Program Objectives

Understand the philosophy of being assertive.

Recognize the differences between being assertive and being aggressive through the exploration of personal reactions to given situations.
Participate in role-playing exercises to practice the tenets of being assertive.

Gain the courage to be assertive in the most appropriate and effective way.
A CHALLENGE

Please write a one sentence definition of ASSERTIVENESS.
An honest, direct, and appropriate expression of one's feelings, thoughts, and beliefs.
The word “assert” came from the Latin word, “assertus” c. 1600.

The original meaning was to “declare,” although in 1879, the use of the word for “stand up for one’s rights” was recorded.

Short for “self-assertive,” the word “assertive” was first used in the 1560’s.
Four Communication Styles

- Passive
- Aggressive
- Passive-aggressive
- Assertive

Assertiveness is the most effective communication style!
Passive people do not express their feelings or opinions.

Passive people do not stand up for their rights.

Passive people are often forced into doing things that they do not want to do.

Passive people allow others to take advantage of them.
Aggressive people use bullying, intimidating, and sometimes even physical violence to get what they want.

Aggressive people often shout, use abusive language, criticize, and assign blame.

Aggressive people infringe upon the rights of others.
Passive-aggressive people combine passiveness and aggressiveness.

Passive-aggressive people avoid confrontations, yet use manipulation to get what they want.

Passive-aggressive people do not directly infringe upon the rights of others, yet they use manipulation and harbor resentment that often becomes a greater problem than the original one.
Assertiveness

Four Communication Styles
(5 of 5)

Assertive

- Assertive people express their feelings and opinions without infringing upon the rights of others.
- Assertive people stand up for their rights.
- Assertive people communicate effectively and often reach their goals.
Assertiveness Spectrum

- Shakes hands firmly.
- Makes and maintains eye contact.
- Maintains good, strong posture, and body language is strong and expressive.
- Makes statements about thoughts and feelings.
- Is willing to question and challenge information.
- Communicates easily.

- Gives weak handshakes.
- Does not make and maintain eye contact.
- Slouches, and body language is weak and contained.
- Makes tentative statements and is reluctant to express thoughts and feelings.
- Is unwilling to question or challenge information
- Communicates hesitantly.
Benefits of Assertiveness
(1 of 2)

Assertive people:

- Are in control of their actions.
- Choose their battles.
- Use power properly, without over-stepping.
- Are more likely to find win-win situations.
- Are empowered and self-confident.
- Solve problems more effectively.
Benefits of Assertiveness

(2 of 2)

Assertive people:

- Accomplish things.
- Are less stressed.
- Do not feel victimized or that people are taking advantage of them.
- Stand up for their rights.
1. Be as specific and clear as possible about what you want, think, and feel.
   - Vague or tentative statements will likely lead to misinterpretation.

2. “Own” your message.
   - Acknowledge that your message comes from your frame of reference and your perceptions.

3. Ask for feedback and then listen carefully to the other person.
   - Asking for feedback can make it clear that you are expressing an opinion, feeling, or desire, rather than a demand. Ask, “Does that make sense?” or “What do you think?”
TEST YOUR ASSERTIVENESS
Test Your Assertiveness

(1 of 3)

Can you express negative feelings about other people and their behaviors without using abusive language?

Are you able to exercise and express your strengths?

Can you easily recognize and compliment other people’s achievements?
Do you have the confidence to ask for what is rightfully yours?

Can you accept criticism without being defensive?

Do you feel comfortable accepting compliments?

Are you able to stand up for your rights?
Are you able to refuse unreasonable requests from friends, family, or co-workers?

Can you comfortably start and carry on a conversation with others?

Do you ask for assistance when you need it?

A “yes” response to the questions indicates an assertive approach.
Effective communication brings about the achievement of individual and/or shared goals.

Assertiveness increases your ability to reach these goals while maintaining your rights and dignity.
Other people’s feelings and rights are more important than yours.

You will offend other people by being assertive.

