

# **People: Difficult or Different?**



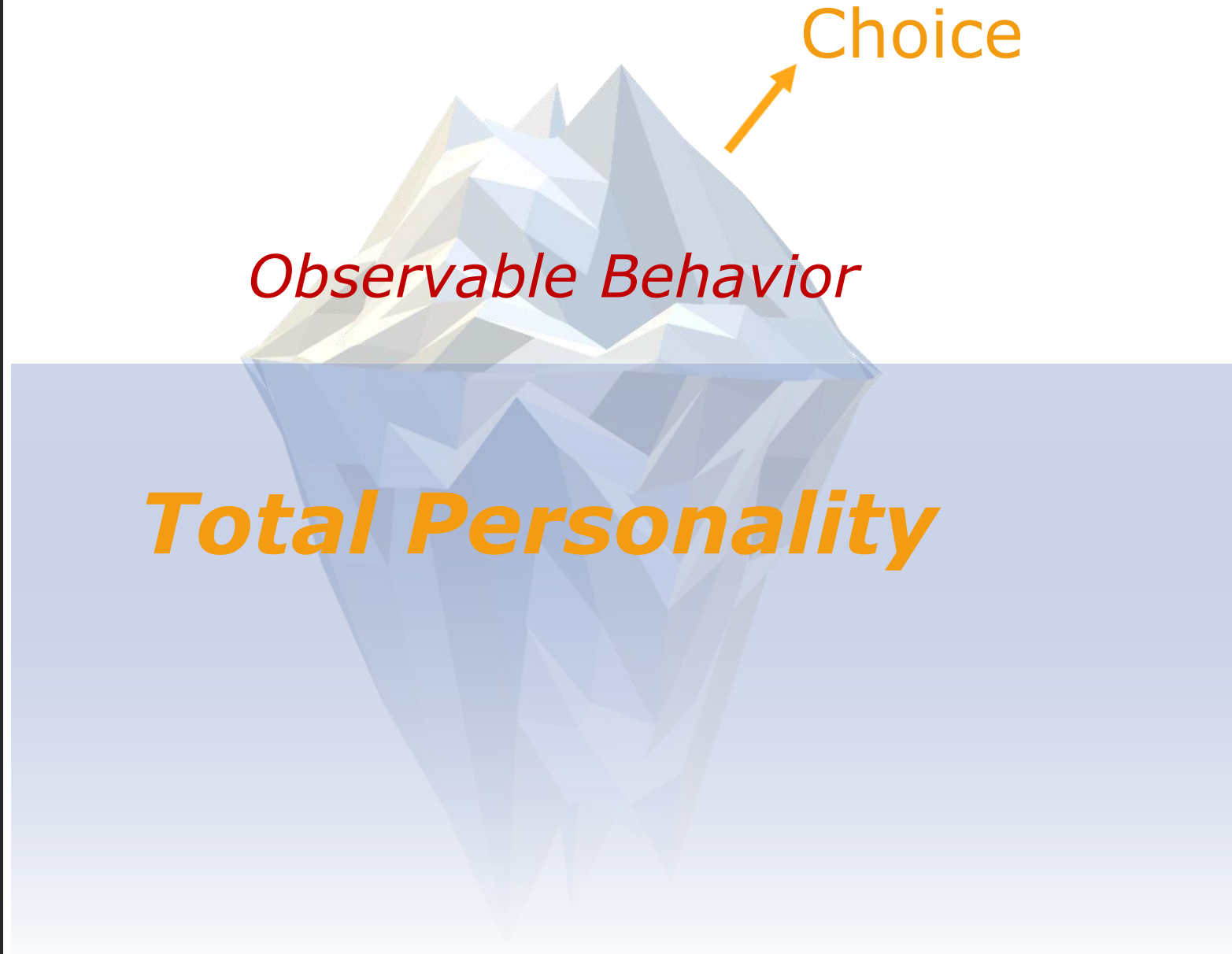
**June 8, 2025**

Do you know someone who is **Challenging** or **Difficult** to work with?

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Iceberg



## Behavior vs Personality

PERSONALITY is *who you are*.

BEHAVIOR is *what you do*.

PERSONALITY *cannot be*  
situationally, intentionally and  
temporarily modified by choice.

