

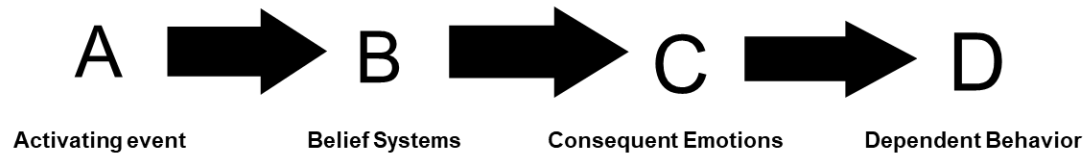
# Mastering the Art of Assertive Communication

Facilitator: M.J. Clark, M.A., APR, Fellow PRSA

## 2. Objectives

- Understand why you (and others) behave the way you do
- Engage in listening and communicating more effectively
- Understand where you fall on the Assertiveness Continuum
- Learn how to have more effective assertive conversations

## 3. Origin of Behavior



### Example:

Sharon keeps interrupting me in the team meetings.

She thinks I'm stupid.

Hurt  
Frustrated  
Dismissed

I won't speak up, because I'm not valued.

Sharon keeps interrupting me in the team meetings.

**New Belief**  
She has a lot to share. I might be talking too much.

Acceptance  
Openness  
Desire to improve  
Curiosity

Talk to Sharon about these interruptions and find out how we can both make changes.

Source: Dr. Albert Ellis, a renowned American psychologist who founded Cognitive Behavioral Therapy

Notes:

---



---



---



---



Las Vegas, NV

---

# Mastering the Art of Assertive Communication

Facilitator: M.J. Clark, M.A., APR, Fellow PRSA

---

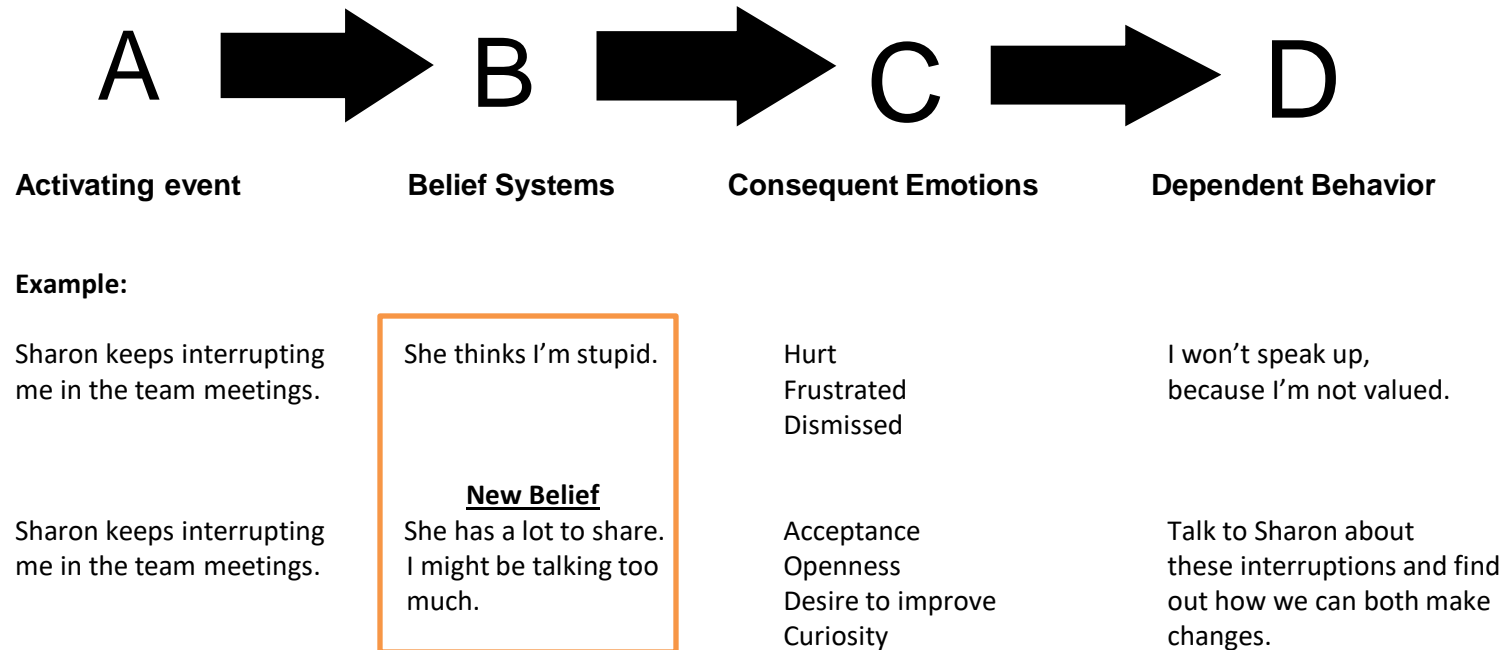


# Objectives

- Understand why you (and others) behave the way you do
- Engage in listening and communicating more effectively
- Understand where you fall on the Assertiveness Continuum
- Learn how to have more effective assertive conversations



# Origin of Behavior



Source: Dr. Albert Ellis, a renowned American psychologist who founded Cognitive Behavioral Therapy



# Effective Listening Skills

## When listening:

- Good eye contact. Lean in slightly. Nod your head (if you agree).
- Validate others (even when you disagree).
- Give verbal responses. “Mmm, hmm; Yes.”
- Rephrase what they are saying.
- Don’t think about what to say next. (listen = silent)
- Mirror their emotions. “That sounds so frustrating.”
- Ask questions.
- Observe their non-verbals.





# The Truth About Confrontation

Most people say they are afraid of confrontation.  
What are some common fears?





# Assertiveness Continuum

	<b>Passive/Aggressive</b>	<b>Assertive</b>	<b>Aggressive</b>
<b>Confidence level</b>	?	High	?
<b>Motivation</b>	Approval Seeking	Connection With others	Control over others
<b>Self-talk</b>	"Tell me I am lovable."	"People are good, and so am I."	"The world is a dangerous place. I must protect myself."



# “How To” of Assertiveness

1. Describe the behavior (“I have noticed...”)
2. Explain how it makes you feel (“When this happens, I feel/am ONE WORD”)
3. Explain the changes you would like made (“I would ask/prefer...”)



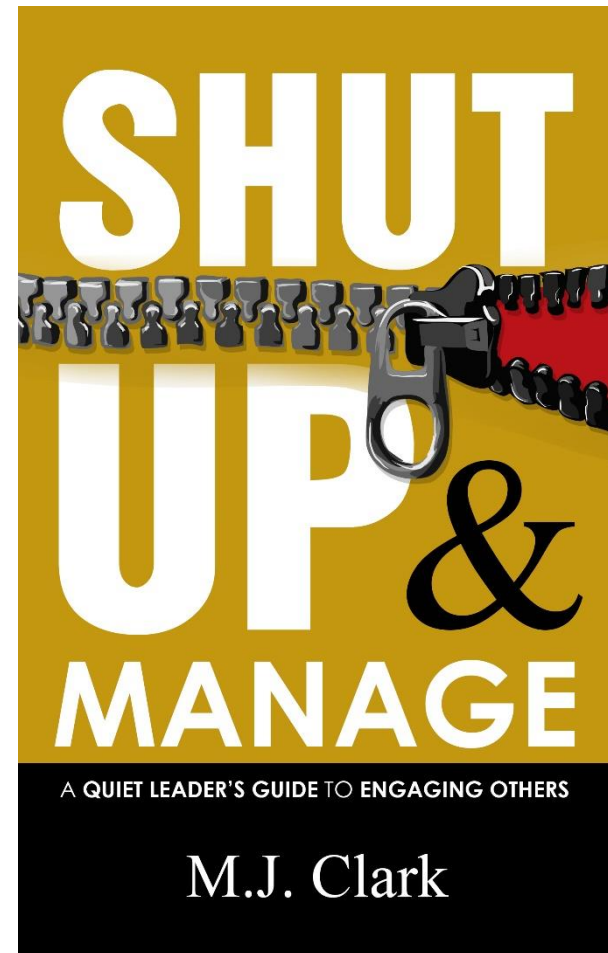




# Free E-book!

To get a free e-copy of *Shut Up and Manage: A Quiet Leader's Guide to Engaging Others*, that gives 3-step assertive conversation examples (Chapters 6 and 7), go to:

<https://fantastic-author-382.ck.page>





# Criticism vs. Constructive Feedback

## Criticism

Past orientation  
Personal focus  
Negative tone  
Expresses frustration  
Problem-oriented

## Constructive Feedback

Future orientation  
Behavior focus  
Positive tone  
Expresses confidence  
Solution-oriented

This idea was developed by Senn-Delaney Leadership.