You are not important enough to express your feelings and rights.
<table>
<thead>
<tr>
<th>Assertive Rights</th>
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<tbody>
<tr>
<td>You have the right to be assertive.</td>
</tr>
<tr>
<td>You have the right to request that others change their behavior if they are infringing on your rights.</td>
</tr>
<tr>
<td>You have the right to use your own time to answer questions.</td>
</tr>
</tbody>
</table>
You have the right to express your needs, even if they are illogical.

Be aware that there are responsibilities attached to all of these rights!
You do not live in isolation.

Your actions impact everyone.

You are in control of your behavior.

Your response to a situation must be guided by ascertaining your rights and responsibilities and following through.
What’s Keeping You from Being Assertive?

- Fear of change.
- Refusal to admit the other person’s submissiveness.
- Fear of ruining relationships if you speak your mind.
- Lack confidence in your ability.
Have You Ever Felt…

- Guilty about saying “no”?
- That others regard you as a pushover?
- That it’s better to be well-liked than well-respected?
- That outbursts of anger are appropriate?
- That intimidation is the only way you can get what you want?
If any of these things sound like you, it means you are probably exhibiting non-assertive behavior.

Realize that you are not alone. Non-assertive behavior is very common in the workplace.
While assertiveness is a key factor in enhancing quality of work life, group dynamics, and interpersonal climate, it is not always appropriate.

Q: How can you tell?
A: Tailor your response to the situation.
Words of Wisdom

1. How important is being assertive in this particular situation?

2. What will you think of yourself if you are not assertive now?

3. What are the consequences of assertive behavior?

4. Do the costs of this behavior outweigh the benefits?
You Have the Right to…

assertiveness

Express your feelings and opinions without infringing on the rights of others.

Be treated with respect.

Be angry when you are mistreated.

Have needs and desires.

Make your own decisions.

Change your mind.
You Have the Right to…

(2 of 2)

Say “no” without feeling guilty.

Make requests.

Choose whether or not to be assertive according to the situation.
<table>
<thead>
<tr>
<th>Assertiveness Is</th>
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</thead>
<tbody>
<tr>
<td>Respect for yourself and others.</td>
</tr>
<tr>
<td>Honestly expressing your thoughts, feelings, and beliefs.</td>
</tr>
<tr>
<td>Effectively influencing, listening, and negotiating with others.</td>
</tr>
</tbody>
</table>
Assertiveness Is Not

- Aggressiveness or selfishness.
- Humiliating or abusing other people and limiting their rights.
- Violating the rights of others or gaining at the expense of someone else’s loss.
### Aggressiveness Is Not

<table>
<thead>
<tr>
<th>Inappropriately expressing your thoughts, feelings, and beliefs in a way that violates other people’s rights.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving your goal by not allowing others the freedom to choose.</td>
</tr>
<tr>
<td>Completely disrespecting others, whether it be in an active or passive method.</td>
</tr>
</tbody>
</table>
Are You Aggressive?

Do you become abusive, whether it be verbal or physical, when criticizing others?

Do you purposely make others feel like they are incompetent or unimportant?

Do you make unreasonable demands of other people?
Are You Aggressive?
(2 of 2)

- Do you brag or exaggerate your achievements?
- Do you ignore the rights and feelings of other people?
- Do you aim to get your way at all costs?
- Do you often dominate conversations with others?
Acting in an indirect or passive manner.

Permitting others to take advantage of you by violating your rights.

Thinking that you and your needs are inferior to others and their needs.
Are You Unassertive?

Are you unable to recognize and acknowledge your strengths?

Are you uncomfortable with starting or carrying on a conversation?

Do you rarely stand up for yourself?

Do you feel guilty standing up for your rights or expressing your feelings?
Do you have trouble saying “no” to people?

Are you unable to ask other people to perform reasonable requests for you?

Do you feel that you let other people take advantage of you?
If you use effective communication skills, assertiveness, and self-confidence, most situations may be resolved.

