

ACHIEVE

CENTRE FOR LEADERSHIP &
WORKPLACE PERFORMANCE

ASSERTIVE COMMUNICATION



INSPIRING LEARNING
IMPROVING LIVES

ASSERTIVE COMMUNICATION

Our communication skills and style are essential to positive and productive relations at work or at home. Effective communication requires us to be clear about our thoughts and desires, and also to be responsive to those of others. Assertive communicators express positive and negative ideas and feelings in transparent, welcoming and direct ways – stating their needs clearly and without defensiveness. Participants in this workshop will build an awareness of their communication patterns and learn to deal confidently with people around them. This workshop is fun, meaningful and highly effective for improving communication awareness and skills.

This training manual and workshop was developed by Wendy Loewen, Trainer with the ACHIEVE Centre for Leadership & Workplace Performance.

Assertive Communication

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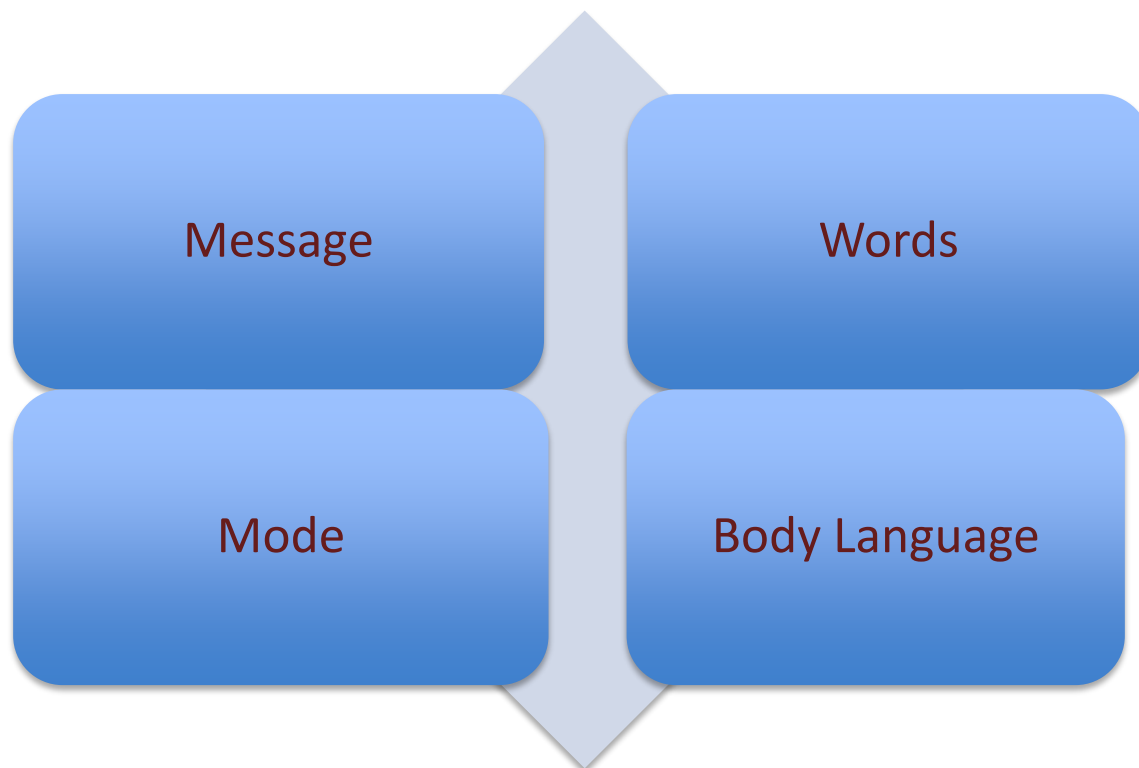
COMMUNICATION OVERVIEW

Communication Overview

Communication is the process by which information, emotions, thoughts and ideas are exchanged. There are many factors to consider when analyzing communication. Being aware of the influence of these factors helps us to be better communicators. When evaluating communication the following statements are important to keep in mind:

- Culture influences communication expectations.
- Effective communication is an essential work skill.
- We are always communicating.
- Communication is goal-oriented.
- Communication varies in complexity level.

