

Episode 303: How to Work With Difficult People with Amy Gallo

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Mamie Kanfer Stewart 00:00

There are all kinds of people in the workforce. And it's natural not to get along with everyone. But it is essential to figure out how to work with even the most difficult people. So today, workplace expert, Amy Gallo joins me to unpack the various types of difficult people and what you can do to work more effectively with each of them. Amy is the author of *Getting Along: How to Work with Anyone, Even Difficult People*, and the HBR guide to dealing with conflict, as well as hundreds of articles for Harvard Business Review. She's also the co host of HBR's popular Women at Work podcast, which examines the struggles and successes of women in the workplace. Podcast Plus members also get the extended interview where Amy shares how we can make sure we're not bringing bias into our interpretation of someone's behavior, as well as what to do when you notice your team members having issues working together. Now, here's the conversation.

Mamie Kanfer Stewart 00:50

Are you a manager, boss, or team leader who aspires to level up and unleash your team's full potential? You're listening to The Modern Manager podcast, and I'm your host, Mamie Kanfer Stewart. Each week, I explore effective strategies and provide actionable insights that supercharge your management abilities, optimize team performance, and foster a healthy workplace culture. Become a rockstar manager and help your team thrive at themodernmanager.com/more.

Mamie Kanfer Stewart 01:15

Thank you so much for joining me today, Amy. I'm very excited to talk about how to work with everybody and how specifically how to work with difficult people. Because I think almost every person I know has had that experience of working with someone that they've just don't get along with, or there's some sort of frictions and something is challenging in the dynamic in the office in the relationship, like no one is immune from this. Thank you so much for coming on.

Amy Gallo 01:45

Yeah, I'm happy to be here. Yeah. I mean, it's interesting, when you look at there's like a ton of surveys of people, how many how many people work with someone who they find difficult. And I'm always amazed that it's anything less than 100? Because it's just the universal experience, right?

Mamie Kanfer Stewart 01:58

Yes, actually, I remember very, very early on in my career, someone described it as sandpaper, but like, like, there's just it's like, it's a totally normal thing. That like there's sandpaper all around and sometimes you rub up against it. And like that's just part of the work experiences, you're gonna like, get a little bit of sandpaper in your life. Yeah, I want to know, who are these people who've never had to work with someone difficult?

Amy Gallo 02:22

Yeah, I'm always like, I want to meet that 5%. Who said they've never worked with someone that challenging?

Mamie Kanfer Stewart 02:28

Yes. Okay. So maybe just to start us off? Can you lay out the different kinds of difficult co workers that people might experience, and just share a little bit about each of them just so that we can all kind of have in our minds, we're not just talking about the person who isn't shark, but like, the different variations of a jerk that way?

Amy Gallo 02:48

Yeah, and this is something I felt really passionate about doing with my book was trying to make sure that people were getting specific advice for the type of behavior they were dealing with, right, how you deal with someone who's a pessimist is going to be different than how you deal with someone who's, who's passive aggressive. So I came up with eight archetypes. These are based on the most frequent stories, experiences and surveys I had done, they're not mutually exclusive, meaning you might have someone who doesn't fit into any of those categories. Or you might have someone who fits into multiple of them, but to quickly just go through the eight. The first is the insecure boss, not someone who, you know, isn't actually secure and their competence or their their confidence. And they then take that out on the people they manage, usually by micromanaging, questioning their their trustworthiness, maybe hoarding resources, or not allowing you to go to meetings, you then have the pessimist, this is sort of self evidence, the

