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Dedicated to the positive evolution of power and applied leadership.

KAY WILSON SPEAKS:

MAVERICK IN YOUR MIDST: HOW TO DEAL EFFECTIVELY

Handout

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WHO ARE YOU CALLING A MAVERICK?

People with powerful personalities are everywhere you go: in business, in families, in communities. We refer to people with powerful personalities as MAVERICKS.

The dictionary definition of a maverick is someone who is independent in thought and action. We define a maverick as someone who is:

SMART, BRAVE, STRONG™

They are smart and really good at the technical aspects of their job.

They are braver than the average bear. They will tell you what they really think and that's a good thing.

They tend to be stronger and more powerful than the average person.

They mean well, but the way that a maverick comes across to others can be intimidating, anxiety producing, and damaging to the organization.

Mavericks tend to have strong opinions and can misuse their power if they are not conscious about how they behave, speak and come across to others. In other words, if a maverick doesn't learn to moderate their wattage, they can wreak havoc.

The key for all mavericks is to learn how to consciously moderate their wattage and be considerate of other people's feelings.

PEOPLE matter more than making your point. That's what I teach the mavericks I coach.

JUST BECAUSE IT'S TRUE, DOESN'T MEAN YOU GET TO SAY IT.

When confronted with an unmitigated, unmoderated maverick, it is important for you to maintain your power and authenticity, without resorting to unfair uses of power yourself.

COMMON DOMINATION TACTICS:

1. Interrupting repeatedly/Talking over
2. Dismissing you or your ideas
3. Insulting you or your work
4. Being verbally aggressive
5. Demanding

CONSTRUCTIVE CONFRONTATION:

The F.I.R.R. Model:

Facts: When I get interrupted...

Impact: I lose my train of thought.

Respect: I respect that you want to make your point

Request: In the future, can you refrain from interrupting

WHEN A MAVERICK IS DOMINATING A MEETING resort to POSITIVE DIRECT COMMUNICATION:

- Positively acknowledge the maverick's contributions or ideas
- Re-direct to include others
- Open the floor for other ideas

It looks like this:

"Thank you for that point."

"Let's hear some other perspectives."

"Does anyone else have some input or ideas?"

EVERYONE NEEDS:

- Respect
- Acknowledgement
- Inclusion

INTENTIONAL LEADERSHIP:

1. Building trust by being trustworthy
2. Cultivating alliances among people
3. Fostering cooperation and the spirit of “give first”
4. Facilitating crucial conversations and constructive confrontation
5. Coaching peers and team members to leadership roles

DISARMING WITH CHARM:

Form the intention to listen and connect with the other person.

Focus on really listening to CONTENT of communication and ignore tone of voice.

State your positive intentions: “I want to understand your position.”

Get curious by questioning and clarifying: “Help me understand. Did you mean x?”

“To your way of thinking, what did you have in mind about....?”

DE-ESCALATION TACTICS:

Request safe and fair discussion:

“Can we take it down a notch?”

“Can we have some ground rules?”

“I appreciate the intensity of your feelings and want to hear you out. Can we talk about it calmly?”

Focus on areas of agreement:

“You’re right about x, y and z.”

“It seems like there is agreement on x, y and z, but disagreement on b and c. Did I get that right?”

Take a time-out:

“Let’s put this aside for a moment (hour, day)...”

“Can we come back to this at (time)?”

NOTES: