

Telephone Seminar Evaluation

Please complete this form and fax it to 1.952.996.2702, or email it to eshcomments@cigna.com

Your Company: _____

Seminar Date: _____ Company City, State: _____

Presenter: _____ Title of Seminar: _____

Please state your agreement/disagreement with the following statement using this scale.

| 4 Strongly Agree | 3 Agree | 2 Disagree | 1 Strongly Disagree |
|------------------|---------|------------|---------------------|
|------------------|---------|------------|---------------------|

1. SEMINAR CONTENT:

- | | | | | |
|--|---|---|---|---|
| a. The information I received was helpful. | 4 | 3 | 2 | 1 |
| b. The seminar met the stated objectives. | 4 | 3 | 2 | 1 |

2. SPEAKER EVALUATION:

- | | | | | |
|---|---|---|---|---|
| a. The speaker presented the information clearly. | 4 | 3 | 2 | 1 |
| b. The speaker responded well to participants. | 4 | 3 | 2 | 1 |
| c. The speaker was knowledgeable on the subject. | 4 | 3 | 2 | 1 |

3. Overall I was satisfied with the seminar presentation. 4 3 2 1

4. What part(s) of the seminar did you like best, and why?

5. What part(s) of the seminar did you like least, and why?



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Tips for Dealing with Difficult People

The key to successfully dealing with people who display difficult behaviors is in changing the one thing you have control over—yourself. None of the techniques for dealing with difficult behaviors relies on the difficult person changing, because you have no control over that. Instead, focus on better managing how you respond to that person emotionally and behaviorally. The worst case scenario is that nothing about that person will change, but you will be able to deal with them better by reacting more constructively. But it is also possible that as your response to that person changes it will lead to improvement in their behavior. Either way you come out ahead.

Change Your Thinking

Think about what their behavior costs you:

- Is the person's behavior affecting your ability to do your job?
- Is it affecting your health?
- Is it causing you to waste a lot of time?
- Are they harming you in some other way?

The answers to these questions can help in either of two ways:

1. You may find that their behavior really isn't impacting you in any tangible way—it's just annoying. You may realize that it isn't affecting your job, your health, or your time in any significant way other than the time you yourself choose to dwell on it. If this is the case, you are wasting too much emotional energy on someone who otherwise doesn't really have much impact on your life.
2. On the other hand, if you decide that they are affecting you in significant ways, you will be better prepared to explain to them how their behavior affects you. Spelling it out to them in a clear and respectful way might get them to change.

Don't take their behavior personally: They may have learned it in childhood, they may not know any other way, or it may have an emotional or biological cause. But it has nothing to do with you.

Forget about what they “should” do: It is futile to get caught up in thinking about how someone “should” act—unless you are a manager setting policies or performance goals. The same thing can be said about dwelling on what is “fair” and “unfair”—it’s a waste of time and energy.

Avoid “mind-reading”: This refers to assuming that you know what the other person is thinking, how they feel, or what motivates them. Too often you will be wrong and it may cause misunderstandings and increased conflict.

Take an honest look at your own behavior: It may be that something in your behavior is contributing to the problematic interactions. Carefully assess whether this could be the case, and if so, change your role in the problem.

Change How You Act

Stop trying to get the difficult person to change: Don’t make it your mission to get them to change their behavior—you are not that powerful. You are powerful enough, however, to change *your response* to them and this can change how they interact with you.

Model the behavior you would like to see from them: Often the worse someone’s behavior is, the worse our own behavior becomes in response to it. One of the most common responses to difficult behavior is to mirror it. If someone shouts at us, our inclination is to shout back. If they are being rigid, we are inclined to act just as stubborn. Resist the temptation to get down to their level and instead try to act the way you would like for them to act. For example, if you feel like raising your voice with someone who is being aggressive, try lowering it instead. If you feel defensive, be agreeable instead. The point is that you can influence the “dance” by changing the way you act.

Minimize unnecessary interaction with them: This is a matter of self-care. Avoid discussing things that have been divisive in the past. Keep conversations neutral.

Be respectful and polite: No matter how much resentment you are carrying, don’t let it color how you treat the person. Let the past go and focus on the present. Don’t add fuel to the fire by being rude or ill-tempered around them.

Know when to bring in a higher authority: There may be times when you cannot resolve a problem with a difficult person in spite of doing everything presented here, and it is affecting your work and/or emotional state. This may warrant your discussing it with your manager or a Human Resources representative.