person who just thinks things are always gonna go wrong, they shoot down ideas, they point out all the risks, they generally bring sort of a dark cloud over meetings, which is can really ruin the mood. And there's a victim who is a sort of flavor of the pessimist. They also think things are going to go wrong, but they think they go wrong just to them. You know, I like to say they're sort of Teflon for responsibility. Part of this sort of victim mentality is I shouldn't have to do anything because I'm just treated so unfairly, then you have the passive aggressive peer, someone who says one thing and does one thing but actually means another. They're often afraid, unsure, hesitant to express their ideas and thoughts in a straightforward manner. So they do it in an indirect way. You then have the know-it-all. This is the person who claims to know things absolute with absolute certainty that they have really have no reason to believe they should know for sure. They tend to interrupt talk over people just sort of have this sort of arrogant and often condescending attitude. You then have the tormentor, which is one of my least favorites. To be honest. This is someone who is usually in a senior position, you expect them to be a mentor, because maybe they are higher up In the organization, then you maybe you share an identity factor like your gender or race, and you expect them to look after you, but they do the exact opposite, and undermine you that you then have the biased coworker, this is someone who, you know, sort of targets you with microaggressions. You know, we're all biased, of course, but this person really tries to undermine you maybe intentionally or not, by pointing out ways in which you're different. And then lastly, you have the political operator. And this is the person who is dead set on getting ahead does not matter who gets in the way, they usually try to boost their career, often at the expense of others.

Mamie Kanfer Stewart 05:38

I'm listening, and I'm like thinking about all that I've worked with and, and doesn't know which category here.

Mamie Kanfer Stewart 05:45

So I feel like one of the experiences that I've had most often is almost more like a personality clashing, where someone is a stickler for details. And I'm just like, we can figure that out later. And right, like, they're like, how do you categorize or kind of what bucket of strategies which you would have put someone like that, where you're just like, at odds constantly, because maybe you're approaching something differently. And it just makes it really hard to get anything done.

Amy Gallo 06:15

This is a common issue. And I actually wouldn't necessarily put them in one of the categories. It depends how they respond to the to the tension, right? So, you know, if it's someone who you have a different style, and they just keep saying that style will work, that approach won't work,

right? They might be a pessimist. If they're like, Okay, fine, we'll do it your way. They might be passive aggressive. But the question is an important one, because I think what often happens, you know, a big I actually believe conflict in the workplace is an important thing, I think we actually don't disagree enough. And those differences in style, like the, you know, someone who's focused on speed, versus someone who's focused on all of the details, those are good tensions to have, as long as you can focus on what's best for the organization, or what's best for this goal, or what's best for our team, as to opposed to turning it into a personality clash. And I think oftentimes, we think we're dealing with someone difficult, when really, we just have a different way of approaching things, and we don't have the skills, or they don't have the skills to disagree in a constructive way that can lead to sort of a, an outcome that's best for for everyone.

Mamie Kanfer Stewart 07:20

It's such a helpful reframing and understanding and, and the nuance of it's not just the interaction, but it's also the kind of what follows that it's important to understand.

Mamie Kanfer Stewart 07:32

Can you maybe walk us through the process of trying to understand where these behaviors might be coming from and kind of, and how we can just form at least a first layer approach, trying to figure out what's really happening with a colleague who's acting in one of these ways.

Amy Gallo 07:49

I really encourage people to ask that question, like, what is actually motivating this person? What could be a rational reason for the way that they're behaving? Because our instinct, when someone is pushing our buttons are sort of work, we're coming up against that friction with someone who is immediately to think, Oh, they're a jerk, or they're rude or right, we start sort of getting these dismissive labels, because it's painful, right? It often challenges our ego or our sense of self. And so it can be it can be really hard to not do that. And instead, I think it's helpful to ask what's going on? What what actually is that person trying to achieve? Or oftentimes with many of the archetypes, it's about insecurity. It's about their own ego, it's trying to prove that they're worthwhile. Think about the Know It All right, even the pessimist is often someone who is brokering in power dynamics, because we often afford a pessimist more power than we do someone who's optimistic. So it's often that people are trying to prove something trying to compensate for an insecurity. And that's not necessarily a bad thing. We all do, though, these things. And, you know, when you were saying I was listing those archetypes and you're thinking, Oh, where would this person fit where, oftentimes people tell me, they listened to that list and think, oh, gosh, I fit into one of those. And that's the truth is none of us as above this behavior. And I think we have to remember that. So thinking about what, what is the behavior that's

