

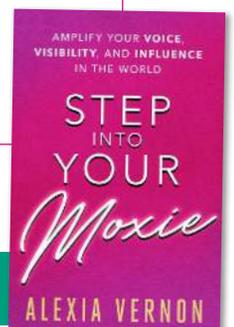
Moxie Moment: Love Up on Your Difficult People



As you read about the five difficult behaviors, I bet the faces of people triggering you started to flash by faster than cards shuffled on a blackjack table. (I'm a Vegas girl; I needed to get in at least one gambling reference.) Yet, among all the faces, there was probably one that popped out more prominently than the rest. Stay with him or her for a moment.

Directions:

Pick your number one persona non grata, and name which difficult behavior(s) you are seeing. (It could be more than one!) Then pick the reason (or root cause) for each behavior, and pair it with the corresponding solution.



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Here is a reminder of the Manifestations of “Difficult” Behavior.

Hiding Out

Likely Root Causes

1. Not feeling competent.
2. Feeling unsafe.
3. Feeling unseen.

Solutions (Based on Root Causes)

1. Let people know where you see them performing well.
2. Create an environment where it’s safe for people to speak up, take risks, and make mistakes.
3. Take the time to acknowledge and get to know people so they feel you are invested in their presence — because you are, right?

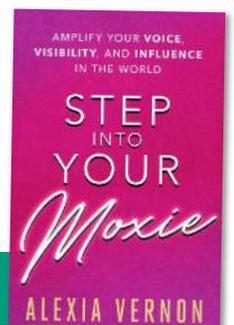
Checking Out

Likely Root Causes

1. Not feeling challenged.
2. Not feeling engaged.
3. People feel like you are all talk and no action.

Solutions (Based on Root Causes)

1. Stretch people just outside their comfort zone, so they can access their genius zone.
2. Discover people’s motivators, and then play to them.
3. This one hurts, I know, but if people feel like you don’t really care about their ideas, because they don’t see their input leading to any action, it’s time to let them know what is happening with their ideas. Even if they don’t like the answer, it’s better to know than not to.



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Yelling

Likely Root Causes

1. Not feeling heard.
2. Not feeling powerful.
3. Modeling behaviors they've seen work for other people.

Solutions (Based on Root Causes)

1. Give people time to speak uninterrupted (but call out and cut off bullying behavior if it resurfaces).
2. Ask people where they are feeling out of control and what they need to feel in control (at least of their thoughts, choices, and behavior) again.
3. Explain the impact the behavior is having on you and/or others, and together cocreate a more mutually agreeable way to navigate unpleasant emotions. And, most important, ensure that you are addressing anyone else who yells in order to create an environment of consistency.

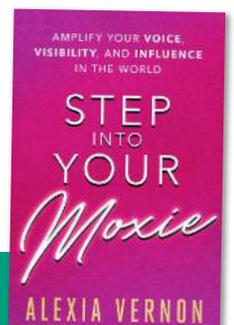
Blaming

Likely Root Causes

1. Equating taking responsibility for wrongdoing with giving up power and prestige.
2. Feeling like a scapegoat.
3. Feeling frustrated by the status quo, other people's behaviors, etc.

Solutions (Based on Root Causes)

1. Commend personal responsibility, even if it's for owning yucky thoughts, feelings, and behaviors.
2. Address everyone who played a role in a situation.
3. Grant permission and hold space for people to vent — and then help them move on.



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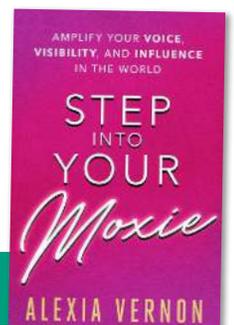
Defending

Likely Root Causes

1. Feeling attacked.
2. Feeling scared to tell the truth.
3. Projecting wrongdoing onto others.

Solutions (Based on Root Causes)

1. Avoid all the words and phrases that shift daring conversations back into difficult ones, especially the word you.
2. Make it safe for people to be transparent.
3. Model and, if appropriate, reward taking personal responsibility.



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Questions for Reflection

How has this exercise shifted your perception of the person you identified?

When you apply your solution(s), how does the person's behavior evolve?

When you notice one of the five difficult behaviors in anyone, how will you respond (versus react) in the future?

What difficult behaviors do you default to?

What are your triggers, and how you can better respond when your buttons are pushed?

