



Rev Up Your Relationships!

Prepared For



Asphalt Pavement
Paving it Forward with Teamwork


www.jaygubrud.com



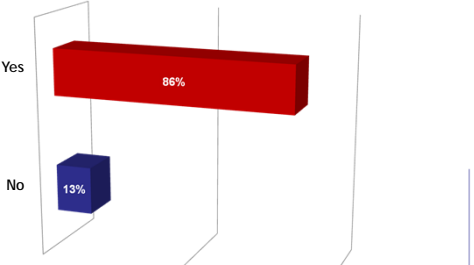
Assumptions - Meet the Person

- What kind of car do they drive?
- Have they been divorced?
- Do they have pets?
- Are they book or street smart?
- Are they technology savvy?
- Do they read fiction or non-fiction?
- Are they from this part of the country?

www.jaygubrud.com



Do you work with one or more annoying coworkers?



Response	Percentage
Yes	86%
No	13%

38% Say 3 or more coworkers are difficult
Source: HqJobz

www.jaygubrud.com





Building instant connections!

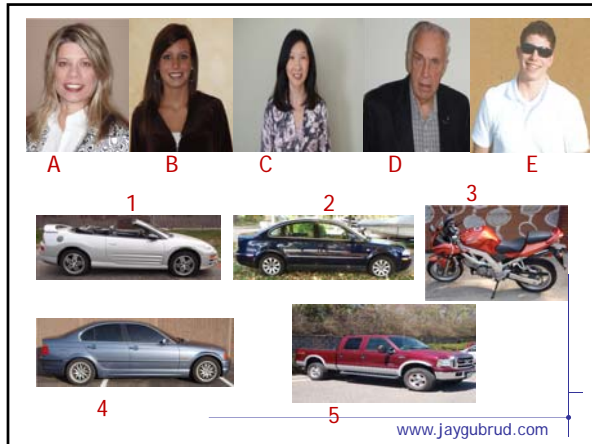
www.jaygubrud.com

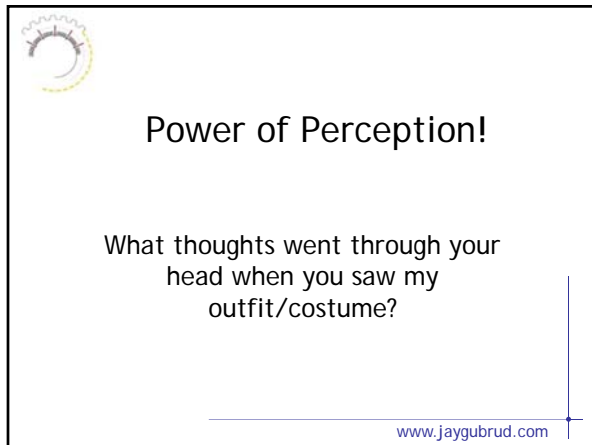


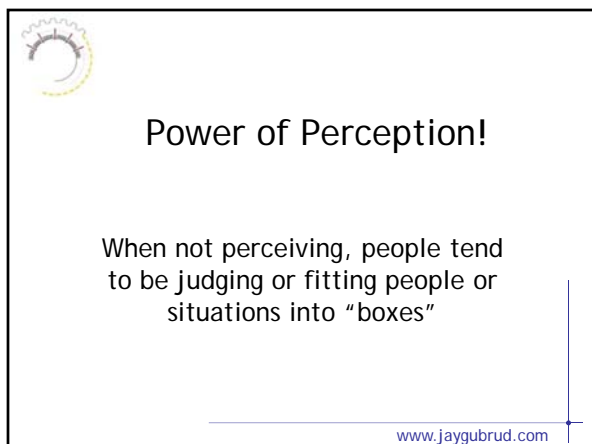
Building instant connections!

- Find out what you have in common ask questions
vacations, jobs, hobbies,
major, family,
tell and interesting story

www.jaygubrud.com










Power of Perception!

Fun, trying to relate,
comfortable, uneducated,
unknowledgeable, inappropriate,
courageous, real, ?

www.jaygubrud.com



Power of Perception!

What assumptions are we making?

- Son's donation
- Chiropractic appointment
- Person honking horn

www.jaygubrud.com




Assumption Areas

"Things you know to be true"

1. Your customers
2. Your competitors
3. Your products and services
4. Technology and innovation
5. Random events
6. Government regulation
7. Your internal resources or way you work


www.jaygubrud.com



GM's Assumptions!

