

Exercise 1

Let's get to know each other.

Write down the answers to the following questions:

1. How do you want to be addressed during the workshop? Draw a picture of your interlocutor on the back of your paper.
2. What do you do, what is your passion?
3. How do you know you are learning something valuable?
4. If you had to finish the sentence "Today I am like.... (noun, adjective)" what would it sound like? Explain.
5. What would be the most ideal outcome of this workshop for you?
6. What do you contribute to this group?

Exercise 5 . Case study

"Klin" is a small production company. It employs 10 people. Stefan is the manager of the company. He pays great attention to accuracy and detail of his own and his subordinates' work. Marcin has been working in the company for 3 months and is in the team managed by Stefan.

Marcin's tasks mainly include packing products for shipment. Martin works together with

Robert, who has been employed in the company for over 2 years. Both employees often quarrel, resulting in negative atmosphere. Robert who has seniority, asks Marcin to perform all tasks assigned to him with more diligence and accuracy.

Marcin, as a new employee, has no experience but takes a defensive stance and does not try to improve his work quality. Marcin reported the whole situation to Stefan, who is the manager of both employees.

"Tax" is an accounting office with 10 employees, dealing with individual entrepreneurs. The company belongs to two sisters who are accountants themselves.

The owners view the work quality of their employees differently.

Kasia, the elder of the sisters, is not satisfied with work of young Emilia, who has been in the company for 8 months. Kasia publicly reprimands Emilia to pay more attention to performed tasks, doing it in front of the whole team. Emilia tries to concentrate on Work. However, Kasia's constant remarks make her feel less and less sure of herself and her own competence. Although there are people in the team who make more mistakes than Emilia, so far they were never brought to public attention. There is a generally nice and supportive atmosphere in the team. Both sisters rarely spend working hours in the office.

Patryk has been working in the "Odys" security company for a year. His job consists of night supervision of building sites, where together with Jarek, they guard construction equipment remaining on the site. Patryk is very committed to his work, while Jarek is not. Moreover, Jarek treats Patryk disrespectfully, repeatedly bossing him around

and blaming him for his own mistakes. Jarek is often late for work, he often oversleeps and then comes up with excuses, blames Patryk and reports on him to the HR. Patrick is a reserved and peaceful person, who is unable to stand up for himself and oppose the treatment of Jarek.

Exercise 10: ASSERTIVENESS TEST

The following test is a self-perception questionnaire by Anni Townend (the publication "How to improve assertiveness").

There are 80 short questions in the test. For each answer that is closer to the truth for you mark YES or NO. It should take no more than 10 minutes.

Then go to the answer key to interpret your results.

1. I tend to think that others are better than me.
Yes No
2. I am often suspicious of other people's motives.
Yes No
3. I usually prefer others to make decisions for me.
Yes No
4. I often feel anger towards others.
Yes No
5. I tend to let others take responsibility for me.
Yes No
6. I usually feel good.
Yes No
7. I often find it difficult to be close to people.
Yes No
8. I have a habit of distrusting other people.
Yes No
9. I usually keep my thoughts to myself.
Yes No
10. I prefer when others take the lead so I can follow them.
Yes No
11. I usually openly express my feelings towards others.
Yes No
12. I often think I won't get what I want.
Yes No
13. I often think that others want something from me, when they thank me.
Yes No
14. I often feel depressed.
Yes No
15. When I ask for something, I usually leave the other person no other choice.
Yes No
16. I usually give orders to others, instead of asking.
Yes No
17. I have a habit of blaming others when things go wrong.
Yes No
18. When making decisions that concern others, I usually ask them for their opinion.
Yes No
19. I have a habit keeping my self-esteem low.