BEHAVIOR *can be* situationally,  
intentionally and temporarily  
modified by choice.

# The Magic 4 Lines



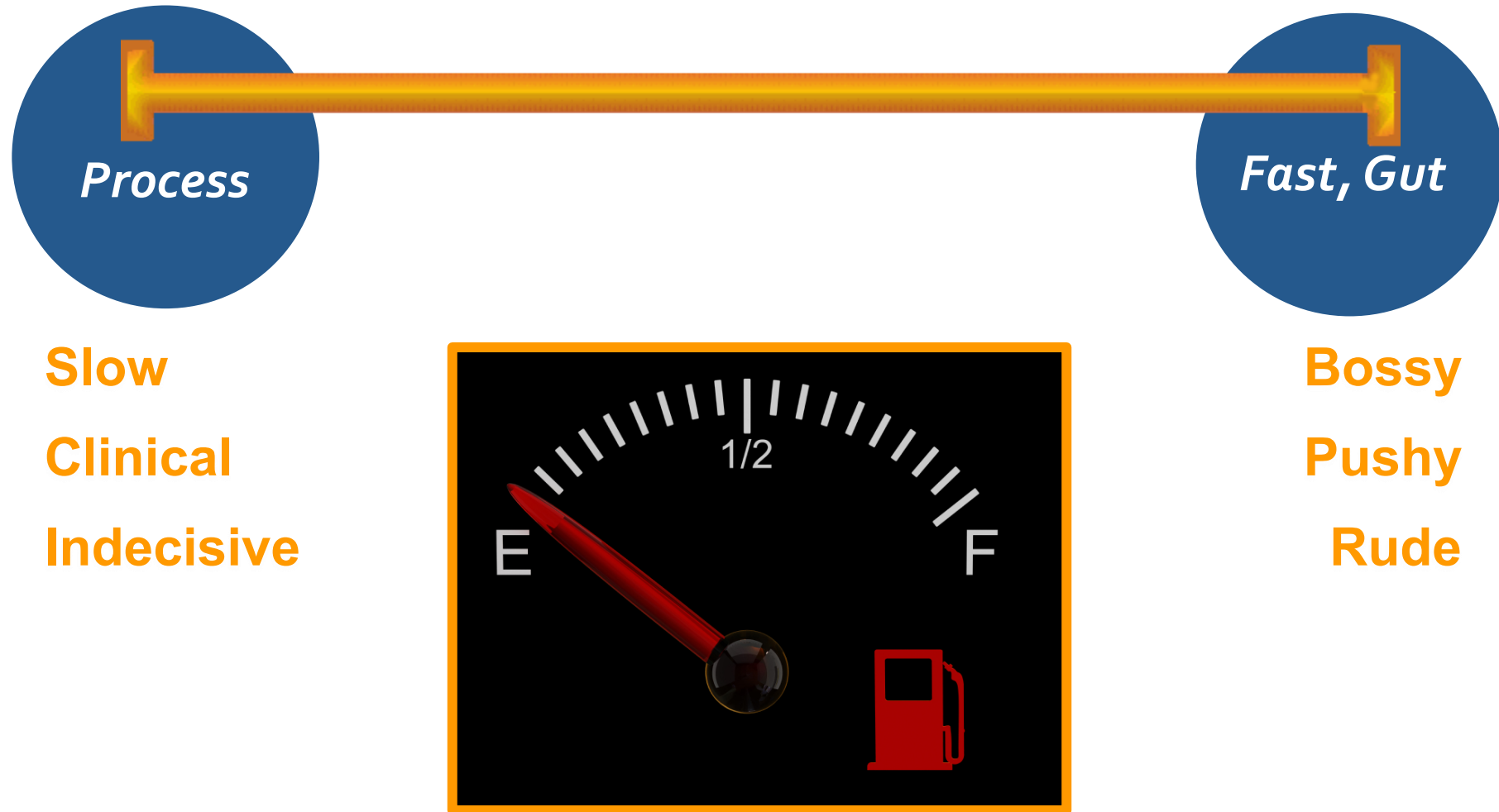
# Decisions



# Decisions



# Decisions: Low Trust/Respect

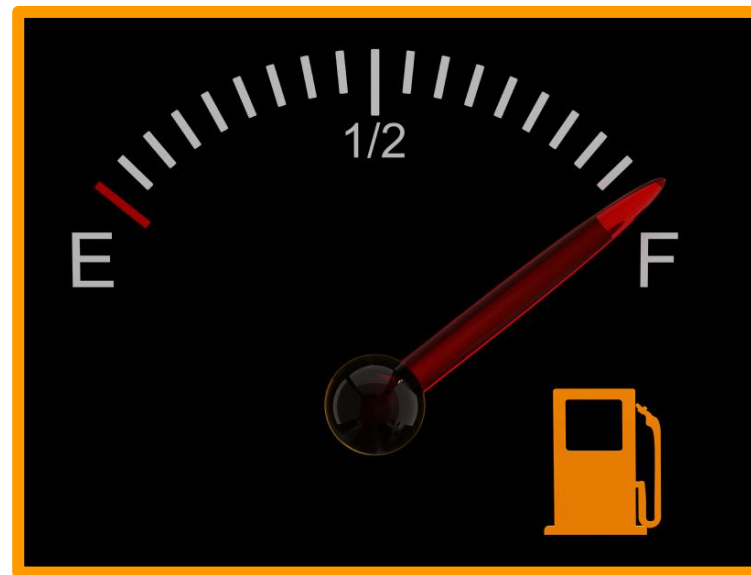




# Decisions: High Trust/Respect



Thoughtful  