Effective Communication



EFFECTIVE COMMUNICATION

Skilled communicators exhibit the following qualities:

- They listen well to others.
- They actively think about messages given and received.
- They are perceived as being impartial.
- They ask relevant questions.
- They accept silence and are comfortable with it.
- _____
- _____
- _____
- _____
- _____

Obstacles to Communication

Skilled communicators understand the factors that may impede communication exchanges and work to minimize the effect of the following obstacles:

Distractions

Roles

Beliefs

Timing

Interest

ASSERTIVENESS TEST

Using the scale below, indicate how the following statements reflect your actions and feelings when communicating in a work context.

5 = Very often; 4 = Often; 3 = Sometimes; 2 = Occasionally; 1 = Seldom; 0 = Rarely

- ___ 1. I am able to recognize and express my point of view clearly.
- ___ 2. I like to control the conversation.
- ___ 3. I shy away from difficult conversations.
- ___ 4. I mentally prepare and plan for the difficult conversations I will have.
- ___ 5. I sometimes make unreasonable demands on others.
- ___ 6. I have difficulty saying no even when I really don't want to say yes.
- ___ 7. I am able to offer critiques without being cruel.
- ___ 8. I sometimes say something abruptly before thinking.
- ___ 9. I will stay quiet, rather than risk offending someone.
- ___ 10. I am very conscious of others' opinions but will give mine, too.
- ___ 11. I notice and will take advantage of people's weaknesses.
- ___ 12. I have difficulty making requests of others.
- ___ 13. I am able to control my inner frustrations and speak appropriately.
- ___ 14. I engage with people when I want to—timing doesn't matter.
- ___ 15. I stay away from topics that are controversial.
- ___ 16. When necessary, I can tactfully handle and approach people who are rude and abrasive.
- ___ 17. I won't back down when I know I'm right, even if the matter is trivial.
- ___ 18. I sometimes feel that people take advantage of me.
- ___ 19. I want other points of view to be heard, but I also expect my view to be respected.
- ___ 20. I will push people around if I can get away with it.
- ___ 21. I prefer to keep my opinions to myself.

AGGRESSIVE COMMUNICATORS

Characteristics of Aggressive Communicators

- These communicators express their needs, ideas and feelings in a clear but self-focused way.
- Their goal is to gain control of situations and maintain a position of power.
- They often dismiss the ideas of others as invalid or even stupid.
- This style of communication conveys a readiness to fight in order to meet their own goals.
- They use imposing body language, sustained eye contact and a loud tone of voice.

Beliefs that Support Aggressive Communicators

- If I don't express myself, nothing will get done.
- Nice guys finish last!
- My anger is justified.
- I am only being honest.
- I need to maintain control.
- I have goals to meet and I know how to accomplish them.

Aggressive communication is reactionary and demanding.

Points to Help Aggressive Communicators

1. Remember, you can reach your goals without being aggressive.
2. Let go of the fear that no one will listen to you if you are not aggressive.
3. Remind yourself that just because others have different viewpoints than you do, does not mean that they do not value yours.
4. Do not interrupt when others are speaking.
5. Ask questions to make sure you understand the other person before you state your interests.

PASSIVE COMMUNICATORS

Characteristics of Passive Communicators

- They often keep quiet and apologize when they express themselves.
- This style communicates to others that they are submissive and will allow others to dictate what goals will be accomplished.
- They use small, retreating body language, avoid eye contact, and often speak softly.
- Their goals are to avoid conflict and give control to others.
- These communicators find it difficult to express their needs, wants, feelings or ideas.

Passive communication is retreating and apologetic.

Beliefs that Support Passive Communicators

- We need to be careful to not make demands of others.
- My opinion is not important, and other people obviously know more about the topic at hand.
- If others ask me to do something in a particular way, it must be valid.
- It is selfish to think of your own needs before the needs of others.
- Being accepted is very important, and I do not want to offend others and risk rejection.

Points to Help Passive Communicators

1. Remember, your feelings and ideas are worthy of being heard.
2. Know that people who think differently than you do want to hear your thoughts.
3. Ask questions of others to build rapport and demonstrate interest.
4. Give yourself the freedom to make mistakes.
5. Speak up.

***A note about passive-aggressive behaviour**

This communication style has elements of both the passive communicator and the aggressive communicator. Passive-aggressive communicators are passive in that they do not transparently communicate their goals. At the same time, they are aggressive in that they maintain control of the situation and meet their goals in a self-focused manner.