problematic, like someone being a pessimist? Sure, it can be annoying, but what's the problematic behavior? Are they shooting down ideas in a meeting so that no one speaks up? Okay, that's problematic. Now, why might they do that? And part of that, you know, understanding why helps you sometimes have a different approach or a different attitude toward them, and it can shift the dynamic, but it also gives you cues as to how to actually respond. Right? So if you get the sense someone's behaving like a Know It All because they feel deeply insecure. You can find ways to reassure them that their position is stable or that people really trust them, as opposed to sort of digging further digging them into that hole of insecurity, which we often do because we retaliate, and we get frustrated, and we try to shut them down, which only sort of feeds that behavior.

Mamie Kanfer Stewart 10:14

Yeah, I'm actually wondering if you can give us a story about kind of what a typical behavior maybe of a client or someone who kind of was approaching something in a way that, you know, wasn't working, and then what the shift was, and the impact of making those kinds of changes and approaching with that sense of empathy.

Amy Gallo 10:31

Yeah. So there was actually thinking about a client, a coaching client I worked with several years ago, who was struggling with someone who I would put into this sort of Know-It-All category, he was really condescending. When people came up with new ideas, he would often be like, I don't know, I don't even know why you think that would work. Right. And, and he was very abrasive and both in person meetings, but also be an email. And slack valued him. He just wasn't, he wasn't careful, it is communication. And she just assumed that he was a jerk, right, she just assumed he was arrogant. And he, you know, was doing this because he thought he knew better than than everyone. And instead of, you know, having any sort of in curiosity about what was going on with him, she really put up this wall. Anytime he was rude, he she was rude back, she's just sort of felt like I'm gonna fight fire with fire, it didn't really work, to be honest, and their relationship really deteriorated. But she needed to work with it, there was no choice, given the way the organization and the team was structured. So one of the things I encouraged her to do, I said, You know what, I know, you think he's just universally a jerk, and everyone sees him that way. But I bet there's someone in the organization who enjoys working with him, find that person and go find out what they what they respect about him. And you know, of course, I didn't want her to do this in a gossipy way of like, oh, gosh, what do you know, what do you think of Eric, that's not his real name. But like what, you know, to go and say, I know, Eric is a valuable member of this team. What do you enjoy about working with him. And she got some really interesting insight from this person she approached, which is she's, you know, who said, he's constantly moving fast. He's a quick thinker. He's an innovator, he doesn't have patience for communication. So oftentimes, he can be abrasive. But if you really get to know him, he's an

incredibly sweet guy. And my client actually was like, Okay, I'm gonna take that at face value. She put some time and effort, she took him out to coffee, she tried to sit next to him during meetings, like she just sort of tried to just sort of get to know him a little bit better. She still did not like his attitude, he didn't change dramatically, but her sort of interpretation of it changed. And because she was no longer fighting fire with fire, he did soften a little bit. And even this was a huge win for her is that when he was rude to her on Slack, or sort of a public an email where people were CC, he would apologize afterwards and would say, I can see that that wasn't rude. I'm sorry, I was moving too fast. That just it helped change their dynamic. You know, she will never if I called her today I've no, I know, she would say he was not my favorite person to work with, right. And that's the thing. We're not looking to go from, like arch enemies to BFFs. Like, we're just looking to neutralize the relationship. So it causes you less stress in the moment.

