

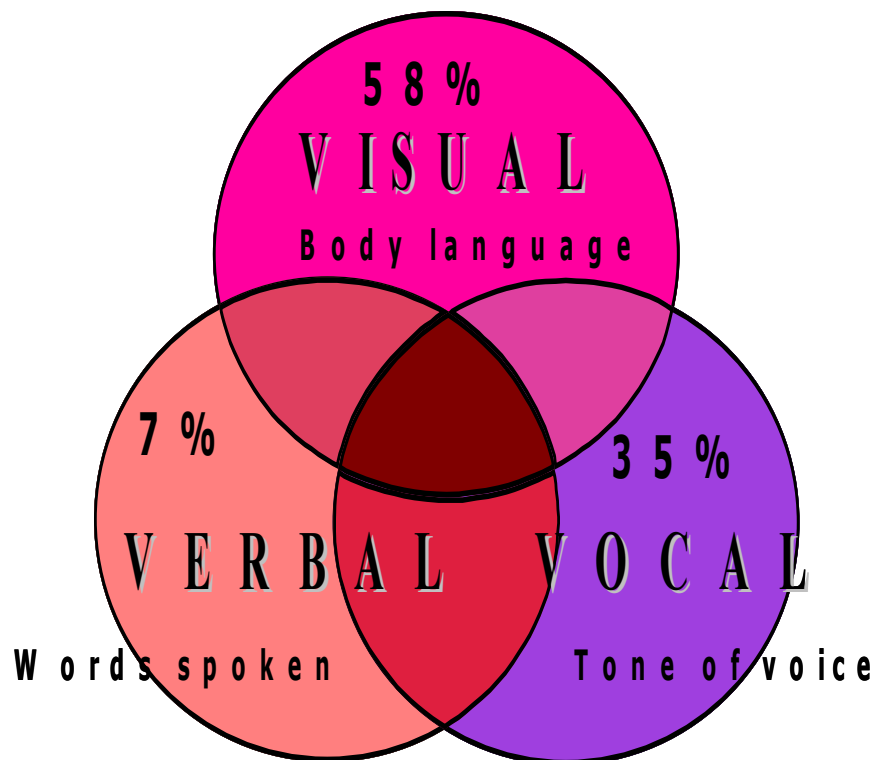
Be Assertive – Not Passive or Aggressive

Nonassertive	Assertive	Aggressive
Posture		
Slumped	Erect but relaxed	Erect, tense, rigid
Shoulders forward	Shoulders straight	Shoulders back
Shifting often	Few shifts, comfortable	Jerky shifts or planted in place
Chin down	Head straight or slight tilt	Chin up or thrust forward
Sitting: legs entwined	Sitting: legs together or crossed	Sitting: heels on desk, hands behind head or tensely leaning forward
Gestures		
Fluttering hands	Casual hand movements	Chopping or jabbing with hands
Twisting motions	Relaxed hands	Clenched hands or pointing
Shoulder shrugs	Hands open, palms out	Sweeping arms
Frequent head nodding	Occasional head nodding	Sharp, quick nods
Facial Expressions		
Lifted eyebrows, pleading look	Relaxed, thoughtful,	Furrowed brow, tight jaw
Wide-eyed	Caring or concerned look	Tense look
Rapid blinking	Few blinks	Unblinking glare
Nervous or guilty smile	Genuine smile	Patronizing or sarcastic smile
Chewing lower lip	Relaxed mouth	Tight lips
Shows anger with averted eyes	Shows anger with flashing eyes	Shows anger with disapproving scowl
Blushing, guilty look	Serious look, slight flush of color	Very firm mouth or bared teeth, extreme flush
Voice		
Quiet, soft	Resonant, firm	Steely quiet or loud
Higher pitch	Pleasant sound	Harsh, "biting" words
Uhs, ahs, hesitations	Smooth, even-flowing	Precise, measured delivery
Stopping in "midstream"	Comfortable delivery	Measured delivery
Nervous laughter	Laughter only with humor	Sarcastic laughter
Statements sound like questions with voice tone rising at end	Voice tones stay even when making statements	Statements sound like orders or pronouncements

Use Positive Body Language – Make the Verbal, Visual & Vocal Message Congruent

Positive body language is important as you build a working relationships of trust with the people with whom you are collaborating. Body language is transmitted through:

1. Facial expressions (visually)
2. Degree of animation
3. Body posture
4. Vocal volume and speed (vocally)



Why be conscious of your body language? Because no one cooperates or collaborates with anyone who seems to be against them.

By making your verbal message, your vocal message and your visual message congruent, you will build trust and create an environment for collaboration.

Remember: Your body does not lie!

Neutralize Criticism

When an individual encounters conflict and gets crashed, criticism is usually part of the conversation. To neutralize criticism and turn conflict into collaboration, use these personal skills:

1. Put On Your Armor



1. Count to 10
2. Take a “death” breath
3. Use controlling lines

2. Filter Out Debris



In most conflict situations there are root causes, other issues and strong emotions all tied up in one bundle. It is important to filter that all out.

3. Ask questions



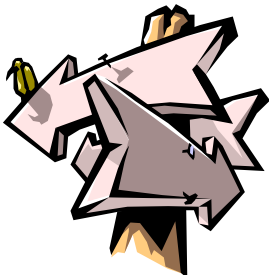
To understand their viewpoint better, ask, “Could you give me be more specifics?” “What do you suggest I do differently?”

4. Diffuse and Disarm them.



- You might be right.
- I agree (agree with what you can agree with).
- Thank you for that feedback.

5. Redirect



Redirect the conversation to the issue and to the common goals.