SELF-REFLECTION

Aggressive Response

I was aggressive in this situation:
What I said:
What I did:
How it turned out:

Passive Response

I was passive in this situation:
What I said:
What I did:
How it turned out:

Assertive Response

I was assertive in this situation:
What I said:
What I did:
How it turned out:

Self-Reflection

Think of three situations in which you would like to be more assertive:

I tend to become aggressive when: _____

I tend to become passive when: _____

The two people I find it most difficult to be assertive with are: _____

Why do you think you find it difficult to be assertive with these individuals?

One area in which I feel confident about my ability to be assertive is:

THE IMPORTANCE OF BODY LANGUAGE

Two Channels of Communication

When verbal and non-verbal communication are not aligned, the nonverbal channel communicates most strongly. Our aim is for the two channels of communication to match. Our nonverbal communication includes our posture, gestures and movements.

Body Language

Body language plays a crucial role in communicating assertively. As much as possible, we want all facets of communication to align and convey the same message.

Most assertive training focuses on the verbal channel of communication. In order to be most effective we must also utilize our nonverbal communication skills to assert ourselves.

1. Body language is not a precise science and it is important to remember that a particular gesture can have more than one meaning.
2. You are an expert already. We all read body language and make assumptions about what we are seeing.
3. You can use your body language to foster an assertive appearance.

Passive Body Language	Aggressive Body Language
<ul style="list-style-type: none">• Chewing on objects• Self-soothing• Folded arms• Hunched shoulders• Jutting out jaw• Avoiding eye contact• Small stance	<ul style="list-style-type: none">• Puffed cheeks• Clenched teeth• Clenched fists• Waving finger• Arm chops• Accelerated blink rate• Large stance

ASSERTIVE BODY LANGUAGE

Assertive body language communicates ease and comfort. Movements are smooth and fluid. Even when speaking passionately, the body is still under control. The body is aligned and solid in placement, and at the same time demonstrates an openness that is nonthreatening.

Assertive body language includes the following:

Horizontal arms

Vertical alignment

Squaring off

Leveling height

Comfortable eye contact

Fostering Assertive Body Language:

Once you are aware of assertive body language you can practice it with two simple techniques.

1. You can change your body language by changing the messages you give yourself. Negative messages cause people to exhibit less effective non-verbal communication. Give yourself messages that affirm your confidence, such as *"I can manage this situation."*
2. Focus on a skill you want to improve and give yourself helpful mental reminders, such as *"look at the person I am talking to."* Continue working on the skill until you are comfortable, and then begin working on another skill.

OFFERING YOUR OPINION

Variety is the norm in relationships. We all believe, think and perceive the world around us in different ways. Assertive individuals know that expressing their opinions is valid and healthy. It is about living in our own skin, being comfortable with who we are and being able to share ourselves with others.

Specific Guidelines for Offering an Opinion

- **Ownership**
Always speak as an expert about yourself. If you are unsure, verbalize your lack of certainty clearly. Use words that demonstrate that you “own” your opinion and that it is your personal position that is being expressed. Remember, you need not justify your opinion.
- **Clarity**
Be clear that you are expressing an *opinion*. Know the difference between stating a fact and offering an opinion. We may feel passionately about our preferences but we need to realistically appraise an opinion as a position on which reasonable people may differ.
- **Don't Apologize**
An apology is not warranted when giving an opinion. We say “sorry” when we have overstepped boundaries, behaved poorly or acted in a way that was hurtful, or to express empathy for another person—not when we offer an opinion.
- **Don't Intimidate**
We do not need to convince others that our opinion is the best or right opinion. Our confidence should come from knowing what we think and believe even when it differs from those around us.
- **Enjoy**
Trust that by expressing your opinion you encourage others to do the same. Invite others to be free with their opinions. You will be able to relax and enjoy the conversation if you are genuinely interested in what others have to say and, at the same time, confident in what you have to say.

SKILL DEVELOPMENT: OFFERING YOUR OPINION AND ASSERTIVE BODY LANGUAGE

Skill Development Practice Instructions:

1. Choose a statement from the “Opinion Statements” list below.
2. Write down your opinion on the lines provided.
3. One partner plays the role of the “listener” and the other of the “speaker”.
4. Repeat with another statement, switching who is listener and who is speaker.

