

# **THE ASSERTIVENESS POCKETBOOK**

**2nd Edition**

**By Max A. Eggert**

*Drawings by Phil Hailstone*

## **Dedication**

*This book is dedicated to my son, Max Charles, who, in spite of my influence, is very much his own man and, for one so young, has developed his own way of being assertive. Max, I'm proud of you.*

*Thanks to family, friends, clients and participants especially if I have been too assertive too often.*

"Will appeal to anyone in human resources or management training. It is successful in keeping jargon to a minimum without loss of precision. The concepts are immediately relevant, and each page will offer you a new idea, a new skill or a new way to look at a situation."

**Louise Campbell, Associate Director, Human Resources, Societe Generale Australia Ltd.**

"This pocketbook provides at a glance the skills required for a lifetime."

**Tracey Luscombe, Human Resource Manager, Manchester Unity Friendly Society in NSW.**

# CONTENTS



## INTRODUCTION

Definition, popularity, with whom can you be assertive, why now, when to use it, assertiveness and integrity, why we are not assertive, gender issues, keeping a balance

5



## ASSERTIVENESS SKILLS

61

Body language, receiving and giving criticism, enjoy positive feedback, disagreement process, 'I' statements, asking for what you want, broken record, negative assertion, fogging, negative enquiry, power words



## THREE BEHAVIOUR TYPES

17

Three options, non-assertive behaviour (reasons, mind games, musts and obligations, self talk, inner voices), aggressive behaviour, assertive behaviour (advantages, liberation circle, affirmations)



## ASSERTIVE ACTIVITIES

101

General advice points, ten activities to practise assertive behaviour



## RIGHTS & RESPONSIBILITIES

43

Definitions of basic assertive rights, corresponding responsibilities, rights and responsibilities at work

## THREE BEHAVIOUR TYPES

### 3. ASSERTIVE BEHAVIOUR



#### The assertive person:

- Is able to express desires and feelings to others
- Is able to converse and work well with people at all levels
- Is able to appreciate the views of others and accept any that appear more reasonable than their own
- Is able to disagree with someone yet retain their friendship and respect
- Is aware of the needs and desires of others
- Is able to make concessions to others without feelings of inadequacy
- Is able to express a concern or a need with minimum embarrassment to both parties
- Is able to control feelings and emotions even in difficult or emotionally charged situations
- Is able to refuse a request without feeling guilty or obliged
- Is able to ask for what he or she wants and can insist on legal entitlements without becoming emotional

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### DOUBLE ADVANTAGE

NON-ASSERTIVE	AGGRESSIVE
<b>DISADVANTAGES</b> Low self-esteem You don't state your views Feelings of anxiety You get put upon	<b>ADVANTAGES</b> You don't always have to win You fit in easily You don't feel guilty You don't upset people
	<b>ADVANTAGES</b> High self-esteem You get what you want You express your needs People don't take advantage

#### THE BENEFITS OF BEING ASSERTIVE

Assertiveness enjoys the advantages of non-assertion and aggressiveness and has none of the disadvantages of either.

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### PSYCHOLOGICAL ADVANTAGES

- You can put limits on your own behaviour and that of others
- You can enjoy a realistic outlook on what is possible for you and what is not
- You are not adversely affected by rude or impolite people
- You are able to rejoice at your successes and accept your failings
- You can always be in control of your own behaviour and not be pushed into a rage or forced into submission



## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### THE LIBERATION OF INNER VOICES

Inner voices can be limiting, but they can also influence our behaviour positively. This being so, it is critical that we develop statements for ourselves that are strong and positive. If our self-perception can create our reality, then we must perceive ourselves in the right way. One way to do this is through the use of affirmations.

If you keep telling yourself you are something then that is the way your behaviour orientates itself. If you tell yourself you are successful and fortunate it changes your expectations of the world, and your interpretation of what you receive from it. This is a well established principle - all top athletes see themselves as successful and winning; it gives them that psychological edge. By using affirmations you can give yourself that same edge.

