Assertiveness
Aggressive, Submissive and Assertive Behaviors
Aggressive: Concern for one’s own rights at the expense of those of others.

Assertive: Concern for one’s own rights and those of others.

Submissive: Concern for rights of others at the expense of one’s own.
Assertiveness is the way of behavior that makes sure that you get the attention and respect that you deserve from other people.

Rules of Assertiveness:
- Rule 1: Be honest about what is relevant
- Rule 2: Stick to your bottom line
- Rule 3: Make it clear that you are negotiating on equal terms
Transactional Analysis
Actually, we each operate with at least three co-existing systems, or “ego-states,” as he called them. He gave them the colloquial names of: “Parent”, “Adult”, and “Child”.

Berne (1972) defined ego states as "coherent systems of thought, feeling, manifested by corresponding patterns of behavior”

The important issue about Berne’s discovery of ego states is that each ego state is a distinct system of interacting feelings, thoughts and potential behaviors that differ from those of the other ego states.

Source: A Summary of Transactional Analysis Concepts I use by Fanita English from “How Did You become a Transactional Analyst?”, Transactional Analysis Journal, Vol. 35, #1 Jan 2005
**Ego States**

- ‘Child’ ego state represents the child you used to be.
- ‘Parent’ ego state represents the ideas, behaviors, and values (including prejudices) developed while growing up, from different caretakers and the culture around. This conglomerate often determines your values today, what I "should" be, or how I "should" act.
- ‘Adult’ ego state grew out of experiences with "reality" and our increasing ability to reason and check assumptions with facts. Ideally, this Adult can help you deal rationally with others to enable you to function well in the world.

1. I understand... (your point of view)
2. However... (my point of view is...)
3. Therefore... (what we can do is...)
4. Is that ok?
   - E.g. “I understand that you would like to take the day off tomorrow. However, we have a deadline to meet and your contribution is critical. Therefore, I suggest you come in early, get your work done before 1 p.m. and take half a day off. Would that work for you?”
• You have been working in a project for a year and you have developed a good rapport with your client.
• Your team’s deliverables usually meet deadlines.
• However, your client has set a very challenging deadline (3 days) for your latest deliverable. You know that this is almost impossible to achieve unless your team works 18 hours a day.
Scenario

• Your client insists that it is important this deliverable has to reach them in 3 days.
• But you have no additional resources at this point.
• You estimate that one additional day is required with the current manpower to send across the deliverable while meeting the required quality standards.
• How would you handle this situation?
The Art Of Saying “No”
Use tact:

• Instead of saying, “Your proposal stinks—we can’t use it,” try,

  “Your proposal doesn’t work with the direction we are going in, but I really appreciate the effort you put into it.”

• The key is to learn how to disagree without being disagreeable.

• “No” can sometimes mean I can’t agree to the exact thing that you’ve proposed at this time, but I might be open to another approach.
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