

Table B.3d Three attitudes and their (non) verbal characteristics

	Submissive (dependent/ other-orientated)	Aggressive (independent/ I-orientation)	Assertive (interdependent)
Verbal	■ 'I'm sorry to take up your valuable time, but...'	■ 'Do it or else!'	■ 'I believe that... what do you think?'
	■ 'Would you mind if...'	■ 'That's stupid.'	■ 'I would like to...'
	■ 'It's only my opinion...'	■ 'Surely, you don't believe that.'	■ 'What can we do to resolve this problem?'
	■ 'Well, if you say so...'	■ 'It's nothing to do with me...' ■ 'It's all your fault.'	
Non-verbal	■ hesitant voice at low pitch;	■ use of strident, firm and sarcastic tone of voice;	■ steady and medium pitched tone of voice;
	■ avoiding eye contact;	■ rapid delivery;	■ even pace of delivery;
	■ moving around nervously, possibly wringing hands, hunching shoulders, keeping arms crossed for protection.	■ dominate the other with a hard stare;	■ firm eye contact, without being threatening;
		■ gestures like pointing fingers and thumping the table.	■ body posture relaxed, but controlled.