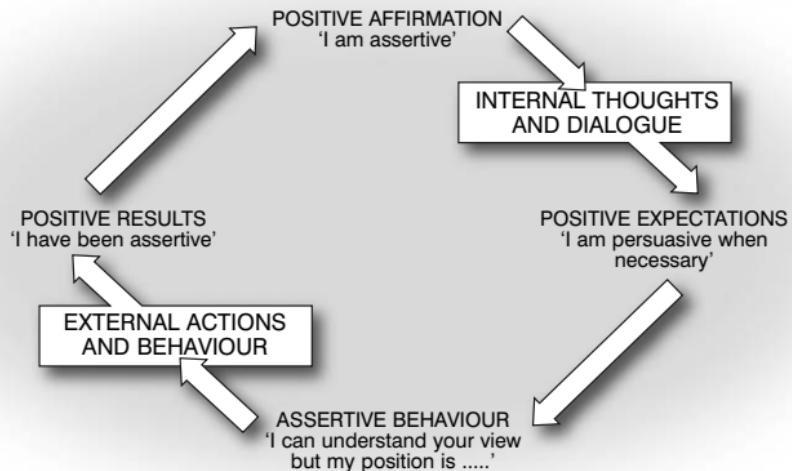
The liberation circle on the following page shows you how the positive affirmation 'I am assertive' works. Notice it is not how successful you are that counts, but how you behave. Behave according to your affirmation and success will follow.

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### THE LIBERATION CIRCLE



**'The more you do of what you're doing the more you get of what you've got.'**

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### AFFIRMATIONS

Using affirmations is one way to improve our inner voices.

An affirmation is a personal statement which encapsulates beliefs about ourselves that we hold dear. Affirmations can be positive or negative. Obviously, positive affirmations are better for our mental well-being.

Positive affirmations help you:

- Cast off the limitations of other people's beliefs that you inherited during childhood
- Become your own person so you can stand alone and be strong
- Gain self-confidence

On the following page are some examples of affirmations, but give some thought to developing your own. Take time to read them regularly, especially first thing in the morning and last thing at night.

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### AFFIRMATIONS FOR WORK

- I am a competent and confident person
- I always learn from my mistakes and those of others
- I am an attractive and interesting person
- People listen to what I have to say
- At meetings I make a significant contribution
- I am persuasive and influential
- I am responsible for myself and my actions
- I am independent of the approval of others
- I can always find opportunities in situations of change
- I am creating my desired future

Some of these affirmations may appeal, others may not. What is important is that you develop a set for yourself.

## THREE BEHAVIOUR TYPES



### 3. ASSERTIVE BEHAVIOUR

#### AFFIRMATIONS FOR LIFE

- I am what I am
- I have all the resources to do what I want to do
- I am at one with myself and my world
- I am free to be what I want to be
- I respect myself and all living things
- In being myself I express the godhead within me
- In loving myself I love others
- I am continually developing towards my inner self
- All things have meaning and there is always opportunity in adversity
- In giving I achieve more
- I am open to the opportunities this day brings



## THREE BEHAVIOUR TYPES

# ASSERTIVENESS IS NOT BEING PERFECT



Remember, assertiveness is not about being perfect.

If you try to be perfect then:

- You are bound to fail
- You will be anxious when you do fail
- You will never be satisfied with yourself
- You will be at the mercy of others' or society's expectations

You are what you are, and your job is to be the best you can be.

## About the Author

### **Max A. Eggert BSc, MA, FCIPD, CFAHRI, ABPS, MAPS**

Max is a management psychologist and an Anglican Priest, specialising in assisting individuals reach their maximum potential. Besides being retained by major international corporations as coach, mentor and strategist, he has been interviewed frequently on TV, radio and in the print media both in Australia and in Europe. Max has degrees in psychology, industrial relations and theology. He has eighteen books in print in fifteen languages, one of which is a standard text and two are frequently in the ten best business books. Several of his books are on the recommended reading lists of Sydney, London, Harvard, Westminster and Sussex Universities.

### **Contact**

Transcareer Pty Ltd

Level 31

88 Phillip Street

Sydney

NSW 2000

Australia

Tel. +61 2 8211 0500

Fax. +61 2 8211 0555

E mail: max@transcareer.com.au



*"Max is an international psychologist who has the gift of making the complexities of human behaviour understandable and relevant to business."*

**Financial Times, London**