Opinion Statements:

- Should the blood alcohol level tolerance in drivers be zero?
 Should we have harsher jail sentences for young offenders?
 Is sex education in school a good thing?
 Are the Olympics corrupt?
-
-
-

Listener

- Face your partner and make use of assertive body language.
- Listen—do not speak until your partner is finished speaking.
- Restate the speaker’s opinion.
- State your own opinion.

Speaker

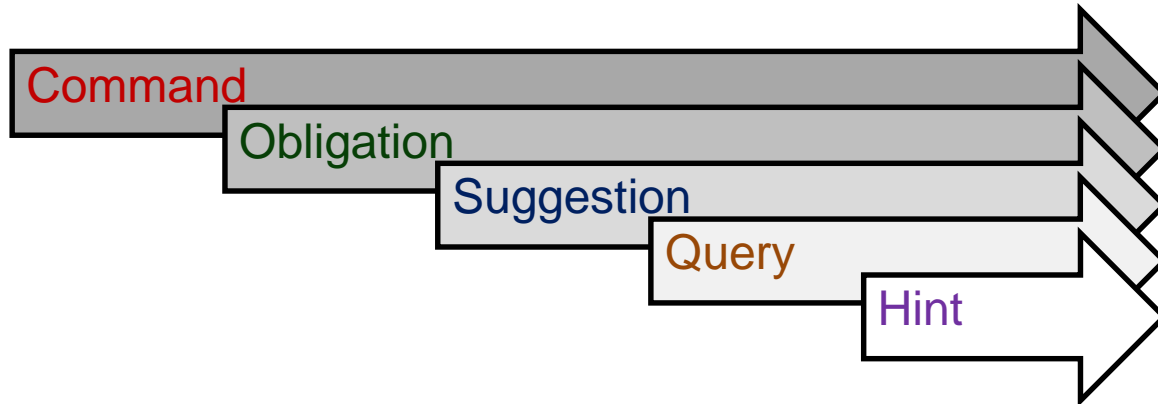
- Face your partner and make use of assertive body language.
- Present your opinion.
- Use personal language.
“I think...” “In my opinion...” “My thoughts are...”

Assertive Body Language Checklist

Do	Don't
Stand or sit tall	Slouch
Distribute weight evenly through body	Cross legs
Keep hands visible	Press weight into one hip
Use calm gestures	Hold hands on hips
Maintain natural eye contact	Fidget
Speak in a voice fitting the situation	Look down or glare at the person
Demonstrate appropriate emotion	Speak too loud or too softly

MITIGATED SPEECH AND GIVING DIRECTIONS

Mitigated speech refers to the packaging in which a message is delivered. It is helpful to understand the levels of mitigation when giving directions. We all make use of mitigated speech, either consciously or unconsciously. Effective communicators are aware of the nuances in relationships as well as the context of the communication and are adept at using all levels of mitigated speech.



Which level or levels do you tend to make use of the most?

In which situations or relationships could you increase your effectiveness by making use of another level of communication? Name the situation or context and the level of communication that may be helpful.

THE ASSERTIVE “NO”

Being responsible for yourself means you need to be able to say “no”. If you rarely say no, it means others are charting your course in life.

Strategies to Saying No

Formulate your position before you speak.

Know what you are or are not willing to do before you respond. If you are unsure, state that you need some time to think about the request.

Do not feel compelled to explain or rationalize your “no”.

Often we contrive reasons why we cannot comply with a request. Rather, we should feel comfortable with our own decisions and verbalize them as *choices*, not *reasons* or *excuses*.

Be your own advocate.

Often people make decisions and then need others to comply in order to make the decision a reality. Remember that just because someone has personally committed to a project or idea, you are not compelled to do so, regardless of how worthy the project may seem.

Repeat, repeat, repeat.

Be prepared to state your “no” several times before it is heard and accepted. You do not need to rephrase your “no” each time; simply restating that you are not able to help out is sufficient.

No	<ul style="list-style-type: none">• “I am not able to do that...”• “I am not taking on any more commitments...”
No & Validation (and reason – if you choose)	<ul style="list-style-type: none">• “I can see you are in a difficult position...”• “Sounds like this is important to you..”
No	<ul style="list-style-type: none">• “I am just not able to do that...”• “I am not taking on any more commitments...”