Yes No

20. I often don't know what I want, when asked to express myself.

Yes No

21. I am usually careful when telling others about myself.

Yes No

22. I usually listen to the opinions of others and take them into account.

Yes No

23. I usually enjoy my job.

Yes No

24. I usually resolve conflict situations openly and directly.

Yes No

25. I rarely say "no" when someone asks me for something.

Yes No

26. I tend to be sarcastic.

Yes No

27. I have difficulty delegating work to others.

Yes No

28. I usually find constructive solutions to problems.

Yes No

29. When I refuse a request, I usually feel guilty about it.

Yes No

30. I am usually worried about what others think of me.

Yes No

31. I usually avoid taking responsibility.

Yes No

32. I usually considers others more important than myself.

Yes No

33. I often feel criticized.

Yes No

34. I often think that I am the only person who can do the job well.

Yes No

35. I usually resolve conflict situations in indirect ways.

Yes No

36. I usually like to exchange ideas with other people.

Yes No

37. I rarely praise others.

Yes No

38. I usually find it difficult to deal with my problems.

Yes No

39. People usually don't take any notice of my behavior.

Yes No

40. I usually appreciate the work of others.

Yes No

41. People often express appreciation for what I do.

Yes No

42. I happen to be inconsistent in what I tell people.

Yes No

43. I criticize others too often.

Yes No

44. I am easily hurt.

Yes No

45. I usually let others make decisions for me.

Yes No

46. I am often hostile towards people.

Yes No

47. I often lose my patience with others.

Yes No

48. I usually enjoy getting involved in new tasks.

Yes No

49. I usually consider the needs of others.

Yes No

50. I usually avoid eye contact.

Yes No

51. I often hold a grudge against others.

Yes No

52. I rarely ask for what I want.

Yes No

53. I usually think I won't get what I want.

Yes No

54. I often feel lonely.

Yes No

55. I often feel disappointed by others.

Yes No

56. I usually asks a question if I want to gather information.

Yes No

57. I usually confront my assumptions with the people they concern.

Yes No

58. I try not to offend others.

Yes No

59. I often imagine myself repaying others for "the pain" that they have caused to me

Yes No

60. I usually say exactly what I think.

Yes No

61. I usually say "I'm sorry" when I've made a mistake.

Yes No

62. I easily accept the fact that people sometimes say "no" to me

Yes No.

63. I tend to jump to conclusions.

Yes No

64. I rarely tell others about my true feelings and thoughts.

Yes No

65. Usually submits to other people's desires.

Yes No

66. I usually feel inferior to others.

Yes No

67. I often lose my motivation to work.

Yes No

68. I am often filled with doubt about everything.

Yes No

69. I tend to ignore the needs and desires of others.

Yes No

70. I generally respect other people regardless of their views.

Yes No

71. I willingly accept responsibility.

Yes No

72. I often neglect other people's ideas.

Yes No

73. I am usually afraid of upsetting someone.

Yes No

74. I need to feel accepted by people around me.

Yes No

75. I try to find weaknesses in other people's theories.

Yes No

76. I often think negatively about myself and others.

Yes No

77. I usually consider myself equal to others.

Yes No

78. I often think people won't like me.

Yes No

79. People around me often take advantage of me.

Yes No

80. I usually assume that others will not get along well with me.

Yes No

RESULTS

Go to the table of results and mark with crosses all the numbers where your answer was positive (YES), ignoring those to which you answered NO.

You get one point for each positive answer.

Summarize the results in vertical columns and enter them at the bottom of the table.

Go to the **Interpretation of Results** section

ATTITUDES

SUBMISSIVE – PASSIVE

MANIPULATIVE

AGGRESSIVE

ASSERTIVE

Total YES answers:

Interpretation of results

In which column did you collect the most YES marks?

Remember that results may be similar to each other. In such case read all types of attitudes relating to you.

14 to 20 points

This score shows your main way of thinking and perceiving yourself and others and your behavior towards them. This is your usual attitude (depending on the intensity of the number of points).

7 to 13 points

A score that shows that you often think and behave this way. You are within or slightly out of the range of this attitude (depending on the intensity number of points).

0 to 6 points

The result suggests that you rarely think this way about yourself and others. You rarely behave this way. This is not your attitude (depending on the intensity of the number of points).

PERSONAL ATTITUDES

Characteristics of a **SUBMISSIVE, PASSIVE** attitude. Unfortunately, a bit negative in their behavior towards themselves and others. Go back to the blog article and read the description of the submissive attitude or look below because you probably have some of the following features:

- lack of confidence and low self-esteem
- lack of self respect
- self humiliation
- negative feelings and thoughts about oneself
- transferring control over the situation to others, feeling of guilt
- lack of motivation

Characteristic features of the **MANIPULATIVE ATTITUDE**:

If your highest score (or one of your highest scores) is located in the manipulative behavior column, then you can be assigned some of the following features:

- lack of self-confidence and low self-esteem
- lack of respect for yourself and other people
- suspicion and disbelief towards the motives of those around you
- negative thoughts and feelings about other people and yourself
- great caution towards others
- dishonesty and lack of sincerity
- distorting the meaning of other people's statements
- questioning other people's sense of dignity
- depression and lack of motivation

Characteristic features of the **AGGRESSIVE ATTITUDE**:

If your highest score (or one of the highest) was in the column aggressive behavior, then go back to the blog or look below as you have some of the following features:

- lack of self-confidence and low self-esteem
- lack of respect for others
- disregard for others
- feeling of superiority
- the desire to control what's happening around you
- lack of interest in other people's feelings and thoughts

- anger towards other people and the tendency to blame them,
- inability to listen and ask questions
- ignoring the reactions of others

Characteristic features of the ASSERTIVE ATTITUDE (congratulations!):

If your highest score (or one of your highest) was in the column of assertive behavior then go back to the blog or look below as you have the following features:

- self-confidence and high self-esteem
- respect for yourself and others
- responsibility for your actions
- motivation to do good work
- interest in other people's feelings and thoughts
- ability to ask questions
- honesty and directness
- ability to listen to others
- the need to get feedback from others

Exercise 11: training of assertiveness

Agnieszka was asked by her superior to urgently complete a report for a next day meeting. Despite having plans to spend the afternoon with her husband, she just wasn't able to refuse. She knows that she will spend the next night creating the above report and will be tired and sleepy tomorrow. She feels angry at herself, but she feels that she had no other choice.

Patryk did not complete the task assigned to him. His superior Marcin said: "You always have to mess something up, I can never rely on you. It would be better if I did it myself and not let you handle it." Patryk accepted the criticism knowing that it was his fault.

Karolina was asked by her co-worker Teresa to switch weekend shifts. Teresa had an important trip coming up and she wanted to be able to go. However, Karolina also had plans for that specific weekend and she told Teresa that despite her sincere intentions, she was unable to do it.

Rafał was given a task by his superior that he did not understand and did not know how to perform. However, he did not report his doubts to his superior, pretending that he knew exactly what to do. Rafał returned to his room and started telling colleagues about the incompetence and lack of interest of the superior. He was feeling internal frustration and anger at himself and the superior.

Exercise 13: COMMUNICATION TOXINS

1. Blaming/criticizing – directed at the person and not at his/her behavior. Very often, criticism or blame are expressed indirectly. The generalization of behavior, e.g. "You always...", "You never...." occurs frequently.
2. Defensive attitude – this is often a response to the first toxin. The person who is attacked starts to defend him/herself. What is most noticeable about this case are the emotions and a mutual fight about who is right, what makes the topic of conversation/conflict disappear
3. Neglect, contempt – the strongest and the most dangerous toxin. It manifests itself in form of cynicism, sarcasm, name-calling, and malicious remarks. It may manifest itself in such behaviors as: eye rolling, suggestive snorting with laughter, abruptly showing boredom. Long-term exposure to this toxin may lead to somatic disorders.
4. Withdrawal ("quiet days") – this is a situation when communication is cut, there is no reaction/response to e-mails or telephones. It may be the effect of accumulation of previous toxins, that the only (unfortunately apparent) way is to cut yourself off. In the event of a team member withdrawing, the group does not have access to important information, hypotheses (often inaccurate) arise, which may lead to difficult emotions.

What communication toxins do you habitually use?

.....

How does this affect your cooperation with others?

.....

Knowing this, what do you want to change in the way you communicate with others to make teamwork even better?

Exercise 14: The "I message" (tabela)

The YOU message

- Because of you, the customer canceled the order
- You piss me off... I need to repeat the same thing so many times
- You forgot to do it again, you are hopeless!
- You can never be trusted
- You are late again

The "I message"

When used correctly, the "I message" helps us to:

- change a situation that is uncomfortable for us
- reduce the occurrence of such situations
- maintain a good relationship with our interlocutor
- protect our interlocutor's dignity

Building the "I message":

specifically described behavior: "When you don't tell me there's a problem in carrying out the task assigned to you..."

the impact of this behavior on me: "I expect that the task will be completed in as we agreed..."

emotional state: "...and I get angry when it turns out otherwise"

expectations regarding the other party's behavior: "I really want you to tell me about such problems next time so that we can prevent the such situations from happening. This will make our cooperation even more effective."