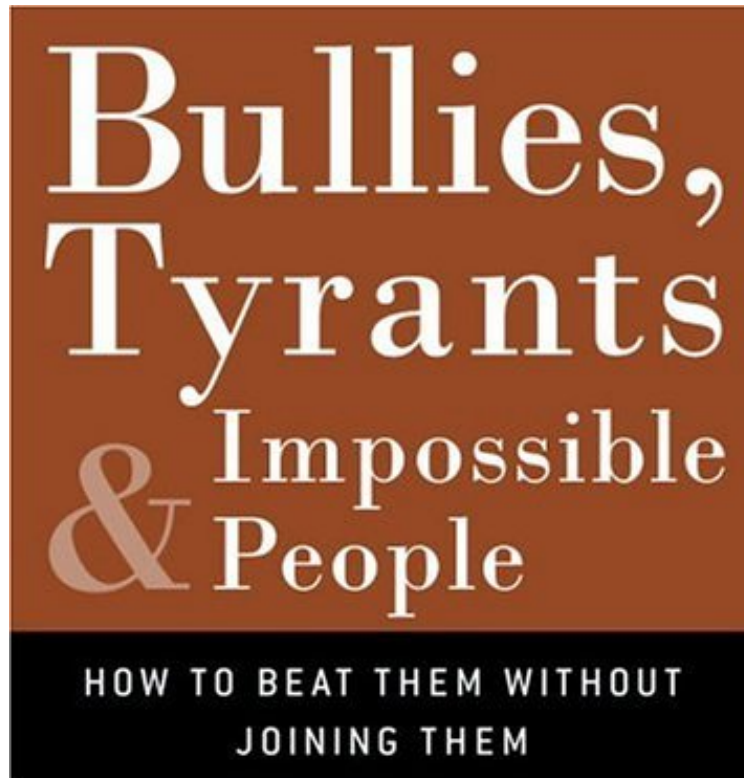


Bullies, Tyrants, and Impossible People: How to Beat Them Without Joining Them

Ronald M. Shapiro, Mark A. Jankowski, James M. Dale
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The impossible people who make life's journey so difficult are everywhere—at the office, in restaurants, on airplanes, living next door, members of your own family. They're . . . your boss; the next-door neighbor who redefines the meaning of paranoia; the ma'rc;tre dr'squo; who looks through you as if you don't exist; the father-in-law who you know is always thinking about how much better a life his Janey or Joey would have if only married to someone other than you. Ron Shapiro and Mark Jankowski give you a simple and highly effective 4-point plan for dealing with all of them and more—N.I.C.E. Their system shows you how to neutralize your emotions so you don't just react but act purposefully and wisely. It enables you to identify the type of bully, tyrant, or impossible person you're facing—the situationally difficult (something has happened that turns an otherwise reasonable person into a temporary terror); the strategically difficult (she has empirical evidence that being difficult is a strategy that gets results); or simply difficult (being difficult is his 24/7 M.O.). Then you'll learn how to shape the outcome by controlling the encounter and, finally, how to get unstuck by exploring your options. Using colorful stories from all walks of life—'He called me the scum of the earth and it went downhill from there,' 'First, lock all your vendors in a small room,' and 'The boss from hell'—the authors bring their lessons to life, from business life to family life. From the Hardcover edition.

From Publishers Weekly Following up on *The Power of Nice*, agent-attorney Shapiro and fellow negotiator Jankowski reiterate that book's tenets: Neutralize your emotions and stay rational; Identify the type of difficult person; Control the encounter; and Explore options. Using examples from their own lives as well as pop culture, they offer anecdotes and tips for analysis. The "situationally difficult" person may be temporarily overreacting, so empathy can be a sure road to cordial defusion. The "strategically difficult" are calculating (passive-aggressive, take it or leave it, etc.), but can be countered if you pleasantly, even humorously make them aware you're onto their game. The "simply difficult," using power as an imperative (irrational, bullying, duplicitous, etc.) are the toughest, but those facing them must recognize their own power—including the option to just walk away, a decision that must be approached carefully. While the title may be the best thing about the book, its tips on steering toward win-win situations are more than plausible. (June) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist The authors offer their blueprint to "outnegotiate, outsmart, outmaneuver, outlast, outlogic, outthink and outwin life's bullies, tyrants, and impossible people--without becoming one yourself." Their approach to getting what you want (in business and personal relationships) with difficult people employs the acronym NICE--Neutralize your emotions, Identify type, Control the encounter, and Explore options. With suggested techniques and case studies, we learn to handle the Situationally Difficult, those who have had a bad day and take it out on you; the Strategically Difficult, those who believe being unreasonable is effective (and it often is); and the Simply Difficult, those with ingrained personality characteristics that negatively affect their behavior. Their final directive refutes the value of revenge and discusses the strategy of walking away. With thoughtful planning and analysis, Shapiro and coauthors present a set of positive steps to resolve intractable situations. This excellent book will appeal to a broad range of library patrons. Mary Whaley Copyright copy; American Library Association. All rights reserved. 'None of us--whether in sports, the corporate world, entertainment, government. or private life--is immune to the destructive effects of clashing personalities. With remarkable ease in this must-read book, Ron Shapiro and Mark Jankowski have cracked the case of one of our most frustrating yet inescapable daily challenges.' --Bill Belichick 'Ironically, the day I finished the book, I found myself in conflict with an apparent bully, and before reverting to habit, I recalled and implemented Ron's masterful techniques to defuse the situation.' --Steve Mosko, president, Sony Pictures Television 'In a world increasingly full of bluster, hype, and exaggerated conflict, Ron Shapiro has always been a calm voice of reason, advancing the interests of those he represents without resorting to the tone or tactics of those he faces. Here, he and his partner, Mark Jankowski, share their techniques for creating workable solutions when dealing with even the most difficult of people.' --Bob Costas 'Ron Shapiro and Mark Jankowski's new book will help you develop the skills needed to navigate through minefields of difficult people and unfair circumstances, anxiety-provoking affairs in which the outcome really matters.' --J. Raymond DePaulo, Jr., M.D., chairman, Department of Psychiatry and Behavioral Sciences, Johns Hopkins University School of Medicine 'Whether you are educating a sales force, managers, or front-line company representatives, or just looking to improve your own skills at dealing with difficult people, this book is a great resource.' --John R. Cochran, chief executive officer, MBNA America Bank, NA 'Big-city mayors encounter their fair share of impossible people; and one of the greatest things about this book is that I actually watched the authors apply their ideas in solving difficult urban problems.' ...