

American Management Association's Assertiveness Training for Managers

Learning Objectives

- Develop Awareness of Thoughts and Feelings and Use Them as a Resource
- Grow Conscious of Behavior and Make Appropriate Choices
- Gain Insight into the Impressions You Make

Conscious Communication

- Describe Examples of Conscious and Unconscious Communication
- Explain the Thoughts-Feelings-Behaviors Model and Its Importance for Understanding and Controlling Your Communication
- Define Beliefs and Describe Their Role in Your Communication
- List the Factors That Can Help You Become a Flexible Communicator, Responding Appropriately to Different Situations

The ASSERTIVE/RESPONSIVE Model

- List the Four Quadrants in the ASSERTIVE/RESPONSIVE Model and Describe Their Corresponding Behaviors and Attitudes
- Explain the Human Needs and Beliefs That Drive Individuals into One Mode of Behavior or Another

Trying on the Model

- Be Able to Identify Statements as ASSERTIVE, RESPONSIVE, AGGRESSIVE or NON-ASSERTIVE as Well as Those That Erode Self-Esteem
- Formulate Your Own Assertive and Responsive Statements Using Each Skill Discussed, and Respond Appropriately to the Statements of Other Participants
- Employ These Communication Strategies to Reach Consensus in a Team
- Use a Positive Feedback Discipline in Your Teamwork

ASSERTIVE/RESPONSIVE Skill Building

- More Complex Content
- More Complex Team Challenges

Listening Responsively

- Use Your Assertive Skills to Clearly Stake Out a Position Without Becoming Aggressive
- Explore Another Person's Position and Demonstrate Complete Understanding of the Opposing View

Emotions and Conflict

- Identify Your Own Emotional Triggers and Better Recognize Those of Others
- Describe Your "Personal Zone of Control"
- Be Prepared to Manage Conflict
 - Resolving it where cooperation is present and emotions are under control
 - Lowering the emotional temperature where necessary and possible
 - Deciding with confidence to disengage when it is not possible to resolve or deescalate conflict

Communication Styles

- Analyze a Conversation, Characterize the Statements in It, and Draw Conclusions About the Communication Style Demonstrated
- Identify the Styles of Others
- Apply Your Assertive and Responsive Skills to Reach Team Consensus About the Style of Each Member
- Practice Through Giving and Receiving Feedback in Both Small and Large Groups

Your Action Plan

- Prepare a Plan for Improvement Back on the Job
- Discuss Your Goals and Plans to Receive the Benefit of Feedback and Coaching From Members of Your Team and the Experience of Supplying the Same to Them.