1. They are in the business of making money, not cars
2. Success comes not from technological leadership, but from having the resources to quickly adopt innovation successfully introduced by others
3. Cars are primarily status symbols. Styling is therefore more important than quality to buyers who are, after all, going to trade up every year


www.jaygubrud.com



GM's Assumptions!

4. The US car market is isolated from that of the rest of the world. Foreign competitors will never gain more than 15% of the domestic market
5. Energy will always be cheap and abundant
6. Workers will not have an impact on production or product quality
7. Managers should be developed from the inside only


www.jaygubrud.com



GM's Assumptions!

8. The "consumer movement" does not represent the concerns of a significant portion of the U.S. public
9. The government is the enemy. It must be fought tooth and nail, every inch of the way
10. Strict centralized financial controls are the secret to good administration

www.jaygubrud.com



Power of Assumptions!

1. What assumptions do we make with coworkers, vendors, MN DOT, other contractors?
2. What assumptions are we making?
 - That team members understand the bigger picture of the overall operation
 - That all parties know what exact policies, regulations or expectations are
 - You will like every aspect of your job
 - Older means obsolete or outdated and younger don't know enough
 - That others want the same as you - safety, speed, technique, motivation, rewards

www.jaygubrud.com



Power of Assumptions!

3. How can we improve this?
 - Quit making up stories
 - Be willing to change your assumption
 - Assume the best!

www.jaygubrud.com



www.jaygubrud.com



What is it that your customers or co-workers do or don't do that frustrates you?

- Won't call or email you back
- Tells you one thing, does another
- Holding payment
- Defects to competition w/o telling you
- Coworker is gossiping about you
- Your boss is discriminating against you
- Missing deadlines
- "No show" for meetings

www.jaygubrud.com



Look at it through your customers or coworkers eyes

What are they dealing with? Use empathy!

- Responsibilities
- Pressure
- Budgets
- Fears
- Hopes
- Frustration

www.jaygubrud.com




Look at it through your their eyes

Negativity - why they do it?

- See all sides of things
- Understand and verbalize pitfalls
- Overworked
- Frustrated
- Trying to protect job/self by being that way
- See time constraints
- Home life is rough or have personal issues
- Experienced and has seen outcome before
- Your own perceptions, not theirs

www.jaygubrud.com




Look at it through your their eyes ⁰²

Unrealistic Expectations - why they do it?

- Deadlines from elsewhere driving them
- Afraid of failure
- Want to save face
- It was done before, why not again?
- Lack of knowledge of what is needed
- Don't care about how they get there

www.jaygubrud.com




Look at it through your customers or coworkers eyes

Fault finders - why they do it?

- They see honest faults
- They have a different point of reference
- Self preservation

www.jaygubrud.com



Look at it through your customers or coworkers eyes

Lack of integrity - why they do it?

- Lack confidence = paralysis or wrong move
- Unrealistic view of their commitment
- Competing responsibilities/overwhelmed
- Don't have an answer for you
- Disorganized

www.jaygubrud.com

Slide 22

C2

Could be exercises

Cherie, 2/27/2015



Look at it through your customers or coworkers eyes

Won't return call or email - why they do it?

- Don't have time for "small talk"
- Too busy
- Don't want to deliver bad news
- Cannot make up their mind
- Afraid to say they don't have an answer
- Not a high priority
- Forgot

www.jaygubrud.com



Report Out - What was it Like?

- What was it like to hear other people discussing your person?
- What did you learn that you can use?
- What was it like to discuss someone you don't know?
- What can you use from this exercise?

www.jaygubrud.com



Assume the best = Communication+Expectations!

If you have **communicated** your **expectations** specifically and clearly, then it should be easy to **assume the best** - Jay Gubrud

www.jaygubrud.com



The photo is a misrepresentation. It was a conversation with Paulsen about climate change. I am requesting that the picture only be used in the context of climate change.