Mamie Kanfer Stewart 13:29

Wow. I mean, okay, so you just said so many important things there right first, which is like the goal is to be in a neutral zone with a lot of folks, right, the goal is not to transform the relationship into something so special and beautiful and wonderful. But really just to be in a place where we can do our work, they can do their work, and we can work together effectively, without the stress. Second, that the reframing and kind of our part where you talked about how like she was fighting with fire with fire, and that that was making it worse. And that, you know, we have to think about how our behavior might be contributing to the dynamic, it's not just them. So I want to go back into that in a second. Thirdly, this element of email, and Slack, I feel like we just have to dive into like the digital communication space, because so much happens there that is very different than what happens in conversation in front of, you know, face to face people. So why don't we start with that, like our role? And can you just say more about how we need to be thinking about our part in a relationship?

Amy Gallo 14:36

I mean, I really like to think of a challenging interaction at work as a collaboration, right? I think we often see it as a battle. But if you think about it as a collaboration, there's you there's the other person, then there's the problem you're trying to solve. That problem you're trying to solve might be how you treat one another how you with the tone in your emails, it might be, you know, something bigger, but I think if you see yourself as a collaborator with that other person, he then you can understand that this is not about them and their personality, which you're not going to change, even if the true problem even if we could, you know, survey 100 people you work with, and everyone said, Yep, she's the problem, right? She's not necessarily going to change her entire personality. So what you can change often is the way you interact in the way you contribute to the situation. And you know, that phrase, it takes two to tango is true, where you're trying to adjust the dynamic, not trying to reform this person. And you are probably contributing to that dynamic. And some way No, I don't want people to take responsibility fully for especially

if they're dealing with someone who's really, you know, really problematic or really toxic. Like, it's not on you to fix that necessarily. But remember, it's what you can control. So if you ask yourself, How am I contributing to this? What if I change the way I interact with them? Does that actually improve things in any way? And does it actually cost you much right, oftentimes, when I'm encouraging people to make behavior change, to deal with someone else in a better way, it's not because I think they have to, it's their responsibility. But I'm also thinking, it probably doesn't cost you much to just tweak your behavior slightly, and it might reap really good benefits for the relationship.

Mamie Kanfer Stewart 16:24

Is there a part of this that is confronting the other person with the impact their behavior is having on you? Is that a strategy that we like, need to make them aware of? I know, like, when I coach people on meetings, especially I'm like, most people don't realize that they're hogging the mic. Most people don't realize they're talking over you. Right? Most people are so unaware of their behaviors. And sometimes a simple pointing it out is enough to get them to change. Is that something we should be considering doing? Or should we really focus more on ourselves?

Amy Gallo 16:53

Yes, is the short answer yes, we should be we should be considering a direct conversation, I think that there's sort of a range of tactics that go from indirect sort of changing your behavior, maybe reframing the way you say something to them, or maybe even sort of bringing in someone else who can sort of neutralize the situation, right? Things that are not as direct. And then you on the other end of the spectrum, you have the sort of real sit down conversation of like, hey, every time we meet with this group, you interrupt me, and I'm really worried it's undermining my credit credibility with the group, would it be okay, for you to hold off on what you have to say until I'm finished talking? A very direct open comment conversation can help. There's a couple things to keep in mind, though, the direct conversation. One, what we know is from research that it often depends on your own identity and the power dynamic with the other person. So we allow people from certain groups, men, for example, or people who are from a dominant group, like white people at work to be more assertive in that way, we tend to penalize people who are from under estimated groups or from under represented groups for being as assertive. And we have often descriptive labels for people who are from less powerful identities who tend to be assertive. So you have to sort of keep that in mind, I think. And and you also have to keep in mind how receptive are like I can think of the 10 challenging people who immediately come to mind in my career, you know, there's a good four of them that a direct conversation would have absolutely backfired. And I would have been really suffering as a result. But there's a good number of them who I did, I was able to say, you know, here's how your behaviors impacted me. I don't think it's your intention. But could we work on this dynamic? And with good results? Often, you know, that did it did help? So yeah,

Mamie Kanfer Stewart 18:55

I think that's such an important point to remember that we should be thinking about the potential upsides and downsides of how the person is going to respond and what we can manage given our power dynamic given their past behavior. I had a client who had confronted her boss, and, of course, the boss, like, sadly, turned everything around on her and like, made everything her fault. And she felt so ghastly, and she was like, I was trying to, like, make it better, and it just made it worse. And like, and that's hard, right? We definitely don't want to set ourselves up for that kind of experience. Exactly.