SKILL DEVELOPMENT: THE ASSERTIVE “NO”

Skill Development Practice Instructions:

1. Brainstorm a list of unreasonable requests that you wish you could say “no” to at work or at home. Record your responses on the lines below.
2. Select one unreasonable request from your brainstormed list.
3. Write down a statement you could use to say no to your chosen request.
4. Write down one statement you could use in validation of the requester.
5. Decide who will play the role of *requester* and who will play the role of *responder*, and follow the instructions at the bottom of the page.

List of unreasonable requests:

“No” statement you could use in response to one of the above unreasonable requests:

Validation statement you could use in conjunction with the above “no” statement:

Requester

- Make the unreasonable request. Be very firm in your asking. Use guilt, shame or intimidating statements to try and get your way—but don’t be over the top.
- Make the request two more times after the responder has said “no.”

Responder

- Use the *Repeat, Repeat, Repeat* framework to say “no.”

MAKING REQUESTS

We often need to ask people to support us, to lend a hand and to work alongside us. When we make requests of others, we need to allow the space for either a “yes” or “no” answer.

Framework for Making Requests (DESO)

Describe

Be able to state what is happening. Be clear, succinct and to the point.

“We have a lot to do before the supervisor arrives this morning.”

Express the Impact

State your feelings on the situation. Verbalize your emotions—don’t act them out.

“I am feeling worried that we won’t be ready on time.”

Specify

Be very clear about the exact request you are making. Be positive with the words you choose. Zone in on desired behaviours.

“Could you reorganize the Cooper file and print a copy of last month’s statement?”

Outcomes

State your goals, objectives and hopes. This may include your feelings about the situation, the end results, the rewards or, in a worst case scenario, the negative consequences for lack of compliance.

“I think if we all pitch in we can be ready and look forward to a good evaluation.”

Practice Making A Request

1. Choose a request from the request list below.
2. Write out the request following the DESO framework.

Request List

- Request time off from work.
- Request that your workload not be increased for the next few months while you catch up.
- Request that the hotel manager deal with the noisy party in the next room.
- Ask the renovation company for a firm date of completion.
- Request a new computer at work.
- Ask for a raise.
- Ask your neighbour to keep an eye on your house while you are away.

SKILL DEVELOPMENT: MAKING REQUESTS

DESO Script

Describe — Describe the background.

Express — Express your feeling or thoughts.

Specify — Specify helpful behaviours.

Outcome — State the result.

DESO framework is adapted from Bower and Bower, *Asserting Yourself* (1991).

GIVING CORRECTIVE FEEDBACK

Being able to offer helpful criticism to those around us is often a difficult task. Many people steer clear of offering feedback or wait until they are so frustrated that they blow up. Neither of these tactics is healthy.

General Guidelines for Giving Feedback

- Plan what you will say.
- Focus on the behaviour, not the person.
- Think about the ratio of positive interactions to negative ones.
- Talk one-on-one, if possible.
- Avoid guessing at the reasons behind the behaviour.
- State what behaviour you expect.

Shift from Complaints to Requests

One simple way to deal with a desired change in behaviour is to transpose the negative behaviour into a request that clarifies what behaviour you would like from the other person.

Complaint	Request
<i>"You are unprofessional."</i>	<i>"When you receive a work memo, we expect that you will comply."</i>
<i>"You are rude."</i>	<i>"When I come into your office, please stop what you are doing, look up, and acknowledge me."</i>

SKILL DEVELOPMENT: GIVING CORRECTIVE FEEDBACK

Practice Giving Corrective Feedback

1. Think of one person in your life to whom you would like to give corrective feedback.
2. If you have attempted to talk about the issue, what level of mitigation did you use? Were there any barriers that you should have considered?
3. Write a DESO script.
4. If you so choose, you may find it helpful to role-play your script with a partner.

Describe — Name the issue.

Express — State the impact.

Specify — Outline expected behaviours.

Outcome — State the result.

DEALING WITH DIFFICULT RESPONSES

At times others will react to our assertiveness. We should be ready and anticipate negative responses. In all of these difficult situations, it is paramount that we be prepared, maintain self-control, keep our goals in mind and stay on track.

Bringing up old history

In the heat of the moment, it is easy to bring up other unrelated issues or unresolved issues from the past (e.g., *“Do you remember when you...”*).

This can escalate our emotions and make the situation worse.

Responding to tears

Do not let someone’s emotions derail your objective. Crying may be a way of averting your feedback. You need to reassert yourself and either allow time for the crying to subside or set another time to have the discussion.