-Bob Gubrud

Signs of self interest/deception

- Limited access or silo communication
- Distractions or pointing fingers
- Nonverbal body language
 - Look down, fidget, angry/aggressive, stutter, answer a different question
- Manipulation
 - Information or financial documents
- Show inconsistencies
 - Behavior, reports, contradictions



Communication Style

International Society of Mental Health

Passive

Aggressive

Passive Aggressive

Assertive


www.jaygubrud.com



Passive Communication

Is a style in which individuals have developed a pattern of avoiding expressing their opinions or feelings, protecting their rights, and identifying and meeting their needs. Passive communication is usually born of low self-esteem. These individuals believe: "I'm not worth taking care of."

www.jaygubrud.com



Passive Communication

As a result, passive individuals do not respond overtly to hurtful or anger-inducing situations. Instead, they allow grievances and annoyances to mount, usually unaware of the build up. But once they have reached their high tolerance threshold for unacceptable behavior, they are prone to explosive outbursts, which are usually out of proportion to the triggering incident. After the outburst, however, they feel shame, guilt, and confusion, so they return to being passive.

www.jaygubrud.com



Passive communicators will often:

- fail to assert for themselves
- allow others to deliberately or inadvertently infringe on their rights
- fail to express their feelings, needs, or opinions
- tend to speak softly or apologetically
- exhibit poor eye contact and slumped body posture

www.jaygubrud.com



The impact of a pattern of passive communication

- often feel anxious because life seems out of their control
- often feel depressed because they feel stuck and hopeless
- often feel resentful (but are unaware of it) because their needs are not being met
- often feel confused because they ignore their own feelings
- are unable to mature because real issues are never addressed

www.jaygubrud.com



The passive communicator will say, believe or behave like:

- "I'm unable to stand up for my rights."
- "I don't know what my rights are."
- "I get stepped on by everyone."
- "I'm weak and unable to take care of myself."
- "People never consider my feelings."

www.jaygubrud.com



Aggressive Communication

Is a style in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others.

www.jaygubrud.com



Aggressive Communication

Thus, aggressive communicators are verbally and/or physically abusive. Aggressive communication is born of low self-esteem (often caused by past physical and/or emotional abuse), unhealed emotional wounds, and feelings of powerlessness.

www.jaygubrud.com



Aggressive communicators will often:

- try to dominate others
- use humiliation to control others
- criticize, blame, or attack others
- be very impulsive
- have low frustration tolerance
- speak in a loud, demanding, and overbearing voice

www.jaygubrud.com



Aggressive communicators will often:

- act threateningly and rudely
- not listen well
- interrupt frequently
- use "you" statements
- have piercing eye contact and an overbearing posture

www.jaygubrud.com



The impact of a pattern of aggressive communication

- become alienated from others
- alienate others
- generate fear and hatred in others
- always blame others instead of owning their issues, and thus are unable to mature

www.jaygubrud.com



The aggressive communicator will say, believe, or behave like:

- "I'm superior and right and you're inferior and wrong."
- "I'm loud, bossy and pushy."
- "I can dominate and intimidate you."
- "I can violate your rights."
- "I'll get my way no matter what."

www.jaygubrud.com



The aggressive communicator will say, believe, or behave like:

- "You're not worth anything."
- "It's all your fault."
- "I react instantly."
- "I'm entitled."
- "You owe me."
- "I own you."

www.jaygubrud.com



Passive-Aggressive Communication

Is a style in which individuals appear passive on the surface but are really acting out anger in a subtle, indirect, or behind-the-scenes way.

www.jaygubrud.com



Passive-Aggressive Communication

Prisoners of War (POWs) often act in passive-aggressive ways to deal with an overwhelming lack of power. POWs may try to secretly sabotage the prison, make fun of the enemy, or quietly disrupt the system while smiling and appearing cooperative.

www.jaygubrud.com



Passive-Aggressive communicators will often:

- mutter to themselves rather than confront the person or issue
- have difficulty acknowledging their anger
- use facial expressions that don't match how they feel - i.e., smiling when angry
- use sarcasm
- deny there is a problem
- appear cooperative while purposely doing things to annoy and disrupt
- use subtle sabotage to get even

www.jaygubrud.com



The impact of a pattern of passive-aggressive communication

- become alienated from those around them
- remain stuck in a position of powerlessness (like POWs)
- discharge resentment while real issues are never addressed so they can't mature

www.jaygubrud.com



The passive-aggressive communicator will say, believe, or behave like:

- "I'm weak and resentful, so I sabotage, frustrate, and disrupt."
- "I'm powerless to deal with you head on so I must use guerilla warfare."
- "I will appear cooperative but I'm not."

www.jaygubrud.com



Assertive Communication

Is a style in which individuals clearly state their opinions and feelings, and firmly advocate for their rights and needs without violating the rights of others.

www.jaygubrud.com



Assertive Communication

Assertive communication is born of high self-esteem. These individuals value themselves, their time, and their emotional, spiritual, and physical needs and are strong advocates for themselves while being very respectful of the rights of others.