Amy Gallo 19:28

And I think that that's it, you know, you're constantly weighing the pros and cons of different approaches. The one thing I will say is, I think we often overestimate how reactive someone's going to be. And and we also assume that that reaction in the moment means that the conversation didn't go well. But sometimes you have a really tough conversation and the person still hurt you, even if they didn't react well. And they may change their behavior over time, but you know, to your clients example, there's also moments of return allegation and you have to you have to know who you're dealing with before you sort of approach that more direct conversation.

Mamie Kanfer Stewart 20:06

Yeah. And know what you can be resilient against.

Amy Gallo 20:09

Exactly.

Mamie Kanfer Stewart 20:10

All right, let's talk about the digital like email, Slack messages. Like, it seems like a lot of stuff kind of comes out in writing or kind of in these asynchronous forms. Can you speak a little bit about how to navigate all that junk that happened?

Amy Gallo 20:30

Yes, well, and I think one of the things you just have to remember, we all know this, but we forget it. Because we use these technology, technological tools all day long to communicate this medium, whether it's text, right, whether it's slack, whether it's email, is it ripe for miscommunication, and misunderstanding, you cannot convey the same amount of nuance in written word that you can with facial expressions, body language, just sort of picking up on someone's energy. And so and we, there's this social psychology concept called naive realism, where we actually think we're being perfectly clear, we think we're seeing the situation, right, because we have the thought track in our head, and then we just write the 10 words out, and we're like, well, they'll know exactly what I mean. But then they're layering their own experience on it, right. So it's just you have to remind yourself, it's ripe for miscommunication misunderstanding. So I have to try to be as clear as possible. And sometimes I have to actually be clear about what my intention is, or my motivation is like, my point with this email is to clarify what happened in the meeting last week, not to, you know, continue the discussion, or whatever it is, you want to make clear what you're actually trying to do. And if things get heated or tense, I cannot recommend enough just removing yourselves from that medium and picking up the phone. I know lots of people are allergic to the phone, but like pick, go get in on a video call. If you can see that person is actually in physically in person, I just encourage it, because I think it just the other piece about these digital communication tools is they don't encourage empathy, right? When I'm texting on my phone, I'm not looking someone in the eye, I'm not seeing them as a human, I'm seeing them as a task I have to get done. And that really, I think changes the way we interact with one another. And it can, it can really set us up for having these really disjointed transactional, and sometimes really, sort of trigger inducing conversations.

Mamie Kanfer Stewart 22:32

I'm wondering about a couple of different strategies that I've heard some folks use some folks like some folks don't like things like including emojis to try to convey that you are sending this with a happy thing, even if you're asking something tough, or you know, so you're trying to like convey a little bit of that emotion with something a little more playful and emotive. What do you think about that?

Amy Gallo 22:53

I actually remember the first time I ever got an email with an emoji, like it was just the colon in the parenthesis with smiley face. It was from the senior partner at a management consulting firm I worked at, and I remember thinking, Oh, I guess it's okay to send emojis and professional emails that this was years ago. And I also just really appreciate that because I think, one I think if it's a genuine, here's the tone I intend with this email, I think it can really help. I think if you're saying something really harsh, and you add a smiley emoji, like you have to watch for the

passive aggressiveness that can come out. But if you're genuinely trying to just show, this is light hearted, I'm torn about this, right? But just remember that it's not going to convey but you can have as many exclamation points, smiley faces, emojis in the email, it's still not going to convey convey that same nuance. So it's a good, I like it as a tool. I actually am a fan of emojis and email limited, I try to keep it to one per email. But I think that we have to just recognize it's still not it's not a it's not a substitute for for seeing someone face to face.