However, using your authority is legitimate as a secondary option.
MORE WORDS OF WISDOM
Don’t use cautiousness as an excuse to perpetuate unassertive behavior.

More often than not, assertiveness is appropriate to the situation, and you must not hesitate in applying it.
WHAT WOULD YOU SAY
Joan is at a meeting where the topic is the profitability of the project she’s been working on for three months straight.

She has not said a word in the past hour.

Suddenly, she jumps up and accuses the boss of deliberately canceling the project based on personal dislike.
The copier has been broken for two days.

Sam asked the secretary to call in for repairs several times with no effect.

He says nothing and ends up calling it in himself. After all, he thinks, she’s probably too busy typing up that memo he gave her this morning.
Bob is in line at the deli counter waiting to be served.

His number is about to be called next. Suddenly, a woman steps in front of him and places her order.

Bob vociferously complains about the deli worker and the woman and exclaims that he will never shop there again, tosses his ticket, and stalks off.
Judy’s boss asks her to go on an important business trip that will carry over into the weekend of her sister’s wedding.

Judy feels that she can’t refuse her boss and plans on sending her spouse to the wedding in her place.
George is next in line to buy tickets in a crowded movie theatre lobby.

Just as his turn comes up, a man cuts in front of him and requests tickets.

George meekly steps back to allow the man room and hopes he gets waited on next.
Q: Do you think that these were appropriate and effective ways to handle the situations?

A: The answer is probably “no.” Reactions like these usually cause more problems than they solve.
A Passive Person

Passive people usually

- Speak softly and hesitantly.
- Use fillers like “uh” and “um.”
- Avoid eye contact.
- Allow other people in their personal space.
Passiveness is clearly not conducive to ascertaining your personal rights, and you don’t need to go to the other extreme to be assertive.

You don’t have to be forceful to be assertive.
Soft-spoken people can be assertive too!

There is no one way to be assertive correctly, although there are things to avoid.
AN AGGRESSIVE PERSON
An Aggressive Person

Infringes on others’ rights, using fear and intimidation to get what he or she wants.

Aggressive people often

- Raise their voices when they lose control.
- Shout and use accusatory language like “You should” and “You must.”
- Stare people down and invade other people’s personal space physically.
AN ASSERTIVE PERSON
An Assertive Person

Asserts his or her own rights in a positive, open, honest, and self-confident manner.

Assertive people usually

- Speak calmly and confidently.
- Notify other people of their feelings with statements starting with “I think” and “I feel.”
- Maintain eye contact, have good posture, and are poised and in control.
SEVERAL KEYS
Several Keys

Be cognizant of your expression.  
Do not act hastily or in anger.  
Remain calm, cool, courteous, and collected.  
Avoid making mountains out of molehills.

Following these simple suggestions will present you as someone who is confident and optimistic, as opposed to someone who is hostile and angry.
SIX PERSONALITY TYPES
Six Personality Types

1. Hamsters
2. Invisible Beings
3. Pit Bulls
4. Dreamers
5. Whiners
6. Mutes
Hamsters
(2 of 7)

Do good work and earn respect. However, they get nowhere when it comes to career advancement. Where do all their efforts go?

They may be assertive for the organization they work for, although they fall short when it comes to standing up for themselves.
Invisible Beings
(3 of 7)

They do good work, EXCEPT nobody knows it.

Their unassertiveness lets others take credit for their achievements, and that leaves them out of the limelight.
Their overly aggressive behavior gets in the way of their success at work.

They may be good workers, yet the disruption and tension they create makes them disliked and puts them on the defensive.
Dreamers
(5 of 7)

Day-dreamers show a lack of self control that keeps them from advancing.

Work that they eventually turn in is acceptable. This lack of focus may indicate low self-esteem.
They constantly complain about exactly what they don’t like, yet expect others to speak up and change the situation.

They do nothing to effect the change themselves, no matter how much taking decisive action would help remedy their complaints.
They have a problem saying “no” and, for that matter, much of anything at all.