Comprehensive  
Thorough



Decisive  
Courageous  
Fearless

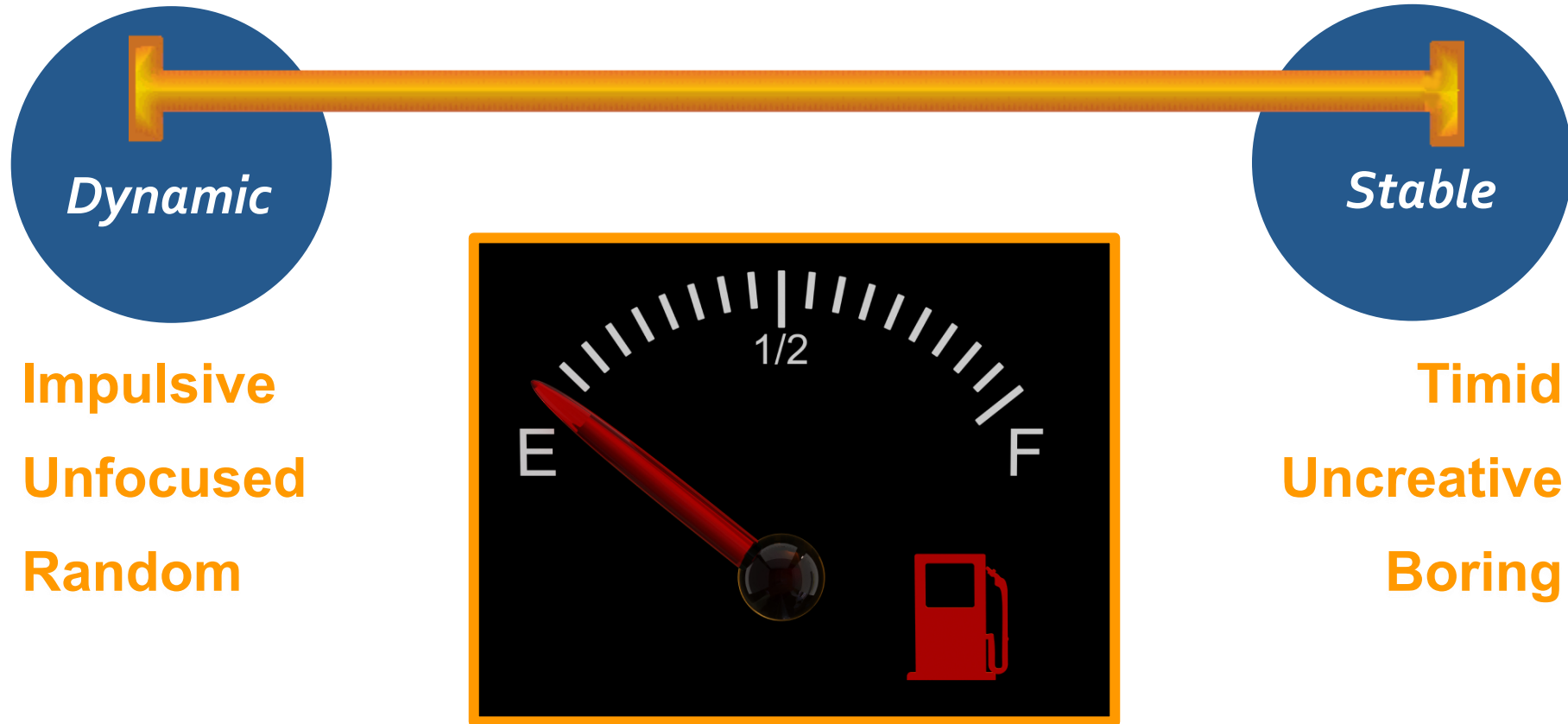
# Environment



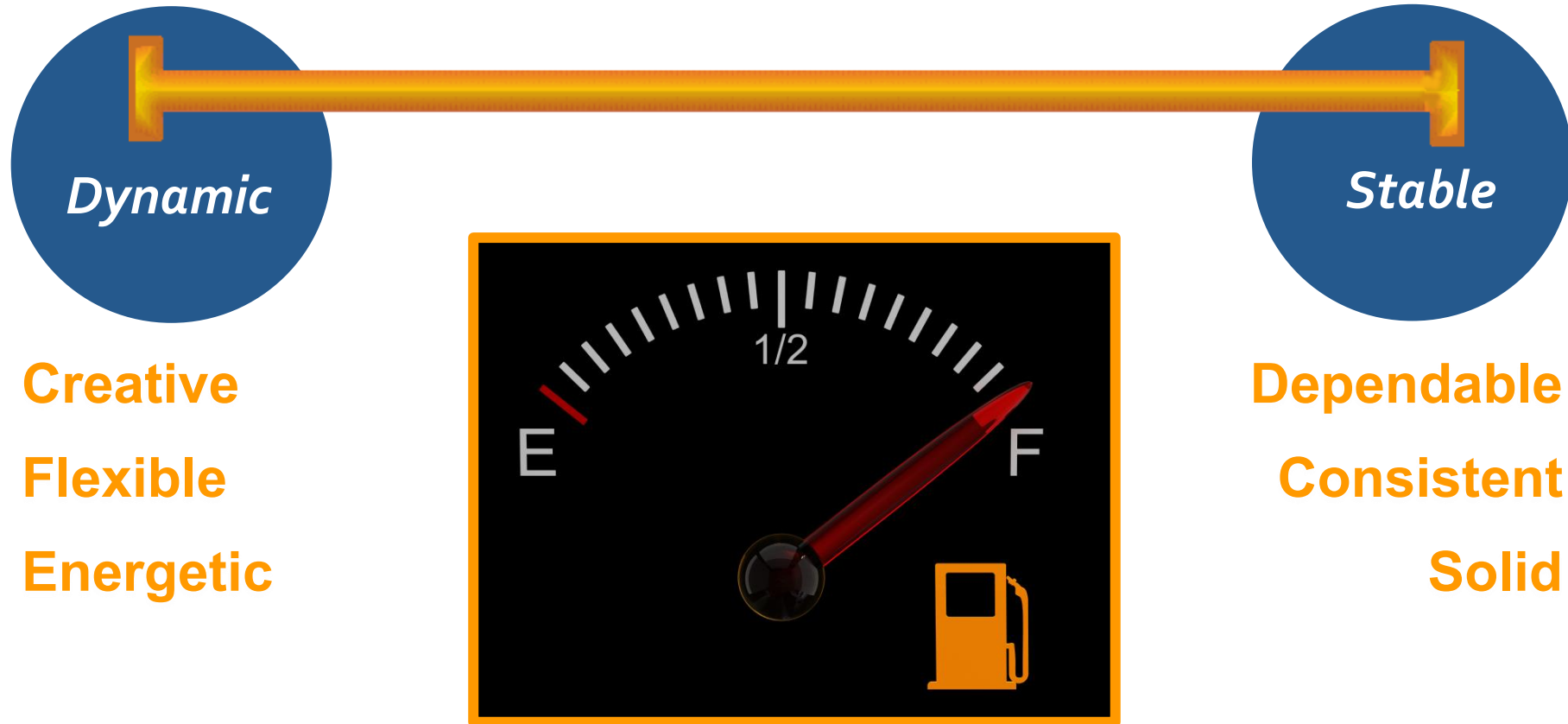
# Environment



# Environment: Low Trust/Respect



# Environment: High Trust/Respect



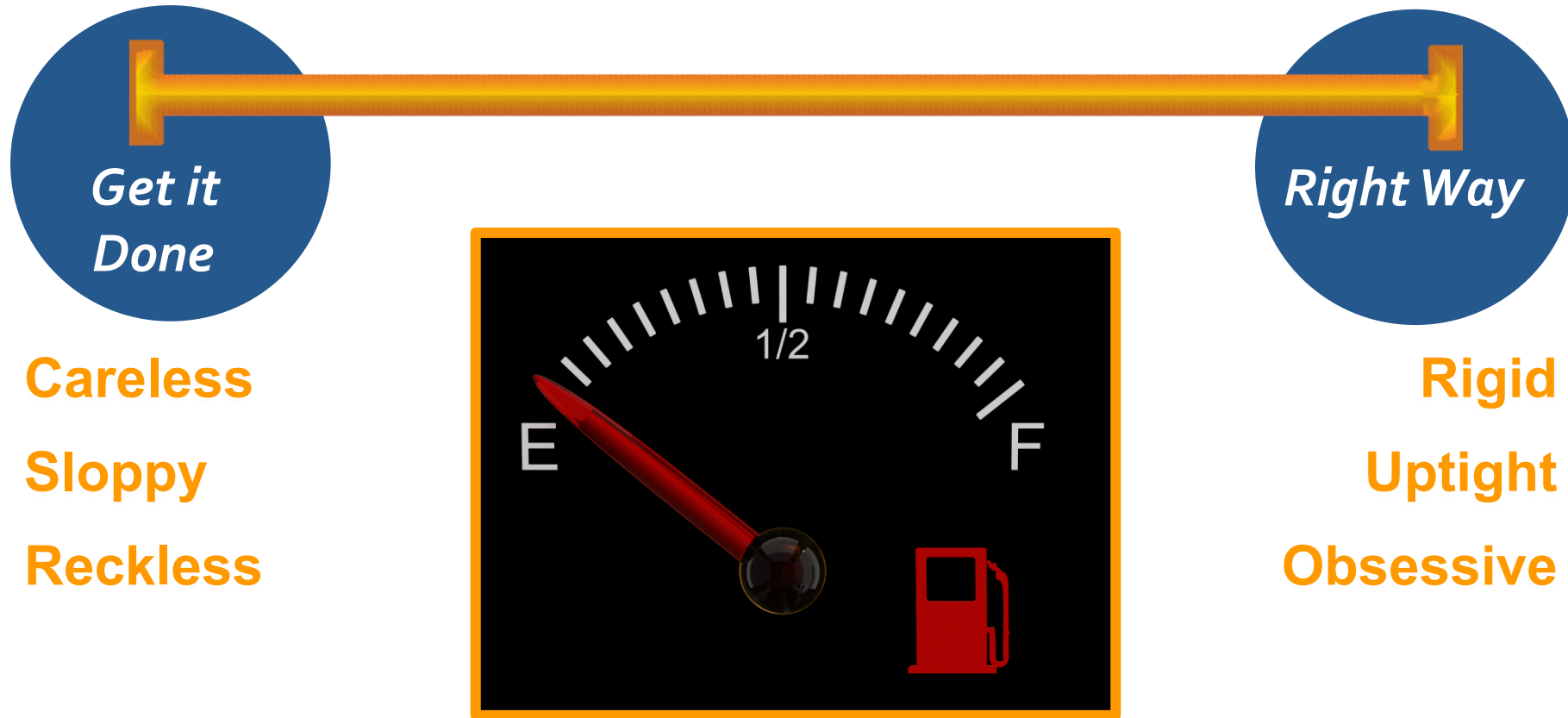
