

Kay Wilson Speaks
Maverick in Your
Midst:
How to Deal
Effectively

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**Dedicated to the positive evolution
of
POWER and APPLIED
LEADERSHIP**



**Maverick in Your
Midst:
How to Deal
Effectively**

A decorative flourish on the left side of the logo, featuring blue and green swirling lines and small circular motifs.

Charm School

A decorative flourish on the right side of the logo, mirroring the left side with blue and green swirling lines and small circular motifs.

FOR MAVERICKS

My Background

- **Employment Lawyer**

My Background

- **Employment Lawyer**
- **United States Postal Service Law Department**
 - **2001 through 2006**

My Background

- Founder of the
Maverick Leadership Institute
- Executive Coach and Team
Facilitator

Maverick?

Pejorative?

Maverick

- One that refuses to abide by the dictates of a group (noun)
- Being independent in thought and action, or exhibiting such independence (adjective)

WHO ARE YOU CALLING A MAVERICK?

- SMART
- BRAVE
- STRONG

Maverick

- Independent
- Quick thinkers
- Decisive
- Powerful

Upset Maverick

- Impatient
- Frustrated – reads as anger
- Dismissive
- Bullying

“WHY DON’T I GET WHAT I WANT?”

BAD Mav WATTAGE

- **Intensity**
- **Eye contact/staring**
- **Verbal aggression**
- **Strong body language**
- **Dominance/Dismissiveness**

MODERATED WATTAGE

- **Lower Intensity**
- **Moderate Eye contact**
- **Verbal fairness**
- **Neutral Body language**
- **Lack of Dominance/Team build**

BALANCE OF
POWER
and
PRINCIPLES

Power vs. Force

- **Influence**
- **Collaboration**
- **Empowerment**
- **Threat**
- **Dictation**
- **Diminishment**

POWER VS. **FORCE**

- **Attracts**
- **Unifies**
- **Serves others**

- **Repels**
- **Divides**
- **Self Serving**

**Force is evident when
there is intolerance for
DISSENT**

**THOSE WHO HAVE POWER
HAVE AN OBLIGATION TO
USE IT FAIRLY**

**FAIR USES OF
POWER**

NOBLESSE

OBLIGE

The person with the most
AWARENESS
has the most power
to influence a
situation

RESPONDING

vs.

REACTING

contrast and compare

DOMINATION Tactics:

- **Interrupting/talking over**
- **Dismissing**
- **Insulting**
- **Being verbally aggressive**
- **Demanding**

INTERRUPTIONS:

- Let it go, ignore it
- Continue speaking
- Note the interruption
- Wait, then finish speaking
- Constructive confrontation
off-line

DISMISSING:

- Let it go, ignore it
- Circle back: revive idea
 - Let's still consider x, y or z
 - Before we drop my idea, let's spend some time fully considering its merits ...

INSULTS:

- Let it go, ignore it
- Call it what it is
 - That's insulting
 - Let's have fair dialogue
 - Can we have some ground rules?
- Constructive confrontation

CONSTRUCTIVE CONFRONTATION:

- Can we talk?
- F.I.R.R.
 - Here is what I am experiencing...
 - The impact it has on me is that...
 - I respect that you feel strongly...
 - In the future, can you . . . ?

VERBAL AGRESSION:

- Pushy – prod back
- Controlling – set boundaries
 - don't shrink – maintain your power

DEMANDING:

- Acknowledge demand
 - “I can see that you feel strongly about this”
- Introduce alternatives
- Demure: “I’m sorry but that just won’t work for me.”

DEMANDING:

- Outline priorities and invite discussion of re-prioritization
 - “I can see how important this is. How does it fit in with the other priorities on the forefront?”

CHARACTER

- **KINDNESS**
- **PATIENCE**
- **REVERENCE / RESPECT**
- **CONNECTION / INCLUSION**

What do People NEED:

- **Respect**
- **Recognition/acknowledgement**
- **Inclusion**

MAVERICKS need:

- **RESPECT**
- **ACKNOWLEDGMENT**
- **INCLUSION**

POSITIVE DIRECT COMMUNICATION

- Positive first - acknowledge
- Redirect to Inclusion
- Open the Floor for other ideas

Acknowledge:

“Thank you for that point.”

“We appreciate your
perspective.”

Redirect to inclusion:

“We need to hear from everyone.”

“Let’s hear some other perspectives and keep the floor open.”

Open the floor:

“What are some other viewpoints?”

“Does anyone else have some input?”

Everyone should be

EMPOWERED to

exercise their power

Imagine a **team** that
functions as a
COOPERATION MODEL

**INTENTIONAL
LEADERSHIP**

Intentional Leadership

- Building trust – being trustworthy
- Creating alliances – making connections
- Fostering cooperation – suggesting synergies
- Facilitating crucial conversations
- Coaching peers to leadership

Building Trust

- **The Power of Vulnerability**
 - **Brene Brown, Ted Talk 2014**
- **Share your thoughts in a way that creates space and room for others to share their thoughts**
 - **Here is my thought. And I want to hear from others. I see it this way...**

Creating Alliances:

- **Joe and Lisa, it seems like you are both on the same page on this issue.**
- **Can you tell us more about your thoughts in supporting x, y, and z?**

Fostering Cooperation:

- Joe and Lisa, can you work together to . . .
- For our next meeting, can you, Joe and Lisa, work on a matrix of all of the factors to be considered in this decision?
- Jack, will you share with everyone your thoughts on x, y and z?

Facilitating Dialogue:

- Let's go around the table for a quick straw poll on this issue. . .
- So far, we have x, y, and z as possible solutions. What are other solutions?

Coaching Peers to Leadership:

- Jack, why don't you take the lead on opening discussion of the proposal?
- Lisa, let's begin with your thoughts about the topic.
- Can anyone see another way of looking at this?

CONFLICT OCCURS

Disarming with Charm

FORMING

Intention

to

CONNECT

Rapport Building

- Intentional connection
 - Eye contact, blink rate
 - Body posture
 - Breathing rate
 - Voice control
 - Pitch, rate, tone, speed, vocabulary

**Don't Focus on Tone of
Voice.**

**Focus on content of
communication.**

State Positive Intentions:

- **My intention is to:**
 - **Understand your position**
 - **Create shared dialogue**
 - **Keep communication open**
- **The purpose of the discussion is for everyone to contribute their ideas.**

Get Curious:

- **Help me understand. . . .**
- **Tell me more. . . .**
- **What's at the heart of your position?**

DE-ESCALATION

TACTICS

CALM DOWN

INTENSITY

I want to hear

**This is
important**

Request Safe and Fair Discussion:

- **Can we take it down a notch?**
- **I appreciate the intensity of your feelings and position. Is there room for further discussion?**
- **Can we have some ground rules?**
- **We want to hear what you have to say.**

Focus on Areas of Agreement:

- **Where do we agree?**
- **Is there an overlap of ideas here?**
- **It seems like there is agreement on a, b and c, but disagreement on x and y. Did I get that right?**

Time Out with Writing Activities:

- **Let's all take a moment to identify and jot down our best thinking on the topic of X.**
- **Why don't we all identify and write down what we consider to be the most important factors in this decision.**

Further Programming:



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**DOORMAT
INTERRUPTUS**