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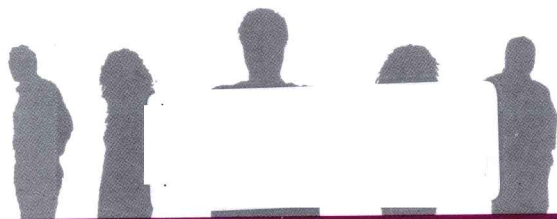
职场完美措辞系列

英汉对照

PERFECT PHRASES FOR  
DEALING WITH DIFFICULT PEOPLE

# 你也可以成为 职场**公关达人**

[美]苏珊·F·本雅明◎著 许辉◎译



销量超过100万**的**职场完美措辞系列图书

完美措辞 公关秘笈 职场语录 化解冲突

一句话教你穿越职场冲突游刃于职场各色人等做一个名符其实的公关“杀手”



人民邮电出版社  
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职场完美措辞系列

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[美]苏珊·F·本雅明◎著 许辉◎译

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## 第一部分

# 前言

## 如何搞定难缠之人

### 调整自己与他人的期望值

工作中，我们会遇到形形色色的难缠之人，这些人让你抓狂、影响工作进程并让你在工作中痛不欲生。但为什么我们还要与他们进行面对面的沟通或发送电子邮件呢？很多人的理由如下：“我要和那个家伙对立”、“我要把我的情绪发泄出来”，甚至也会有人说“我要让那个家伙知道这样做的后果”。而且，有时还会有其他更不中听的理由。

其实，我们在工作中与难缠之人打交道的根本目的就是改善自己与他们的工作和生活，更不要说老板、同事，当然更为重要的就是客户了。至于你是否喜欢那些家伙或他们是否喜欢你，你们亲如闺蜜还是保持一定距离都是不重要的事情。

当然，与不同人群打交道时需要不同的策略，如脾气暴躁的客户需要安抚，而懒惰的员工需要激励。在工作中，以下这些建议会助你成为职场公关中的 EQ 达人。

好好读读下面这 7 项法则，它们适用于一切场合。

## 与难缠之人打交道的 7 项法则

### 1. 客观法则

与难缠之人交往中，使用客观语言是你唯一可以获得良好效果的法



宝。同样，客观语言法则也适用于生活中那些难缠之人——你难缠的邻居、孩子甚至朋友。

那么，什么样的语言是客观语言呢？比如你的同事工作不专一，这只是你的主观推断而已。同事会同意这个观点么？当然不会。但如果你以客观事实以及你的所见所闻来佐证的话，那一切便不言而喻了。如他在开会时说话太多，在你办公室停留且聊天时间超过1个小时，而这打断了你的工作思路，等等。有了这些事实，你的同事就无话可说了。

下面的例子能更好地展现这两者的区别。

**主观：**你总是打扰别人工作。

你总是打扰那些想工作的人。

**客观：**你总是到别人的办公桌去聊天而打断他们的工作。

**主观：**开会时你总是招人烦。

**客观：**开会时，你应该待在会场里，并且需要你发言时再发言，否则你应该保持安静。

**主观：**你不尊敬他人。

**客观：**你总是给别人起外号。

一旦这些人意识到这些问题的客观存在后，他们就会自己改掉这些恶习。骂人？这必须立即制止。

## 2. 例子法则

工作中谈到某人的恶习时，虽然你讲得客观而清晰，并且这些恶习人人皆知，甚至连清洁工都知道，但好多人还会装作一副无辜的样子做出诸如“哦？”“我不懂你在说什么”的反应。这时你应该举例子来说明你想表达的意思。以上面所提到的“开会时，你应该待在会场里，并且需要你发言时再发言，否则你应该保持安静”为例，如果你的同事膀胱没有问题，那这个要求很正当。但有的人听到这个也许会表现出吃惊且受伤的表情：“我是在开会，内容也记得清清楚楚啊。”这时你应该很详细地告诉他“昨天，经理会议中，你有三次起身”，如果他继续找理由说这仅是个例外而已，那你应该给他列举其他翔实例子，如“上周我在述职

