

MVŠO

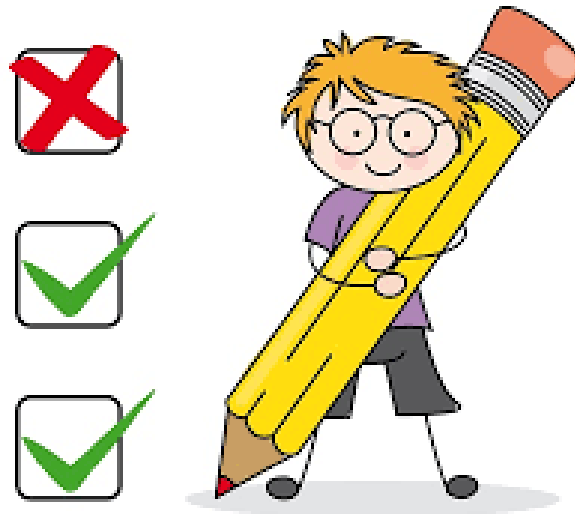
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Communication Skills for Managers

Assertiveness

TASK FOR INDIVIDUALS

Assertiveness Questionnaire



4 types of acting

- passive
- aggressive
- passive-aggressive
- assertive

Passive behavior

- concessions
- trying to avoid problems
- trying to comply with everyone's request
- loss of our own value
- **I lose, you win**

Aggressive behavior

- attack
- sarcasm
- promoting only our own opinions
- evokes either counter-attacks or passivity of others
- one is aware of his/her own rights, uses them, but does not respect the rights of the other person
- **I win, you lose**

Passive-aggressive behavior

- feelings of powerless, stuck, and resentful
- people appear passive on the surface but are really acting out anger in a subtle, indirect, or behind-the-scenes way
- sabotage
- disrupt
- **I let you think you win, but in fact I win, you lose**

Assertive behavior

- to stand up for your own rights without the need to “defeat the opponent”
- by enforcing your own feelings and opinions appropriately with a certain amount of understanding, the other person can feel that he/she is also entitled to have his/her own opinion
- **I win, you win**

TASK FOR THE GROUP

Specify the type of behavior



Assertiveness

Assertiveness is a technique that allows us to handle the manipulative behaviour of other people towards us, and at the same time, it is a technique that allows us to handle our own inner manipulative experience and thinking.

How to behave assertively?

- Stand up for what you want and state your needs clearly.
- Choose a behavior consciously and be willing to live with that choice and the consequences.
- Value yourself and your thoughts. Treat yourself and others with equal respect.

How to behave assertively?

Say, what you mean,
mean what you say,
but don't say it mean.

Assertiveness vs. aggressiveness



Assertive rights

1. I have the right to judge my behavior, thoughts, and feelings and to be **responsible** for them and their consequences.
2. I have the right to offer **no excuses**, explanations or apologies regarding my behavior.
3. I have the right to judge **whether** and to what extent I am responsible for solving **other people's problems**.
4. I have the right to **change my mind**.
5. I have the right to **make mistakes** and be responsible for them.

Assertive rights

6. I have the right to say **“I do not know”**.
7. I have the right to be **independent on the goodwill of others**.
8. I have the right to **make illogical decisions**.
9. I have the right to say **“I do not understand you”**.
10. I have the right to say **“I do not care”**.
11. I have the right to **decide** whether to **act assertively or not** and to take responsibility for the consequences of this decision.

ASSERTIVE RIGHTS

I have the right to be responsible
for my own actions.

I have the right to
make mistakes.

I have the right to
be myself.

I have the right to be
treated with respect.

I have the right to have
and express my feelings,
thoughts & opinions.

I have the right to
say no and not feel guilty.

I have the right to
change my mind.

I have the right to
say I don't know.

I have the right to
feel and express my anger.

I have the right to have my
needs be as important as
the needs of others.

I have the right to do things
other people do not approve of.

I have the right to ask
why or why not.

I have the right to
ask for help.

I have the right to
say I don't understand.

I am not responsible
for the actions of others.

Other people have the right to
make mistakes.

Other people have the right to
be themselves.

Other people have the right to
be treated with respect.

Other people have the right to have
and express their feelings,
thoughts & opinions.

Other people have the right to
say no and not feel guilty.

Other people have the right to
change their mind.

Other people have the right to
say they don't know.

Other people have the right to
feel and express their anger.

Other people have the right to have
Their needs be as important as
my needs.

Other people have the right to
do things I do not approve of.

Other people have the right to
ask why or why not.

Other people have the right to
ask for help.

Other people have the right to
say they don't understand.

Assertive techniques

- **Broken LP (record):** Calm repetition of what I want, ignoring manipulative techniques (*complaining about sth, rejecting sth*)
- **Open door:** Criticism is accepted calmly, without anxiety (*unjustified criticism*)
- **Negative inquiry:** Requesting further, more specific criticism. We ask questions about how to rectify it (*justified criticism*)
- **I-statement:** Criticizing, pointing out failings without provoking defense (*blaming others*)

TASK FOR INDIVIDUALS

Formulation of I-statement sentences



Summary



TASK FOR PAIRS

Playing scenes