Withdrawing behaviour

Silence and unresponsiveness may be the response you receive after giving feedback. If you encounter silence, acknowledge the silence. Give pause and then reassert your feedback.

Debating

Defensiveness is a natural response. Individuals who think fast on their feet often respond with defensiveness. Do not be intimidated by a rebuttal. Do not engage in a debate or offer your own rebuttal. Simply restate your feedback.

Over-questioning

Over-questioning is a defensive posture to feedback. If you begin to respond to each question, the feedback is lost and solutions are clouded over in the flurry of questions and responses. Paraphrasing questions instead of answering them can be helpful.

RECEIVING NEGATIVE FEEDBACK

Being able to accept criticism is a valuable skill that allows us to be objective and to grow as individuals. For some of us, positive feedback is hard enough to accept, and negative feedback can feel overwhelming.

Guidelines for Receiving Feedback

- Remember, you decide whether to accept or reject the feedback of others.
- Keep in mind that fear and anger are both normal responses to criticism.
- Remain open and resist the urge to deny the feedback.
- Don't try to change their mind.

Strategies for Responding to Negative Criticism

1. Acknowledgment

Sometimes the criticism we receive is valid. It may not come nicely packaged, but if we are honest, it reflects a negative behaviour on our part. In these situations it is best to acknowledge the criticism and state our intent to change our behaviour.

Critic: You only spend funding for this project on areas that benefit your department. You are going ruin this organization and its reputation.

Response: Yes, I apologize. When I review the files I realize that I have spent a lot of money on my department and will be careful to include other departments in future considerations.

2. Clouding

This technique is useful when responding to manipulative criticism or non-constructive criticism you disagree with but do not want to discuss. Clouding allows us to address the attack in a quick manner. When using this technique, find something to honestly agree with in the criticism. Then agree in part and rephrase the critic's words.

Critic: You only spend funding for this project on areas that benefit your department. You are going ruin this organization and its reputation.

Response: It is important to consider where our funding dollars are spent.

Positive Self-Talk

One of the most powerful influences on your attitude is what you say to yourself. How you talk to yourself will greatly influence how you feel and think about yourself. Anytime we use, “I can’t...” or “I have to...” we are making negative statements.

When we replace these statements with “I choose to...” and acknowledge how we feel, we are creating a positive mindset. By using your inner voice or positive self-talk you will begin to see things positively and look for the good in every situation.

Look at the pairs of statements below. One is positive and the other is negative. Mark the statement you think is positive with a + and the one you think is negative with a –.

_____ I can face my fear.

_____ I can’t be afraid, or I’ll fail again.

_____ I’ll just take a break. I can handle it.

_____ Don’t slow down, I’ve just got to push on.

_____ I should not be afraid.

_____ It’s okay to feel afraid sometimes.

_____ I can manage my fear.

_____ I’ve got to stop being afraid.

_____ I have to do it.

_____ I choose to do it.

_____ I can’t handle this.

_____ I know ways to deal with this.

_____ One step at a time, it will be okay.

_____ I can’t do this. It is too hard.

_____ Don’t get nervous.

_____ I’m in control. Relax and take a deep breath.

_____ I have succeeded in some ways.

_____ I wasn’t a total success.

Think of a situation right now that you feel unsure of or have anxiety about. Practice positive self-talk in that area. Write it down.

Barriers to Assertion

Feelings of Anxiety

The stress response often impedes our ability to remain calm and deliberate. Sometimes just the thought of having to offer our opinion or to take charge of a situation is enough to elicit feelings of anxiety.

Common Thoughts:

- I am nervous to speak out and express myself.
- My emotions will get the best of me and I will not be able to express myself.

Helpful Tactics to Deal with Anxiety:

- Re-evaluate your thought process.
- Think of your options.
- Calm yourself.
- Do it anyway. Do not let your anxiety stop you.
- Believe you can handle the situation by using assertive techniques.
- Create a stress-resistant life.

Not Wanting to Make Others Uncomfortable

Wanting to keep the peace and being uncomfortable with conflict can cause us to steer away from assertive behaviours. We may go to great lengths to listen to others but not expect the same in return.

Common Thoughts:

- If I disagree, others will be hurt or offended.
- It is best to be polite and keep things moving smoothly.
- I feel at ease when others are happy.
- Giving our time and effort to others builds our relationships.