时你进出会场两次。”

当然这些事情有时会发生在你的下属身上，那你一定要对此做详细记录，如人名、时间及其他细节，这些以后你也许用得着。

### 3. 准确法则

与难缠之人交流时表达一定要准确。如果你指责同事在开会时进出 10 次，当然你的意思肯定不是确切的 10 次，只是夸张而已。可是如果你这样说，那你这句话就会因为夸张而没有任何意义。如果你是经理，那在对待难缠员工时，语言的准确性就显得更加重要。因为这可以增强相互间的信任、激发员工改过的信心，让他看到改过后加薪、嘉奖的可能性。

不管你是在匆忙写邮件还是写正式工作总结，在回答这些问题上尽量使用准确、真实、客观的语言：

- 这种行为的性质有多恶劣？你如何界定？
- 这种行为出现的频率？
- 这种行为的直接后果是什么？你如何测定？
- 你或其他人以前是否遇到过相同的问题？什么时间？多少次？

### 4. 场合原则

同一信息，但不同载体的表达效果相差很多。只要是真正读了，人们对纸上的文字要比说出来的话更上心。当然，面对面的交流也有其优势，那就是你可以直接看到他的表情——一个微笑、一个不明显的摇头都可透露出他的反应。

也许这些对你有益。

#### 书面沟通

● 开场的措辞非常重要，因为人们总是能记住开头的几句，而且这也预示着下文的内容。

● 避免使用不必要的正式用语。正式用语总是让人感觉生硬、冷淡。但甜腻的语言也要尽量避免。尽量使用中立或友好的语言。

● 如果有太多的内容要陈述，而且这个员工又是个拒绝按照程序操作的“反抗者”，尽量使用公告、数字列举等方法。因为这种简单明了的语言便于他们看懂且不易错过任何内容。

## 口头沟通

● 在与员工或同事沟通的过程中，他们的注意力往往跳跃，因此在谈话中尽可能地重复你的核心观点。

● 注意员工/同事及自己的肢体语言。坐下谈话时关注你的员工或同事是否双臂交叉且目光旁视。这可是个敌视的信号。在整个过程中继续关注他是否因为你的谈话而有肢体语言的变化。当然，你还要关注自己的体态语是表达了你的愤怒、害怕还是直入主题以解决问题。

同时，注意你的周边环境。如果你想展示你的权力，那就坐在桌头位置，如果你想展现轻松的姿态，桌对面的位置为上佳。同样，你所选取的谈话地点同等重要。会议室是个中立的空间；咖啡厅昭示着友好，而办公室则是主人权力的象征。

## 5. 目标法则

毫无疑问，与难缠的人相处很难，而当这些人恰恰是你整天都躲不开的同事时那就更糟糕了。他们会制造敌意、出难题。多数时候，他们本身就是个问题。你也许不喜欢他们，但最重要的是他们怎样影响了你的工作或你所负责项目的进程。在给这些人分配工作时，目标要小而且要具体。比如对付开会经常捣乱的人时，你可以告诉他在会议中应自始至终地坐着而不可以进进出出。宏观的展望也是必要的，如：告诉他们部门完成所有任务之后，会获得大笔奖金、得到更长带薪假期或拥有友好的工作氛围。你可以在与难缠之人沟通时将他的行为与这些宏观目标联系起来，这样他们的抱怨就变成一个严肃的工作问题。如：