They take everything that's given, whether they like it or not, and their passivity makes them over-worked and stressed.
9 Assertive Response Types

(1 of 3)

- Disagree in both a passive and active manner, depending on the situation.
- Always ask for answers when you have questions regarding any issues, even when it is with a person of authority.
- Let other people understand more about you – let them share your thoughts and experiences.
9 Assertive Response Types

Be reasonable when you are in a discussion with others, without letting them dominate the interaction.

Say “no” to any requests you are uncomfortable with or feel are unreasonable.

Always look directly into the eyes of the person you are talking to.
9 Assertive Response Types
(3 of 3)

Accept compliments graciously without feeling embarrassed or the need to deprecate yourself.

Be friendly and sincere with the people you would like to know better, and give them a chance to get to know you.

Insist on being treated fairly and justly. Never let others take advantage of you.
Are You Assertive at the Workplace?

Then you do your job well while maintaining your rights and fulfilling your responsibilities.

Don’t worry if you don’t fit into this category yet.

There’s still hope!
How to Develop Your Assertive Potential

Inside everyone, there’s an assertive person trying to get out.

What’s keeping you back?
TENSION AT WORK
By controlling tension, you will also control the possibilities of outbursts and unnecessary or unproductive anger.
Tried and true methods are best.

Remember to keep breathing!

Inhale, count to 10, exhale, and repeat.
Heading Tension Off

Finding appropriate ways to deal with:

Conflicts

Grievances
WHEN CONFRONTED WITH A PROBLEM
When Confronted with a Problem

(1 of 4)

Get a Grip.

Controlling your emotions is the first step to help solve, rather than magnify, the problem assertively.
When Confronted with a Problem

(2 of 4)

Reach for Logic.

Examine the situation carefully, and make sure you have a handle on all the facts. Look to see if you are also contributing to the situation.
Don’t Keep a Lid On It.

Procrastination will only make it worse. Pent-up frustrations could lead to unwanted explosions that may be more problematic than the original situation.
When Confronted with a Problem
(4 of 4)

Don’t Take It So Hard.

Remember to keep perspective when things get sticky, and don’t take things personally. It will only increase your emotional involvement and hamper your ability to resolve the situation.
Dealing with Conflicts

(1 of 2)

Deal with the situation immediately.

Listen carefully.

Sort out the facts from the emotional content.

Avoid being defensive.
Dealing with Conflicts
(2 of 2)

Assertiveness

Ask questions.
Respond calmly and clearly.

Compliment the individual/group for having the courage to bring this to your attention.
Offer alternatives.

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If You Have A Grievance

(1 of 2)

Deal with the situation immediately.

Be prepared to listen.

Avoid being emotional.

Avoid putting the other person on the defensive.
Be prepared and know the facts.

Remain calm.

Have the courage to be assertive.
The only thing someone needs fear is missing opportunities due to worrying and feeding passive attitudes.
Making the First Move

Overcoming the Fear of Being Assertive

Concentrate.

Make eye contact.

Be tactful and honest.

Remember who you’re with, and tailor your discussion to them.
Interpersonal Skills at Work

Avoid misunderstandings that can lead to frustration. Being assertive means being open and direct.

Are your requests reasonable?
Are your requests easy to understand?
Are you sure you know what you want from other people?
Keys to More Power

Increased assertiveness leads to more powerful verbal communication.

Keys to Communication:

- Verbal
- Nonverbal
- Written
Avoid fillers like “uh” and “um” and diminutives like “little,” “only,” and “just.”

Don’t use “I’m sorry” if you’re not sincere or if the situation doesn’t call for it.

Always keep your tone and volume in mind, and think about how they may be perceived by others.
Be aware of gestures and body language.

Always maintain good posture.

Allow for comfortable personal space between you and the person you're communicating with.
Be concise and clear.

Use specific and simple language.