Healthy Thoughts

- Differing opinions are expected, wanted and helpful in all areas of life.
- Being polite does not mean we hold back from speaking up for ourselves.
- We need to remove ourselves from the emotional responsibility of pacifying and keeping others happy.
- Relationships are built by honest, open and caring communication.

Choose Your Response

Scenario	passive response... aggressive response... assertive response...
Your boss has asked you to do a project that you know you are capable of doing well. You would like to do the work, but know you don't have the time.	
You are at your in-laws. The neighbours pop by to offer an invitation to a church function which you are <i>not</i> interested in attending. You know your mother-in-law is also not interested, but she replies, "Sure, we'd love to go." The neighbour looks at you for your response.	
Your cell phone is not ringing for incoming calls. It has been an on-going problem. You call the company.	
Your co-worker often shuffles work to you. Initially you wanted to help, but now you feel like he is taking advantage of you.	
<i>Personal scenario</i>	

FURTHER RESOURCES

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ACHIEVE WORKSHOPS AND SERVICES

Training

Our training is available in **public** (open workshops that anyone can attend), **on-site** (on-location, right where you are), **live stream, on-demand** and **webinar** formats (access training right from your computer, from any location). Below is a sample of the 45 different workshops we offer. For a complete list of the training we offer, please visit our website.

Leadership Development Workshops

Change Management – A Leader’s Guide
Coaching Strategies for Leaders – Conflict, Performance, Change
Leadership – Insights for Thinking Differently
Leadership – The Essential Competencies
Leadership and Culture – How to Create a Workplace Where People Like to Work
Mindful Leadership

Management Development Workshops

Employee Engagement – Insights and Strategies
Management and Supervision – The Crucial Skills
Managing Mental Health in the Workplace – Rights and Responsibilities
Mediation – Facilitating Conflict Resolution
Performance Management – Giving Effective Feedback

Communication and Conflict Resolution Workshops

Assertive Communication
Communication – The Essential Skills
Conflict Resolution Skills
Dealing with Difficult People
Difficult Conversations – Strategies for Challenging Discussions
Personality Differences in the Workplace

Workplace Culture and Performance Workshops

Diversity and Culture – Strategies for Working with Differences
Emotional Intelligence
Happiness at Work
Mental Health Awareness and Support
Mindfulness at Work
Respectful Workplace – Strategies for a Healthy Environment
Stress Management
Team Development – Strengthening Your Team
Time Management

Safety and Violence Prevention Workshops

De-escalating Potentially Violent Situations™
Workplace Sexual Harassment – Why it Happens and How to Prevent it

Member Plan

ACHIEVE offers a membership plan that provides the member with unlimited access to our on-demand webinars for \$12.99 a month. Member benefits include:

- Unlimited access to all pre-recorded webinars whenever and however often you want. New content added throughout the year.
- Notification of special discounts and promotions on products and training only available to members

Assessment Tools

ACHIEVE Assessment Tools help leaders and organizations have thoughtful and proactive discussions related to a variety of topics and issues. Each Assessment Tool Package includes one Facilitator's Guide and 25 copies of the Assessment Tool questionnaire.

- ACHIEVE Work Styles Assessment Tool
- Employee Engagement Assessment Tool
- Respectful Workplace Assessment Tool
- Workplace Cultural Health Assessment Tool
- Workplace Violence Assessment Tool

Consulting Services

Our consulting services assist organizations and individuals to manage issues related to planning, change, conflict, and stress using a strengths-based approach. To explore how to connect with one of our consultants, please contact us to discuss your needs in more detail.

- Coaching
- Group Facilitation
- Mediation – Conflict Resolution
- Team Development
- Violence Risk Assessment & Management
- Workplace Climate Assessments
- Workplace Mental Health

Lunch & Learn, Keynote Addresses, Mini-Workshops

Sometimes you don't have the need for a traditional workshop. The next time you require a shorter presentation, consider using an ACHIEVE speaker. Our speakers provide engaging, inspirational and humorous 30-90 minute presentations.

Books

Through our publishing division ACHIEVE Publishing, we have books available for purchase, including:

- *The Culture Question – How to Create a Workplace Where People Like to Work*, by Randy Grieser, Eric Stutzman, Wendy Loewen and Michael Labun
- *The Ordinary Leader – 10 Key Insights for Building and Leading a Thriving Organization*, by Randy Grieser