# Accuracy



# Accuracy

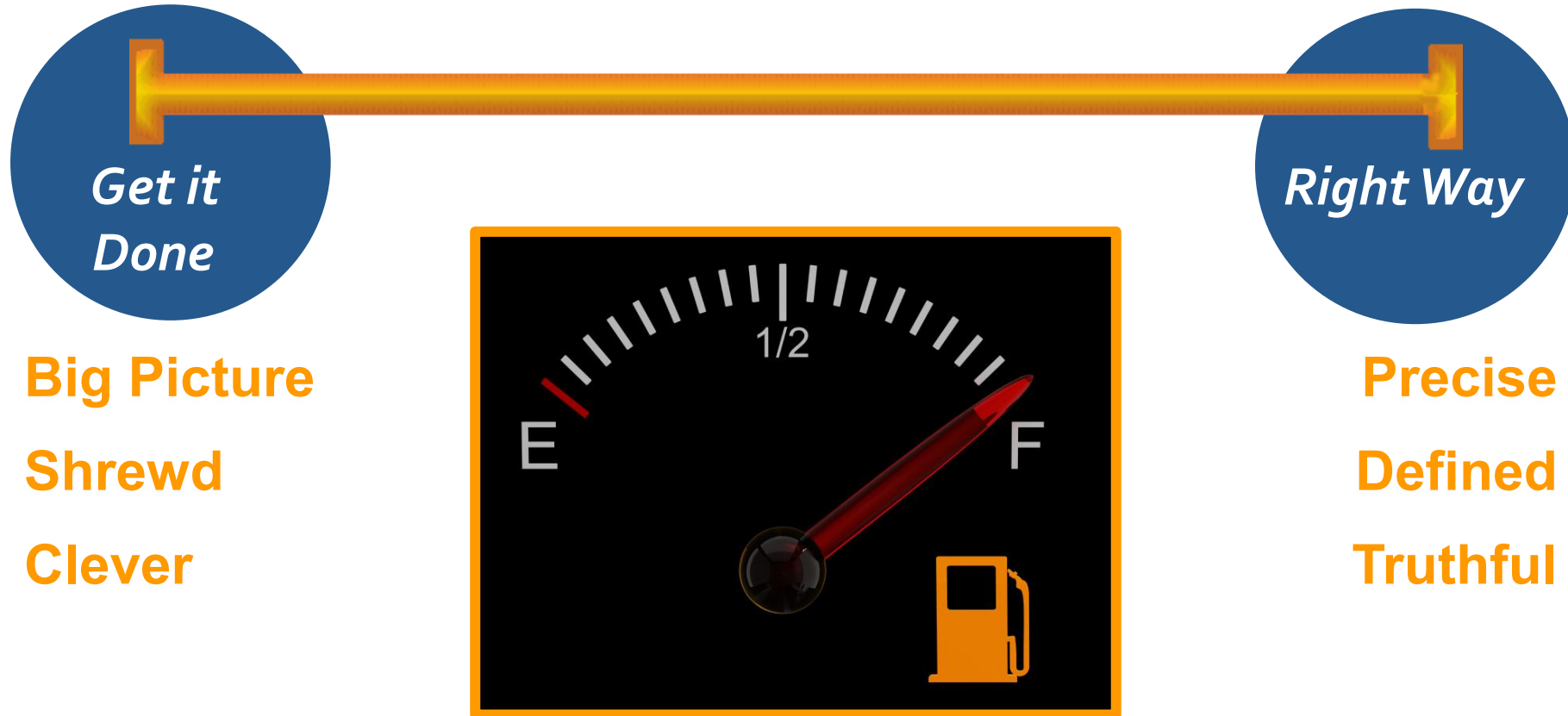


# Accuracy: Low Trust/Respect





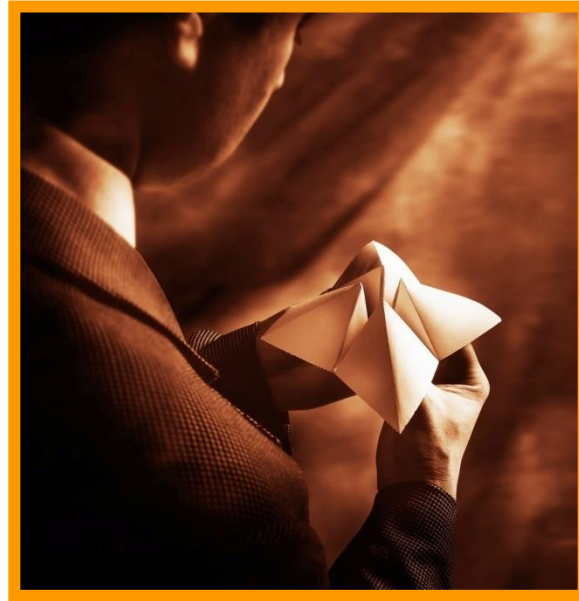
# Accuracy: High Trust/Respect



# People

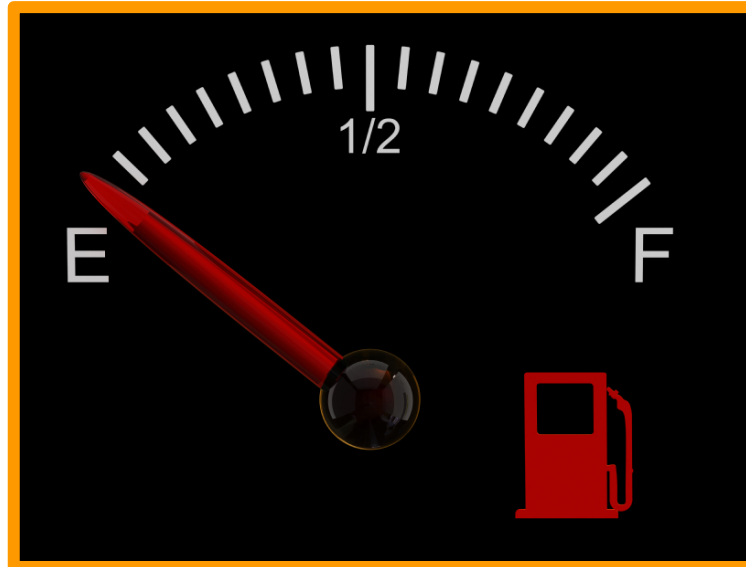


# People



# People: Low Trust/Respect

Insecure  
