

OUTLINE

It's Not Personal:

Understanding Why People Behave The Way That They Do.

Stephen Haslam and Robert Pennington, Ph.D., Resource International

People Who Get On Your Nerves

"Can you think of anyone who gets on your nerves? No names, please. Of course I'm sure it's not anyone in this room. I want you to keep these people in your mind today, so you can be thinking about how you are going to apply what you learn to dealing with them when you get out of here . . ."

Case Study – Government Organization – Manager & Front-Line Supervisor

- We make assumptions about what the behavior of others mean.
- We interpret the behavior others in terms of how we would behave
- Our act on our assumptions as if they are reality.
- Misunderstandings are therefore inevitable and highly likely.

This is an opportunity for you:

- This is an opportunity for you to save time, pain, and money.
- Learn from our pain, not just our expertise.
- Pain in dealing with other people who are not always the way you want them to be.
- Because of that they become difficult and it's confusing to us why they behave the way that they do but we do not act on the confusion, we act on our assumptions about why they behave the way that they do.
- Remember subtitle: "Understanding why people behave the way they do".
- You already have *an understanding* of why people behave the way they do. You use it every time everyone does anything you don't like.
- You have a habit about making a negative judgment anytime you feel uncomfortable. You make a judgment every time based on your understanding.
- You have a habit when you feel uncomfortable. You make a negative judgment and take it personal.
 1. Someone says or does something I don't like.
 2. I feel uncomfortable.
 3. I make negative judgment.
 4. I take it personally.
 5. I react unconsciously.

Intensity = Evidence

- We have a habit of assuming that the intensity of our emotion is evidence of the truth of our thinking. The more upset I am, the more right I am. The more I think about it, the more upset I get.

Fist Exercise

Percentage Of Misunderstandings/ Disagreements

- Colliding 2 opposing beliefs – majority of disagreements are because of misunderstanding but it isn't me.

Cycle of Conflict

- Sometimes we need to be willing to step out of the need to be right, if we want to be effective.
- Some people think that means "O.K., I'll be wrong this time, they can be right." No, it has nothing to do with being right or wrong.
- We need to learn how to step out of the unconscious habits that keep the Cycle of Conflict going, regardless of who is right and who is wrong.

It's Not Personal

- Get someone in your mind who is challenging for you. Isn't it true that that person is going to be the way they are whether you are there or not? True? And if you aren't with them any more they are probably still that way. Not personal. Difficult, Frustrating because we have no idea how to deal with that. We feel uncomfortable. We make a negative judgment and we take it personally.

Unconscious Habits (Plop Plop, Fizz Fizz)

- Your family knows how to produce habitual upsets in you, how to punch your buttons. Hardly anyone grew up in family where when there was a conflict we ended up closer.
- (*demonstration*) "I can tell this is important, what is it you want me to know...." Ever have a parent who did that? Are you aware of the power that had on us. We generalized that out to men and women and bosses. Wouldn't your parent be the way they were whether you were their child or not? It is difficult. But taking it personally, means they don't respect, care, or love me. That is the greatest pain that we all have a habit of it feeling.
- You can not control your initial reaction to anything. So even if you realize it is never personal you will always react initially as if it is.
- But you can learn to recognize it and move through it faster.

Martial Arts Demonstration

Under – Standing produces Leverage

- I think it is ironic that the word "understanding" is one of the most misunderstood words in the English language.
- How do you know when someone understands you?
- Share data from HPL survey

- Martial Arts Demonstration - leads to “standing-under” another with support, giving you leverage to move the other person.

MBTI

- In order to not take it personally, it helps to understand why the other person’s behavior might mean something different than you had considered or assumed.
- You can’t always psychoanalyze them, and I’m not going to teach you to be psychic. We refer to it as “being open-minded to the possibility.”
- Overview of Myers Briggs Type Indicator

What RI Can Do To Help

- Web based trainings
- Organizational diagnosis
- Onsite presentations
- Series of short training programs to teach skills
- Facilitate discussions with in-tact work groups that bring “mis-understandings” out in the open for healing and resolution
- Coach managers and supervisors in creating an environment in which it is safe to disagree

For more information:

<http://www.resource-i.com>

713-305-1812

-limited time – what stories to share?

- **STEPHEN & ROB:** I/E story about me saying something once and you listening to it “off the top of your head.” Point out the judgments we each made – (connect it to the five step process of making a judgment). The answer for us was to make an agreement for me to say “Rob, I think you’re about to make a mistake.” But we couldn’t have gotten there without being able to *not take it personally*.
- **J/P story:** putting a decision into action. The word “PLAN” means two different things to us. To me it is a set of steps to follow once set. To you it is a process that continually develops.
 - So – how do we decide on whether to go stubbornly forward without making changes or to continually change in midstream? What is right or wrong?
 - It’s not about right and wrong. It’s about understanding one another and working together.

TRANSITION FROM MBTI INTO GENERALIZING

-TALK ABOUT OUR O.D. WORK in organizations

-describe how we have used the MBTI with organizations

-give example of Bob E and Larry I – small group had Breakfast meeting for years with Superintendent – word got out – Larry – so I just can’t share so he just stopped coming. Bob took it personally, friendship was so important for so many reasons that Larry didn’t know. He felt spurned and started spreading rumors about Larry being arrogant, better than you, don’t talk to employees, never listens, doesn’t care. Went through 6 stages, Larry agreed at Stage 2, Bob said: I know myself, I could have done that and if I did I’m really sorry, please if I do that please let me know – Have you ever considered someone else in the group did it? In this situation they never really determined who was at fault right and who was wrong – became irrelevant. Opened mind to possibilities, didn’t take it personally and then they went on.

BUT WHAT ABOUT WHEN YOU DON’T KNOW EACH PERSON’S MBTI?

-Oh, then you just have to be psychic. (just a little sarcasm there)

HOW MANY OF YOU KNOW SOMEONE WHO NEEDS TO HEAR THIS?

FAMILY AA/BB

-to put all of this in a greater context

-Depending on time you may be able to do this BEFORE describing how we can help.