



Raging Bull

Sharon Bunyard

Roadmap

- **Identify**
- **Understand**
- **Diffuse**
- **Prevent**
- **Capitalize**

Identify

Who are the hot heads on your team?

- **Obvious**
 - Aggressive
 - Outspoken
 - Volatile
 - Disgruntled
 - Explosive
 - Unhappy
 - Disruptive
- **Not-so-obvious**
 - Devil's advocate
 - Opposing style
 - Paranoid
 - Class clown
 - Playing dumb
 - Unprepared
 - CYAs
 - Drama queens
 - Eye rollers
 - Passive aggressive
 - Tag teamers
 - Side bars

Identify

What is it costing you?

- **Professionally**

- Reputation
- Downward spiral in others' behavior
- Proposal quality
- _____
- _____

- **Personally**

- Reputation
- Sanity
- _____
- _____

Understand

Why are they the way they are?

- **Anger comes from an unmet need that is causing pain**
- **Possible characteristics**
 - Talented
 - Determined
 - Competitive
 - Frustrated
 - Have insecurities
 - Suffered setbacks
 - Unmet expectations
 - Disregarded opinions

Understand

What is their agenda?

- **Trying to improve the process**
- **Trying to improve the proposal**
- **Trying to get attention or impress someone**
- **Trying to stop having to work on proposals**
- _____
- _____
- _____

Understand

Where does it end?

- **Proposals only**
- **Job only**
- **Company only**
- **You only**
- **Constant hot-heads**

Diffuse

How is it stopped?

- **Specifics**
 - Preparation
 - Individually
- **General**
 - Early recognition
 - Assignments
 - Off-the shelf responses
 - Clearly wrong
 - Simply disruptive
 - Overly persistent
 - Just venting

Diffuse

Where is it happening?

- **Your meetings**
 - Control (or even remove) the environment
- **Others' meetings**
 - Avoid hypocrisy
- **Away from meetings**
 - 2 people, 2+ people
 - Set boundaries
 - Guard your behavior
- **Away from you**
 - Listen
 - Carefully confront

Prevent

How is it avoided?

- **Proactively reciprocate**
 - Help them as much as they help you
 - Help them more than they help you
 - Help them help you
- **On-the-job prevention**
 - Predict issues and proactively address them
 - Respect
 - Give them credit
 - Eliminate opportunities for explosions

Prevent

How is it avoided?

- **On the personal side**
 - Get to know them, care about them
 - Get them to care about you, so they will care about your proposals
 - Don't be transparent
 - _____
 - _____
- **You're right. You shouldn't have to. Do it anyway.**

Prevent

How can your behavior help?

- **Draw boundaries**
 - Getting off topic
 - Time management
 - Complaining/venting
 - Swearing
- **Respect**
 - Punctuality
 - Distractions
- **Confidence**
- **Confront**
 - What's going to work?

Capitalize

How can your re-channel the energy?

- **Alter their perceptions**
 - Be deliberate
 - Be strategic
 - Be methodical
- **Learn their proposal/business issues**
 - On each proposal
 - Overall
- **Address their issues with them**
- **Accommodate (some) requests**
- **Get them excited again**

Further Considerations

- **Guilt by association**
- **Multiple hot-heads**
- **Build-up/carry over from other work issues**
- **NON hot-heads who can help**

Reflection

- **This may not work**
- **Document efforts and results**

Questions?

- **Sharon Bunyard**
sharon@eagleconsultinginc.com
+1 404 931 4372