Fearful  
Stuck-up

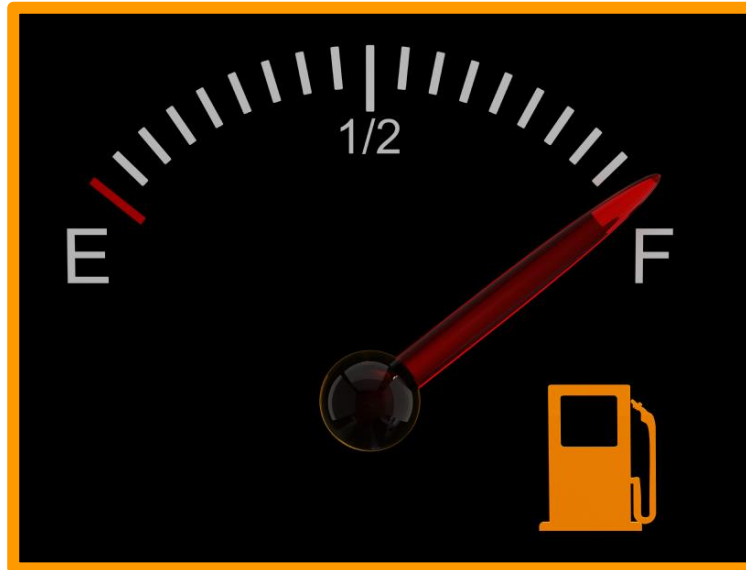


Dramatic  
Shallow  
Egotistical



# People: High Trust/Respect

**Restrained**  
**Humble**  
**Reserved**



**Confident**  
**Self-assured**  
**Outgoing**



Sliding on a line...



TRUST & RESPECT

*“The most important trip you may  
take in life is meeting people  
halfway”*

Henry Boye



TRUST & RESPECT

# INTENT — IMPACT

Our behavior makes an **IMPACT**.

When our **IMPACT** is **positive**, credibility increases; over time, this builds trust and respect.

When our **IMPACT** is **negative**, credibility decreases, and this leads down trust and respect.





# Know your impact

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We need to know our **IMPACT**.

- People guess your **INTENT** based upon your **IMPACT**
- ...so even if your **INTENT** is positive your **IMPACT** can be negative.