Use the active voice when writing, and remember to be inclusive and aware of your audience.
Communication is a Goal

Other Aspects of Good Communication

- Listening well.
- Controlling your emotions.
- Letting people know how you feel.
- Making assertive statements.
Tips on Listening Well

Being an Active Listener:

- Paraphrase what the speaker has said.
- Maintain eye contact, and verbally encourage the speaker.
- Ask informative and clarifying questions.
Breathe, relax, and remain calm.

Use neutral, non-judgmental statements.

Realize demonstrations of anger, shouting, and threats are never appropriate.
Consider the other party’s viewpoint and emotions.

Don’t make accusatory statements – blame is usually a dead-end road.

Check yourself before you say something you’ll regret later on.
Listen to the request. Make sure you understand the request completely before coming to a hasty conclusion. Ask questions if you need any clarification.

Say “no” immediately. You do not need to justify your decision. If you start doing so, you will be prolonging the conversation unnecessarily.
Give a reason for your refusal. Without giving a reason, you may come off as uncooperative or hostile. A clear and honest reason will be sufficient. You do not need to argue with the other party.

Offer to find an alternative. Let the other party know that you will try to help them, although you are unable to perform the entire request.
4 Steps To Saying “No”  
(3 of 3)

1. Listen to the request, and make sure you understand completely.

2. Say “no” immediately.

3. Give a reason for your refusal.

4. Offer an alternative.
USE “I” STATEMENTS
Use “I” Statements

(1 of 4)

Three Parts:

<table>
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<tr>
<th>Behavior</th>
<th>Effect</th>
<th>Feelings</th>
</tr>
</thead>
</table>

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Use “I” Statements
(2 of 4)

Three Parts:

Behavior:
What is it that the other person has done or is doing?
Use “I” Statements
(3 of 4)

Three Parts:

Effect:
What is happening because of the person’s behavior?
Assertiveness

Use “I” Statements
(4 of 4)

Three Parts:

Feelings:
What effect does the person’s behavior have on your feelings?
While remaining cool and collected, try to explain your point of view. Use phrases like “I feel” and “I think,” rather than “It should be” or “It must be.”
Making Assertive Statements

Describe your wants, needs, and intentions to other people.

Use phrases like “I want,” “I need,” and “I plan to.”
Broken Record:
Repeating a statement in calm voice.

Fogging:
Defusing criticism by admitting the possibility that what the other person is saying might be true, without admitting fault or allowing a defensive reaction.
Free Information: Listening to what the other person says and using the information that they reveal about themselves to continue the conversation.

Self-Disclosure: Revealing information about yourself in order to continue the conversation.
Negative Assertion: Accepting criticism and admitting negative qualities about yourself while not apologizing.

Empathetic Assertion: Recognizing the other person’s feelings, followed by a statement of what is needed.
**Negative Feelings Assertion:**
Making a statement about negative feelings you are having to the person causing those feelings.

**Discrepancy Assertion:**
Pointing out a difference between a previous agreement and the results.
**Simple Assertion:**
Making a basic statement of what is needed, wanted, or expected.

**Workable Compromise:**
Offering a compromise that partially satisfies both parties.

Compromise should only be used when the matter is not a question of self-respect.
Assertive Communication Techniques
(6 of 6)

Consequence/Escalating Assertion: Making a statement about what will happen if a behavior continues.
MORE KEYS
Communicating a request for change to another person is probably one of the hardest tasks for a newly assertive person. Using the following technique may help someone get through those first tough spots when it comes to difficult situations.
Requesting Change from Someone Else

1. Describe the situation.

2. Express your feelings on the subject.

3. Request a behavior change.

4. State the positive consequences of the changed behavior.

Use this template as your guide when dealing with sticky situations.
The Criteria of Requesting Change

The method you use to request change from someone else needs to include the following six criteria:

1. The person you are requesting change from is likely to change.
2. You will not violate the rights of others.
3. You will not belittle other people’s self-esteem.
The Criteria of Requesting Change
(2 of 2)

You will not damage your relationship with the person you are requesting change from.