Mamie Kanfer Stewart 24:03

Yeah, that makes perfect sense. And I'm so glad you said that we can put emojis in emails, because I also love emojis. Especially, you have an example in the book around this with like a tax where you know, it's just kind of like whatever you want. And sometimes you can read that and it's like, are you just telling me like, Fine, like, well, whatever you want, like I'm gonna hold it against you, but okay, or are you actually truly saying no, like, I like whatever you want is fine with me completely fine. I feel like that's where like the emoji can convey the difference very clearly, as long as you're actually not intending to be passive aggressive and writing whatever you want with a smiley face and really in the back of your mind. You're like, Haha, I got you tricked now.

Amy Gallo 24:41

Exactly. You think I'm nice when I'm being mean, right.

Mamie Kanfer Stewart 24:45

Okay, next tactic. So what do you think about audio messages and video messages and just like moving in general away from so much text in our communication right now.

Amy Gallo 25:00

I'm a fan, I have to say, like I have, I don't remember the name of the tool, but I have a colleague I work with who will often send me video feedback on something. So he'll bring it up on the screen. And he'll walk me through his feedback. And I find it so helpful. Because, again, it gives me a little bit of more nuance of like, actually, how does he feel about this, I can read into that his tone a little bit, it feels connected, it feels like I'm dealing with a human as opposed to just a bunch of words, it does require a little extra effort for someone to listen to an audio message or to watch a video. So you have to keep that in mind. Like, is this something that really can just be quite simple email. But if it's not, if it's something that's a little more complicated, that maybe is a

little sensitive, like giving someone feedback on on something they've worked on, I love it as a tool, because it sort of just sort of elevates the sort of frequency or the sort of the dynamism of the conversation in a way that can be helpful.

Mamie Kanfer Stewart 25:57

When you get an email or a message of some sort. And you feel like the person is being rude or disrespectful or criticizing you or something that feels unwarranted. What should we do with that?

Amy Gallo 26:11

First, you should close whatever their phone, your laptop, whatever it is, just do something else for a little while, because our first reaction is often a heated one, especially if we feel a little moment of threat or sort of dismissiveness or disregard. And what happens when we have there's a, again, another psychology called concept called premature cognitive commitment. So if you made me send me an email, and I think it's rude, I'm immediately Mamie's a jerk. Right? And it just becomes and then I just start gathering evidence. I'm like, oh, remember that time she sent me that other email, right? And I become committed to this idea that you're a jerk. Whereas if I think, oh, Ouch, that hurt. Okay, let me give myself a break, come back to it. Say, Okay, what else could be going on here? Right? What else might account for maybe his tone or the shortness of this email or whatever, whatever it is, I think that can help us not sort of immediately come become wedded to the story we we want to tell ourselves about the situation, which is often this person's horrible, and I'm great, right? We're all we're all prone to do that. And then I think if you if you really still feel like, oh, this was not good. This is a chance. I don't think you shouldn't email back. Because it just then, I mean, I've been like 75 emails deep into a conversation where I'm like, Why did I not just ask them for a video call or pick up the phone? Right? But I think if you can let it go and still continue the conversation to get to the goal, great. If you can't, I think it's time to pick up the phone and just say, I have to tell you that that email didn't land with me what's going on? And or, like, my first reaction to that email was that you're angry, or my first reaction was to become angry? I know, that's not helpful here. And it's probably not what you intended. Can we talk it through? Right? Just giving someone accusing someone of like that email was rude, then you get into a whole debate about what's rude? What did they attend, right? Allowing them that this probably wasn't their intention, but this was the impact on you, opens up a totally different conversation.