# Flexibility: sliding on a line

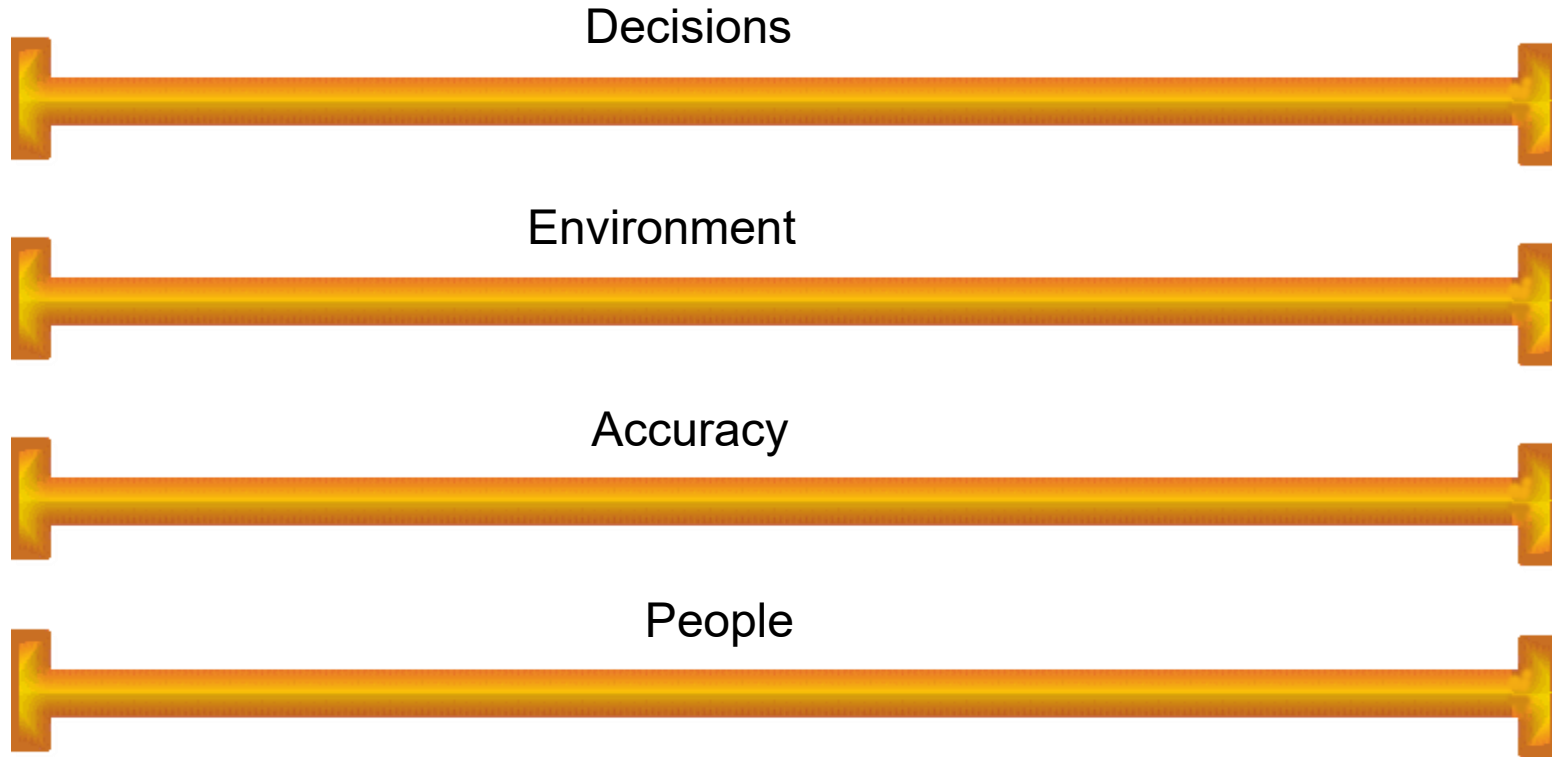
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**Assume Positive Intent** from others

Make a **Choice** to slide on the line

Flex what you **DO**, not who you **ARE**

# What to do next.....



# How will you Thrive?



## HLEADERSHIP

*Thriving leaders and teams*

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