**抱怨：**你在团队中表现不好，让大家都很难受。

**目标中心：**我们这个季度要提高 75% 的销售额，但因为你五次报价

中四次迟交，我们可能很难完成预期目标。

**抱怨：**你似乎觉得这是个交友俱乐部，但我们不能整天无所事事东侃西聊。

**目标中心：**如果要完成曾在 10 月会议中讨论的任务，我们只能在午餐时间聊天。

## 6. 记录法则

如果你是一名经理，你一定要有一本重要的记录本——工作业绩记录。充分利用这个记录，好好与你的员工谈论工作中出现的问题与解决问题的方法。如果与同事、客户、老板发生矛盾，你也一定要马上记录下来，以便未来使用。当然事件、日期、时间是必要的，但如果现场有目击者也要记下他们的名字。下面这些东西也要保留下来以备未来使用：

- 电子邮件或与其他员工的信息交流。
- 员工消极行为的记录。
- 你与员工的谈话纪要。
- 一对一谈话后，在电子邮件中重申你的观点。
- 员工所违反的职工管理规则中的具体条例。

## 7. 疑问法则

你是否在与难缠员工打交道时总觉得紧张或害怕？一定要记住千万不能犯以下这两个错误：猜测与逃避。你应该告诉你的上司或通知人力资源部，他们会想办法的。

## Part One

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# What You Need to Know

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### **Why Address Difficult People Managing Your Expectations—and Theirs**

Why confront, e-mail, or otherwise communicate with difficult people at work? People who, say, drive you crazy, cause work slowdowns, and make life miserable every time they can? Many people believe the reasons go something like this: "I want to put my foot down once and for all." Or "I've got to get these feelings off my chest." Or "I'm going to tell that guy what he can do with his attitude." And sometimes there are other, even less savory reasons.

But here's a reality check: The real reason to communicate with difficult people is to improve your work life and theirs, not to mention the lives of your boss, coworkers, and, most important, customers. Even when those difficult people are the customers. As for whether you like those people or they like you, whether you become bosom buddies or maintain a respectful distance is inconsequential.

Granted, you will need different strategies for communicating with different people. The angry customers must be calmed and controlled while the lethargic employees must be energized. You can use the following tips in all your work interactions, and they will boost your communication to the most successful level possible.

With that in mind, read the following seven imperatives and apply them no matter who is causing you trouble.

## Top Seven Imperatives of Communicating with Difficult People

### 1. Be Objective

Objective language can be your best friend when communicating with difficult people, and it is often the only way to get the response you want. Trust me, it's helpful outside of work also—with difficult neighbors, children, and even friends.

So what is objective language? Say a coworker is disruptive. That's your subjective opinion. Will the coworker agree? Doubtful. But if you present objective facts and rely on what you saw and heard, then the true situation becomes clear and undeniable. Does your coworker talk too much at meetings? Stop in your office to chat ... on an hourly basis ... and break your work flow? With those facts at hand, now your coworker can identify the problem exactly.

Look at the difference between subjective and objective language here:

**Subjective:** You are irritating to other employees who want to get work done.

**Objective:** You interrupt people by dropping by their work space to chat.

**Subjective:** You're really annoying in meetings.

**Objective:** You need to stay in the meetings and talk only when the facilitator calls on you.

**Subjective:** You don't respect other people.

**Objective:** You routinely call other people derogatory names.

Even better, once the person can understand the problem objectively, he or she can find the solution. Call other people names? Well, stop doing it.

### 2. Use Examples

When discussing a person's bad behavior at work, the response you get may be "Huh?" as in "I have no idea what you're talk-ing about," even though you've

been objective and clear, and—face it—it's such an obvious problem everyone knows what you're talking about, even the cleaning staff. So use an example to illustrate what you mean. Let's get back to an example from the last section on objective language—"You need to stay in the meetings and talk only when the facilitator calls on you."

Assuming your coworker doesn't have a bladder problem, that's a fair request. Yet your coworker responds with an open mouth and hurt expression as if to say, "But I do sit in the meetings. I never miss a word." Your only recourse is to provide an example, such as "Yesterday, at the managers' meeting, you got up three times." Then, lest the coworker claim the event was a mere exception to otherwise great meeting etiquette, give another example: "And during my presentation last week, you were in and out at least two times."

