

# DEALING WITH DIFFICULT PEOPLE

COURSE OUTLINE

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# Dealing with Difficult People

## Course Aims

This course will enable participants to effectively address difficult behaviours in the workplace. Through a mix of practical and reflective exercises, delegates explore seven character types representing common difficult behaviours, the causes and effects of each, and practical strategies for prevention, resolution and follow-up — building the confidence to respond effectively to difficult behaviour as a manager or team member.

## Duration

6 hours (Face to Face or Virtual)

## Target Audience

This course will enable participants to effectively address difficult behaviours in the workplace

## Learning Outcomes

By the end of the course, participants will be able to:

- Identify seven different types of difficult behaviour in the workplace
- Identify the underlying causes of each of these types of behaviour
- Identify steps they can take to prevent these difficult behaviours from arising in the workplace
- Provide effective feedback to tackle difficult behaviour at work
- Apply four conflict handling styles to defuse and resolve conflict
- Demonstrate (through practice) how to respond effectively to difficult behaviour in the workplace
- Plan how they will apply their learning in addressing difficult behaviours in their own team

# Course Content

## Session 1 - The Seven Difficult Behaviours

- The course will be based around seven characters who embody behaviours we often find difficult to deal with effectively in the workplace. The characters are:
- Lazy Lucy
- Histrionic Henry
- Withdrawn Wendy
- Paranoid Pete
- Controlling Clara
- Domineering Dave
- Manipulative Mike

## Session 2 - Understanding Each Behaviour

- For each of these we will consider:
- The causes of their behaviour
- The effects of their behaviour
- Ways of addressing their behaviour

## Session 3 - Prevention

- Ways of addressing behaviour will include: Prevention
- Undesired behaviours can often be prevented through:
- Clear standards of required behaviour
- Drawing up an agreement of desired behaviours and unacceptable behaviours within the team
- Investing time in getting to know team members and build relationships with them
- Good two-way communication – both clear communication of policies and requirements, and willingness to listen to team members' responses and ideas

## Session 4 - Resolution Through Effective Feedback

- Unacceptable behaviour in the workplace can often be addressed through timely feedback, structured as follows:
- Factual statement of the behaviour involved
- Effects of that behaviour, and why you are concerned about it
- What you would like them to do differently in the future
- Activity to draft structured feedback messages.

## Session 5 - Conflict Handling Styles

- Situations involving difficult behaviour at work can often be resolved through the effective use of four different conflict handling styles:
- Steadying
- Persuasive
- Diligent
- Controlling
- Interactive activity to identify:
- The characteristics of each style
- The pros and cons of each style
- Participants' preferred conflict handling styles
- How to use each style effectively to address difficult behaviour at work

## Session 6 - Disciplinary and Practice

- Remind delegates that, while it is desirable to prevent and resolve difficult behaviours at work, sometimes you need to address them by following your organisation's disciplinary procedures.
- Practice sessions in small groups so that participants can practice and receive feedback on their skills in dealing effectively with the seven different characters and their behaviours.