Mamie Kanfer Stewart 28:15

Oh, my gosh, I'm like kicking myself right now from an email exchange, where it was like, the flurry of back and forth were like, they sent me something. I made me angry. I sent them

something. And then they sent me something, and it was a back and forth. And it was just so unhelpful. Oh, my God, she had just picked up the phone. Right. But in those moments, it's hard to pull back and remember the last email I send, so passive aggressive. It was like, I think what you meant to say was, I'm sorry about the change of plans. And that it that it, you know, caused an issue for you, I will try to inform you earlier in the future.

Amy Gallo 28:50

I love that you rewrote their email for them. Passive aggressive, it's amazing. Did it work? Was there any response?

Mamie Kanfer Stewart 28:51

There was no response back. And so I was like, I hope that they got the message. But it was definitely not my finest moment. So it's a good reminder that, you know, we all have to work on ourselves and the way that we, as we were saying earlier, contribute to the situation and what we can do differently to make our lives and our colleague Faisal easier.

Mamie Kanfer Stewart 29:16

So all right, we have to wrap up. Amy, can you tell us about a great manager that you've worked for and what made this person such a fabulous boss.

Amy Gallo 29:23

I'm going to cheat a little here because I had I actually had a manager who was a good friend before I worked for her. So I already had sort of a predisposition to like her. However, what was interesting, we actually had to be very boundaried about our relationship because obviously we didn't want our friendship to be affected, and we didn't want there to be any sense of favoritism or or unprofessional pneus between us, but I just gained so much respect for her as as a manager as I worked for mostly because she was incredibly empowering. She sort of trusted us to come up with ideas, try them out, report back to her like she Just she was the opposite of a micromanager in the best way. And in fact, I remember I wrote about this an article I did about psychological safety because I remember this one experience where I she had sort of empowered me to propose this idea to try out this initiative, we put a bunch of resources into this project. And it did not work. And I had to sort of share with her the data showing that it wasn't, we weren't getting the return that we expected. And I expected her to be mad, I would have been mad if I were in her situation. And she sort of listened and she did have like a stern

look on her face. But she said at the end, well, what did you learn? And it was just such a great question of like, when someone comes to you with a mistake, or with a setback, instead of what went wrong? How could you have done differently just like, or what are you going to do to make it right? Or even? Just the question, what did you learn? Just put me in such a different mindset. And that was her attitude about everything is like, yeah, mistakes happen. Let's look, learn from them, and just keep getting better.

Mamie Kanfer Stewart 31:01

So amazing.

Mamie Kanfer Stewart 31:03

And where can people learn more about you? And I have to give a huge shout out to your book. I highly, highly, highly recommend everybody read it, because there's so much depth and so many good tips. Very practical. So tell us what is your book? Where can we find it and keep up with your work?

Amy Gallo 31:16

So it's called [Getting Along: How to Work with Anyone. Even Difficult People](#). It's available anywhere you buy books, Amazon, Barnes and Noble, any independent bookstore should have it as well. You can also find order links on my website, which is the best place to connect with me. It's Amy E. Gallo. So [AMYEGALLO.com](#). I have a twice a month newsletter where I talk about relationships at work, difficult interactions, the psychology of work, anything having to do with sort of resilience and psychology. So you can also sign up on my website to get those emails.

Mamie Kanfer Stewart 31:51

I'm highly recommend it for everyone. So thank you again, Amy. Really, I like I'm already learning so much. I love this.

Amy Gallo 31:59

Thank you. Maybe this is a really fun conversation.

Mamie Kanfer Stewart 32:01

Amy is giving away two copies of her book [Getting Along: How to Work with Anyone. Even Difficult People](#) to members of Podcast Plus. In this book, Amy identifies eight familiar types of difficult co workers, and provides strategies tailored to dealing constructively with each one. She also shares principles that will help you turn things around, no matter who you're at odds with, you must enter the drawing by Wednesday, May 1. To get this guest bonus and many more become a member at themodernmanager.com/more. All the links are in the show notes and they can be delivered to your inbox when you subscribe to my newsletter. Find that at themodernmanager.com. Thanks again for listening. Until next time.