You will not lessen the motivation of the other person.

You will not be defensive.
Anger may seem like a quick fix, yet it will get you nowhere fast.

Yelling until you are blue in the face will only come back to haunt you later.
ASSERTIVENESS IS …
Assertiveness

Assertiveness Is

More Than Courage
Setting limits.

Expressing your feelings.
You are not saying “no” to the whole person, only to part of the relationship that makes you feel uncomfortable.

“No” does not require an explanation.
Don’t Go Down the Passive or Aggressive Road

Use good communication to transmit your requests and feelings.
FIRST IMPRESSIONS
Slouching, avoiding eye contact, and other self-effacing mannerisms can show a lack of self-confidence.

This kind of self-presentation can perpetuate a cycle of non-assertive behavior.
Part of standing up for yourself is standing up straight!

And remember to look the person in the eyes!
It’s a Two-Way Road

Also, be aware of the physical responses of others.

If people are avoiding your stare or shying away, slow down.

You may be coming on too strong.
While everyone judges others based on their first impression, do not let ignorance of cultural differences affect your judgment.

Many cultures handle assertiveness differently…
Americans and Europeans tend to speak somewhat loudly, while people of Asian cultures are more soft-spoken.

People of Asian cultures often do not make eye contact with people of authority because it is considered rude. Many people of Asian cultures also restrain themselves from showing strong emotions.
People of Latino, African/African American, Arab, South American, and French backgrounds often have smaller areas of personal space than people of other backgrounds.

African Americans do not always appear to be listening because they sometimes don’t make eye contact or acknowledge the person speaking.
Be aware of culture variations in behaviors to ensure that you do not judge someone on their cultural differences.

While some of these cultural differences may make people appear more or less assertive, it is important to remember that each culture has different standards for communication.
TAking the first step
Taking the First Step

Assertiveness

If you don’t like the way you feel when you behave a certain way, know that you have the power to change it!

Remember, the only behavior you can control is your own.
“A journey of a thousand miles must begin with a single step.”
Chinese Proverb
Fears that Block Assertive Behavior

Fear of making mistakes.
Fear of displeasing others.
Fear of disapproval.
Fear of appearing too masculine.
Assertiveness

Confidence in Your Skills
Sense of Purpose
Commitment to Goals

Assertiveness = Personal Authority
Master what you can manage comfortably at first, then move up to greater challenges.

Change is always gradual. It's not immediate, and it's not impossible either.
Identify what you want to change about yourself.

Set a goal.

Use neutral, non-judgmental statements.
Aim for a success that is manageable.

Keep a record to monitor your progress.

Practice, practice, practice!
“Natural abilities are like natural plants that need pruning by study...”

Francis Bacon
A good way to enforce what you’ve learned is to role-play.

Practice and feedback are essential to discovering strengths and weaknesses, as is having a chance to try out your skills in a supportive forum.
Tips on Assertiveness

Here are some communication skills that will help you convey an assertive attitude:

- Be aware of your facial expression.
- Always make eye contact.
- Pay attention to what others are saying, and let them know that you are listening.
Use a pleasant, yet firm voice when communicating.

Be aware of your gestures and how you hold and present yourself.

Always ask questions when clarification is needed to avoid misunderstanding.

Look for ways to solve the problem so all parties are satisfied.
Comfort level is the degree to which you feel comfortable with what is happening, while taking into the situation, circumstances and relationship.
How do you fare when it comes to behaving assertively?

Knowing where you are personally can help gauge how far you’ve come and how much farther you have to go.
WHAT IS YOUR NEXT STEP
What are you going to take action on?

Start with the three easiest items.
Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

List specific behaviors.

Rank the behaviors in terms of chronological order.
Begin with the least difficult behavior.

Advance to a more difficult behavior.

Break difficult behavior down into several smaller behaviors.

Attach time limits to each behavior.
Assertiveness

Action Steps

(3 of 4)

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).
Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"
FOR MORE INFORMATION
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