If, rather than your coworker, this person happens to be your employee, record these examples. Be clear about names, dates, and other specifics. You may need them later.

### **3. Commit to the Accuracy Principle**

Be accurate. Always. Say, for example, you accused that annoying coworker of walking out on meetings "about 10 times." Granted, you didn't literally mean 10 times—you were only trying to make a point. But, sadly, the point was lost in the exaggeration of the number. Are you a manager? Then accuracy is a must in your performance reviews too—especially with difficult employees. Being accurate can foster trust, motivate employees to change their behavior, and enhance the goodwill about everything from potential pay increases to awards.

Regardless of whether you're dashing off a quick e-mail or writing a formal written review, use exact, supportable, and, yes, objective language by addressing these questions:

- What was the degree of the behavior? How did you determine that?
- How often did it occur?
- What were the direct repercussions? How can you measure them?
- Did you or anyone else confront this problem before? When and how often?

#### 4. Take Advantage of Venues

All forms of messages are not equal. People retain considerably more of the written word than the spoken word, provided that they actually read it. Still, in face-to-face discussions, you can get cues to help you refine or otherwise position your message, whether a quizzical expression, a smile, or a subtle shake of the head.

Here are a few pointers that can help.

##### Written Message

- The first few words are critical: They're the ones people remember and will set a tone for the rest.
- Avoid unnecessarily formal language. It can sound unduly angry, cold, or alienating. Granted, you don't want to use syrupy phrases either. But keep the tone neutral or, if you dare, friendly.
- Have lots of points? Are you addressing a rebel employee who refuses to follow procedures? Use bullets, numbers, or steps. They're easy to see and impossible not to follow.

##### Spoken Message

- Employees and coworkers hear only every fifth word or so, and that means you need to repeat key points throughout the discussion.
- Watch for body language—yours and your employee's or coworker's. Sit down to talk and see that your employee or coworker has crossed arms and an indirect gaze? This could signal hostility. But continue watching his or her body language throughout the discussion for signs that you're being effective. Watch your own body language too. Are you expressing fear or anger? Or openness about finding a solution and moving on?

Don't forget to take control of the environment around you. Want to give the impression of power? Then sit at the head of the table. Want to appear relaxed and conciliatory? Then sit at a seat across the table. Also, choose where you're meeting carefully. Meeting in a conference room? That's usually neutral space. A café signals a friendly space. An office? The power belongs to the person whose



office you're in.

## 5. Follow Your Vision

There's no question that difficult people are a pain to be around—especially coworkers whom you see day after day after day. They create hostility, uneasiness, and problems. Half the time, they are the problem. And you may not like them. But in the end, all that matters is how they affect your work and your unit's work. So when taking a difficult person to task, conjure a vision of how the perfect situation would look. That vision could be small scale, like that guy who's always interrupting meetings. Your vision: to sit through meetings from beginning to end without interruptions. Or the vision could be large scale: for your unit to meet all of its financial goals, get great bonuses and extra paid time off, and have a friendly, energetic work environment ... then, when you're communicating with the difficult person, connect his or her behavior to that vision. This will turn a complaint into a serious work issue. Here are some examples:

**Complaint:** You're not a team player, which hurts every one of us.

**Vision oriented:** We want to increase sales by more than 75 percent this quarter. But since you've been late with the quotes four out of five times, we probably won't get close.

**Complaint:** You don't seem to realize that this isn't a social club. We just can't spend time hanging out and talking all day.

**Vision oriented:** If we're going to meet all our deadlines, as we discussed in October's meeting, we must limit our socializing to lunch breaks.

## 6. Keep Records

If you're a manager, you have one critical record stored away: the performance review. Make the most of this record. Don't be shy about discussing problems and concrete ways your employees can overcome them. If your problem is with a coworker, customer, or boss, you should still keep records of your interactions—you may need them later. Record events, plus the days and times they occurred. Have any witnesses? Write their names down too. Also, be