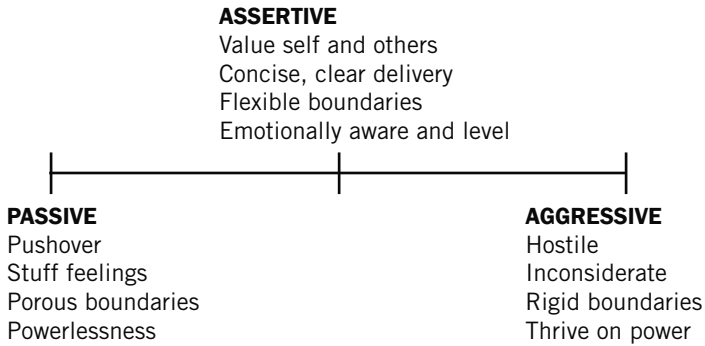


WHAT ASSERTIVENESS LOOKS LIKE



GETTING THE TEAM TO BUY IN TO YOUR IDEAS

Passive: Wait for someone else to make the first suggestion, then simply agree, rather than offer other ideas.

Aggressive: Present your idea as the one the team must adopt and, without taking a breath, assign tasks.

Assertive: Acknowledge the strong points colleagues have suggested and add your perspective, backed up by facts.

REBOUNDED AFTER BEING DENIED A RAISE

Passive: Swallow your disappointment and utter, *Oh, that's fine*, but then go home and vent about it.

Aggressive: Inform your boss that you're going to begin looking for a job where you'll be treated better.

Assertive: Define tangible goals and targets that you can review when you revisit your salary request down the road.

MANAGING A DIRECT REPORT WHO'S UNDERPERFORMING

Passive: Stay up until 2 a.m. correcting their mistakes—and don't mention anything in your next one-on-one.

Aggressive: Go full-on Jerry Maguire on them, demanding to know why they're so incompetent.