# Personal Development

Write down two goals for improving your ability to communicate based upon what you have learned today. Under each, write down at least one action item that you will do to achieve that goal.





# Suggested Reading

- *I Hear You: The Surprisingly Simple Skill Behind Extraordinary Relationships* by Michael S. Sorensen
- *Shut Up and Lead: A Communicator's Guide to Quiet Leadership* by M.J. Clark
- *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- *Negotiating Rationally* by Max H. Bazerman and Margaret A. Neale
- *The 3-Minute Rule: Say Less to Get More from any Pitch or Presentation* by Brant Pinvidic
- *Conflict Management: A Practical Guide to Developing Negotiation Strategies* by Barbara A. Budjac Corvette
- *10 Skills for Effective Business Communication* by Jessica Higgins
- *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves



# Q&A

Please contact me if you are looking for a leadership consultant, executive coach or workplace trainer.  
I'd love to work with you!

**M.J. Clark, M.A., APR, Fellow PRSA**

Vice President

Integrated Leadership Systems

**614/214-7062 (cell)**

**[mj@integratedleader.com](mailto:mj@integratedleader.com)**

[www.integratedleader.com](http://www.integratedleader.com)

[www.mjclarkbooks.com](http://www.mjclarkbooks.com)

LinkedIn: <http://www.linkedin.com/in/mjclark22>



## 6. The Assertiveness Continuum

	Passive/Aggressive	Assertive	Aggressive
Confidence level	?	High	?
Motivation	Approval Seeking	Connection With others	Control over others
Self-talk	"Tell me I am lovable."	"People are good, and so am I."	"The world is a dangerous place. I must protect myself."

## 7. "How To" of Assertiveness

1. Describe the behavior ("I have noticed...")
2. Explain how it makes you feel ("When this happens, I feel/I am... ONE WORD")
3. Explain the changes you would like made ("I would ask..." or "I would prefer...")

Notes:

---

---

---

### Here's a blank form for practicing:

Using the 3-step assertiveness outline, write out what you will say to the person you will confront. Have these notes with you when the conversation takes place.

I've noticed \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

When this happens, I feel/I am (one word) \_\_\_\_\_

I would ask/prefer \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 8. Free E-book!

To get a free e-copy of *Shut Up and Manage: A Quiet Leader's Guide to Engaging Others*, that gives 3-step assertive conversation examples (Chapters 6 and 7), go to:

<https://fantastic-author-382.ck.page>.

## 12. Criticism vs. Constructive Feedback

### Criticism

Past orientation  
Personal focus  
Negative tone  
Expresses frustration  
Problem-oriented

### Constructive Feedback

Future orientation  
Behavior focus  
Positive tone  
Expresses confidence  
Solution-oriented

This idea was developed by Senn-Delaney Leadership

## 10. Personal Development

Write down two goals for improving your ability to communicate based upon what you have learned today. Under each, write down at least one action item that you will do to achieve that goal.

Goal: \_\_\_\_\_

Actions: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Goal: \_\_\_\_\_

Actions: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## 11. Suggested Reading:

- *I Hear You: The Surprisingly Simple Skill Behind Extraordinary Relationships* by Michael S. Sorensen
- *Shut Up and Lead: A Communicator's Guide to Quiet Leadership* by M.J. Clark
- *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- *Negotiating Rationally* by Max H. Bazerman and Margaret A. Neale
- *The 3-Minute Rule: Say Less to Get More from any Pitch or Presentation* by Brant Pinvidic
- *Conflict Management: A Practical Guide to Developing Negotiation Strategies* by Barbara A. Budjac Corvette



- *10 Skills for Effective Business Communication* by Jessica Higgins
- *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves

## **12. Q&A**

Please contact me if you are looking for a leadership consultant, executive coach or workplace trainer. I'd love to work with you!

### **M.J. Clark, M.A., APR, Fellow PRSA**

Vice President • Integrated Leadership Systems

**614/214-7062 (cell) • [mj@integratedleader.com](mailto:mj@integratedleader.com) • [www.mjclarkbooks.com](http://www.mjclarkbooks.com)**

[www.integratedleader.com](http://www.integratedleader.com) • LinkedIn: <http://www.linkedin.com/in/mjclark22>