www.jaygubrud.com



Assertive communicators will often:

- state needs and wants clearly, appropriately, and respectfully
- express feelings clearly, appropriately, and respectfully
- use "I" statements
- communicate respect for others
- listen well without interrupting
- feel in control of self
- have good eye contact

www.jaygubrud.com



Assertive communicators will often:

- speak in a calm and clear tone of voice
- have a relaxed body posture
- feel connected to others
- feel competent and in control
- not allow others to abuse or manipulate them
- stand up for their rights

www.jaygubrud.com



The impact of a pattern of assertive communication

- feel connected to others
- feel in control of their lives
- are able to mature because they address issues and problems as they arise
- create a respectful environment for others to grow and mature

www.jaygubrud.com



The assertive communicator will say, believe, or behave in a way that says:

- "We are equally entitled to express ourselves respectfully to one another."
- "I am confident about who I am."
- "I realize I have choices in my life and I consider my options."
- "I speak clearly, honestly, and to the point."

www.jaygubrud.com



The assertive communicator will say, believe, or behave in a way that says:

- "I can't control others but I can control myself."
- "I place a high priority on having my rights respected."
- "I am responsible for getting my needs met in a respectful manner."

www.jaygubrud.com



The assertive communicator will say, believe, or behave in a way that says:

- "I respect the rights of others."
- "Nobody owes me anything unless they've agreed to give it to me."
- "I'm 100% responsible for my own happiness."

www.jaygubrud.com



Communication Style - Dealing With

Passive

- Be assertive, yet gentle
- Probe their feelings needs and opinions
- May need to explain more in depth
- Ask more questions
- Allow more time with them
- Accentuate their ideas and give them credit
- Let them know how they are valued

www.jaygubrud.com



Communication Style - Dealing With

Passive

- Meet one on one with them
- Solicit written ideas from them
- Acknowledge their commitment and good ideas
- Use a facilitator in meetings who will bring in passive communicators

www.jaygubrud.com



Communication Style - Dealing With

Aggressive

- Start by being assertive to ease tone, but be prepared to be aggressive if needed
- Set boundaries
- Acknowledge you understand their point or issue, then assertively state your point
- Deal more with facts

www.jaygubrud.com



Communication Style - Dealing With

Aggressive

- Speak slowly, don't get loud
- Don't let them know you are intimidated
- Leave if you are uncomfortable
- Acknowledge their opinion and passion

www.jaygubrud.com



Communication Style - Dealing With

Passive/Aggressive

- Call them on their inconsistencies
- Constructively talk with peers to confirm they have same experience. Address this person with a team in a balanced fashion
- Limit interaction, leave them to their own devices

www.jaygubrud.com



Communication Style - Dealing With

Passive/Aggressive

- Draw out questions and frustrations
- Ask - How are you doing?, and follow up
- Bring up points that may cause issue to curb eventual aggressive behavior

www.jaygubrud.com



Communication Style - Dealing With

Passive/Aggressive

- Be short and sweet (aggressive and assertive)
- Lay out expectations
- Clarify timelines and deadlines
- Explore roadblocks

www.jaygubrud.com



Communication Style - Dealing With

Assertive

- Engage and encourage.
- Have healthy debate.
- Acknowledge their opinions and feelings.
- Share your own opinion, feelings, expectations, etc.
- Step up to their energy level

www.jaygubrud.com



Communication Style - Dealing With

Assertive

- Be prepared, have facts, be courteous.
- Meet face to face or one on one.
- Possibly use as a coach or mentor.
- Avoid negativity or whining.

www.jaygubrud.com



Resources

- Someone who has mastered a trait
- Tapes and videos
- Books

Ruiz, Don Miguel, *The Four Agreements*. Amber Allen, 2011
 Lieberman, David Ph.D., *Make Peace with Anyone*. St Martins, 2002
 Loehr, Jim, *The Power of Full Engagement*. Free Press, 2003
 Grabhorn, Lynn, *Excuse me, your life is waiting*. Hampton, 2000
 White, Bowen, *Why Normal Isn't Healthy*. Hazelden, 2000
 Meyers, David, *The Pursuit of Happiness*. Avon, 1992.
 Hakim, Cliff, *We are all self employed*. Berret Koehler, 1994
 Bradshaw, John, *Homecoming*. Bantam, 1990.
 Johnson, Spencer M.D., *Who moved my cheese*. Putnam's, 1998

www.jaygubrud.com
