring certain behavior

I’ll have what she’s having.

Mirrors body posture, facial expressions, gestures, vocal tempo

Tacit but immediate rapport
BLEND  REDIRECT
REDIRECT
Always blend before redirecting
BACKTRACK
Repeating specific words used by the individual

SOUNDS LIKE
Lorem ipsum!

ACHIEVES
Yes, I am listening, Mr. Difficult Person
CLARIFY
Achieve full understanding

SOUNDS LIKE
So you mean ...

ACHIEVES
Better understanding
SUMMARIZE
Confirm you got it right. Don’t assume anything.

SOUNDS LIKE
Did I understand? Did I miss anything?

ACHIEVES
A stronger feeling of understanding
FIND HIGH-VALUED CRITERIA

IDENTIFY POSITIVE INTENT

PYGMALION POWER

BENEFIT OF THE DOUBT
STRATEGIES

HOW

How to deal with the most common difficult people
NORMAL ZONE

- Task Focus
- Aggressive
- People Focus
- Passive
AGGRESSIVE PEOPLE-FOCUS
PASSIVE PEOPLE-FOCUS
GET IT RIGHT
GET IT DONE
PASSIVE TASK-FOCUS
AGGRESSIVE TASK-FOCUS
GET ALONG
GET APPRECIATED
NORMAL ZONE
PEOPLE FOCUS
TASK FOCUS
PASSIVE
AGGRESSIVE
NORMAL ZONE

PERFECTIONIST

CONTROLLING

APPROVAL SEEKING

ATTENTION GETTING

GET IT RIGHT

GET IT DONE

GET ALONG

GET APPRECIATED
Task Focus:
- Whiner
- Know-It-All
- Tank

People Focus:
- Normal Zone
- Nothing
- Yes
- Maybe
- Approving

Got it Right:
- Get it Right

Got it Done:
- Get it Done

Get Along:
- Get Along

Aggressive:
- Sniper
- Grenade

Appreciated:
- They-Know-It-All

Normal Zone:
- Normal Zone
- No
- Perfectionist
- Approval Seeking

Passive:
- Nothing

Diagram Description:
- The diagram represents a categorization of different types of individuals based on their focus and interaction styles. The central circle is labeled "Normal Zone," with segments for task focus and people focus.
- The task focus segments are Whiner, Know-It-All, and Tank.
- The people focus segments are Normal Zone, Nothing, Yes, Maybe, Approving.
- The outer segments are divided between "Got it Right" and "Got it Done," "Get Along," and "Aggressive." Each segment corresponds to different behaviors and attitudes within a team context.

Overall, the diagram aims to illustrate how different personality types and focus areas can impact team dynamics.
GOAL FOR TANKS
Hold your ground.
Be assertive.

DON'T
Counterattack
Defend, explain or justify
Shut down

THE SECRET
Tanks won’t attack people they respect

ACTION PLAN
1. Hold your ground

SOUNDS LIKE
...
**GOAL FOR TANKS**
Hold your ground.
Be assertive.

**DON’T**
Counterattack
Defend, explain or justify
Shut down

**THE SECRET**
Tanks won’t attack people they respect

**ACTION PLAN**
1. Hold your ground
2. Interrupt the attack

**SOUNDS LIKE**
John

GET IT DONE
GOAL FOR TANKS
Hold your ground.
Be assertive.

DON'T
Counterattack
Defend, explain or justify
Shut down

THE SECRET
Tanks won’t attack people they respect

ACTION PLAN
1. Hold your ground
2. Interrupt the attack.
3. Quickly backtrack to their main point

SOUNDS LIKE
I hear that you have a problem with ...
I understand that ...

GET IT DONE
GOAL FOR TANKS
Hold your ground. Be assertive.

DON’T
Counterattack
Defend, explain or justify
Shut down

THE SECRET
Tanks won’t attack people they respect

ACTION PLAN
1. Hold your ground
2. Interrupt the attack.
3. Quickly backtrack to their main point
4. Aim for the bottom line

SOUNDS LIKE
I’m not willing to discuss if you are talking to me like this. When you can speak to me with respect, we’ll discuss.
GOAL FOR TANKS
Hold your ground. Be assertive.

DON'T
Counterattack
Defend, explain or justify
Shut down

THE SECRET
Tanks won’t attack people they respect

ACTION PLAN
1. Hold your ground
2. Interrupt the attack.
3. Quickly backtrack to their main point
4. Aim for the bottom line
5. Achieve peace with honor
GET IT RIGHT

Task Focus

Whiner

Passive

Perfectionist
GOAL FOR WHINERS
Form a problem-solving alliance

DON’T
Agree - it encourages them
Disagree - they’ll repeat
Solve the problem
Ask them why they are complaining to you

THE SECRET
Patience, compassion, commitment

ACTION PLAN
1. Listen for the main points
GOAL FOR WHINERS
Form a problem-solving alliance

DON'T
Agree - it encourages them
Disagree - they’ll repeat
Solve the problem
Ask them why they are complaining to you

THE SECRET
Patience, compassion, commitment

ACTION PLAN
1. Listen for the main points
2. Interrupt and get specific

GET IT RIGHT

I understand that ...
And we both know ...
So, what do you want?
GET IT RIGHT

TASK FOCUS

Whiner

GOAL FOR WHINERS
Form a problem-solving alliance

DON’T
Agree - it encourages them
Disagree - they’ll repeat
Solve the problem
Ask them why they are complaining to you

THE SECRET
Patience, compassion, commitment

ACTION PLAN
1. Listen for the main points
2. Interrupt and get specific
3. Shift the focus to solutions

What can be done about this?
GET IT RIGHT

GOAL FOR WHINERS
Form a problem-solving alliance

DON'T
- Agree - it encourages them
- Disagree - they’ll repeat
- Solve the problem
- Ask them why they are complaining to you

THE SECRET
Patience, compassion, commitment

ACTION PLAN
1. Listen for the main points
2. Interrupt and get specific
3. Shift the focus to solutions
4. Show them the future
**GOAL FOR WHINERS**
Form a problem-solving alliance

**DON’T**
Agree - it encourages them
Disagree - they’ll repeat
Solve the problem
Ask them why they are complaining to you

**THE SECRET**
Patience, compassion, commitment

**ACTION PLAN**
1. Listen for the main points
2. Interrupt and get specific
3. Shift the focus to solutions
4. Show them the future
5. Draw the line

No point complaining if nothing can be done.
If you have a solution, my door’s open.
GOAL FOR YES PEOPLE
Get commitments you can count on

DON’T
Blame them
Shame them

THE SECRET
Summon sincere care for them

ACTION PLAN
1. Make it safe to be honest
2. Talk honestly
3. Help them learn to plan
4. Ensure commitment
5. Strengthen the relationship
WHAT NOW

Extend what you learned today
Bring out the best in people at their worst

DOWNLOAD THIS DECK

speakerdeck.com/cassininazir