Dealing With Difficult Behaviors

| Behavior | Tactic |
|---|---|
| <p>Hostile-Aggressive: This can take the form of overtly abusive behavior, tantrums, rage, and bullying, or it can be disguised with non-playful teasing, innuendoes, and digs.</p> | <ul style="list-style-type: none"> ▪ Listen without returning anger. ▪ Take unpredictable actions – become nicer as they escalate, quieter as they become louder. ▪ Do not try to argue; instead focus on any point you can agree with them on – most aggressive people will calm down if they feel someone is really listening to what they have to say. ▪ Give them time to run down. ▪ Maintain assertive (not aggressive) posture and body language. ▪ State your own opinions assertively while not dismissing theirs. |
| <p>Complaining: Chronic complaining without a desire to find a solution</p> | <ul style="list-style-type: none"> ▪ Don't agree, but paraphrase what they say. ▪ Avoid the accusation-defense-reaccusation pattern. ▪ Try to move to a problem-solving mode by asking them to suggest alternatives with questions like "What results are you trying to achieve?" or "How would you like to see this resolved?" Complaining tends to stop when they are put in a position of responsibility for solving the problem. |
| <p>Unresponsiveness/Passivity: Unresponsiveness can be the result of discomfort with revealing oneself, or it can be used passive-aggressively as a way to deny someone needed information, or to avoid reprimand.</p> | <ul style="list-style-type: none"> ▪ Ask open-ended questions that require more than a <i>yes</i> or <i>no</i> response. ▪ Wait calmly for a response and don't fill the silence with conversation. ▪ Be attentive when they do speak or participate. ▪ Assign tasks rather than wait for them to volunteer. ▪ Ask them for their feedback/opinions in writing instead of face-to-face — sometimes unresponsiveness is due to shyness, not avoidance. |
| <p>Overly-agreeable but doesn't deliver: This tends to be the result of someone who wants to be liked and will make promises to gain approval, but can't deliver on those promises.</p> | <ul style="list-style-type: none"> ▪ Do not allow them to over-commit. ▪ Give false deadlines. ▪ Make sure they are clear on rewards for following through and the consequences for not. ▪ Tie personal honor into the agreement – "Do I have your word...?" ▪ Get it in writing – even an informal follow-up memo can prevent misunderstandings and make their verbal commitment binding. |



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| Behavior | Tactic |
|--|---|
| <p>Opinionated/Condescending: Behavior that suggests that someone is always an expert (even if they aren't) or knows best (even if they don't)</p> | <ul style="list-style-type: none"> ▪ Acknowledge their accomplishments, show them you respect what they know. ▪ Bond with them on the premise that "great minds think alike." ▪ Rather than negate their idea, just add yours: "That's good – here's what I'm thinking." ▪ Be very prepared and have all your facts when meeting. ▪ Question them with confidence – do not allow yourself to be intimidated. |
| <p>Negative/Pessimistic: Tendency toward disagreeing with group consensus or regularly criticizing decisions; finds reasons why something will fail; negative opinions usually go beyond constructive criticism</p> | <ul style="list-style-type: none"> ▪ Be assertive about your optimism. ▪ Don't argue. ▪ Invite them to suggest alternatives. ▪ Beat them to the punch – anticipate and voice any possible problems before they do, and then problem solve. ▪ See their negativist perspective as a valuable resource for determining possible problems to be overcome. ▪ Rather than being annoyed by their inevitable negativity, actually seek it out or make them <i>responsible</i> for ferreting out any potential problems. This will give them a sense of control while also putting some boundaries around their criticism. ▪ Be ready with examples of past successes |
| <p>Hesitant to make a decision, won't take initiative: Playing it safe to the point that they won't "go out on a limb" and make decisions or take initiative to do things without being asked or told to</p> | <ul style="list-style-type: none"> ▪ Give them a set of choices and offer your opinions on the pros and cons of each. ▪ Empower them to make decisions by pointing out that mistakes are okay and can be used to their advantage. ▪ When they make a successful decision, recognize their accomplishment. |
| <p>Not trustworthy: Sabotaging, talking negatively about others, saying one thing and doing another</p> | <ul style="list-style-type: none"> ▪ Focus on making sure your relationships with others around you are healthy. This way, any attempts to sabotage you will be out of alignment with others' perceptions of you and put the backstabber into question, not you. ▪ Be direct with them. They have back-door motives – make sure you use the front door. Using a calm voice tone, describe the behavior that is unacceptable to you (stay away from judgmental terms – just state the facts) and ask that it stop. When the behavior is brought out into the open, you take away their ability to "sneak," and therefore, their power. |

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