

People: Difficult or Different?



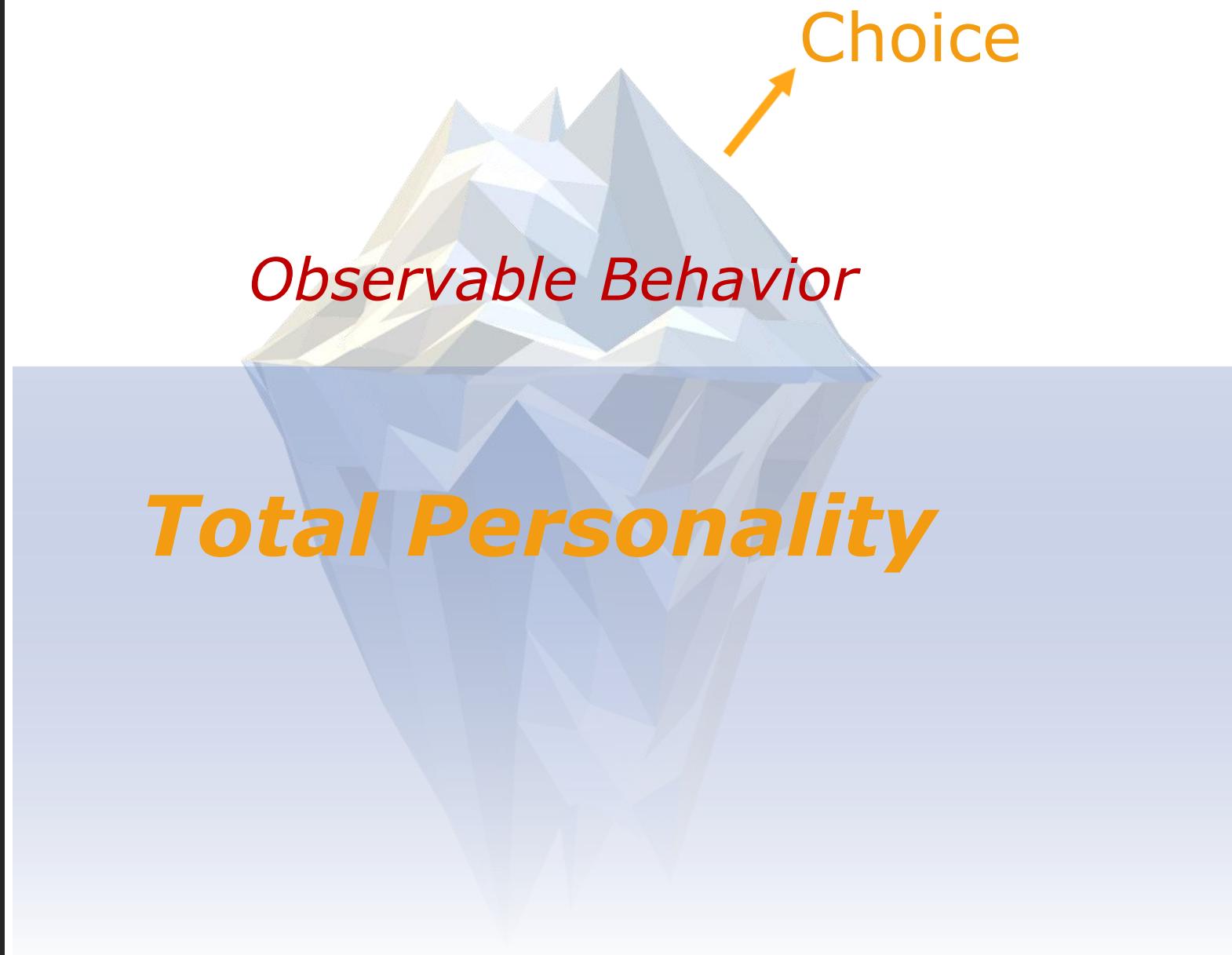
Washington Association
of **COUNTY OFFICIALS**

June 8, 2025

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



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.

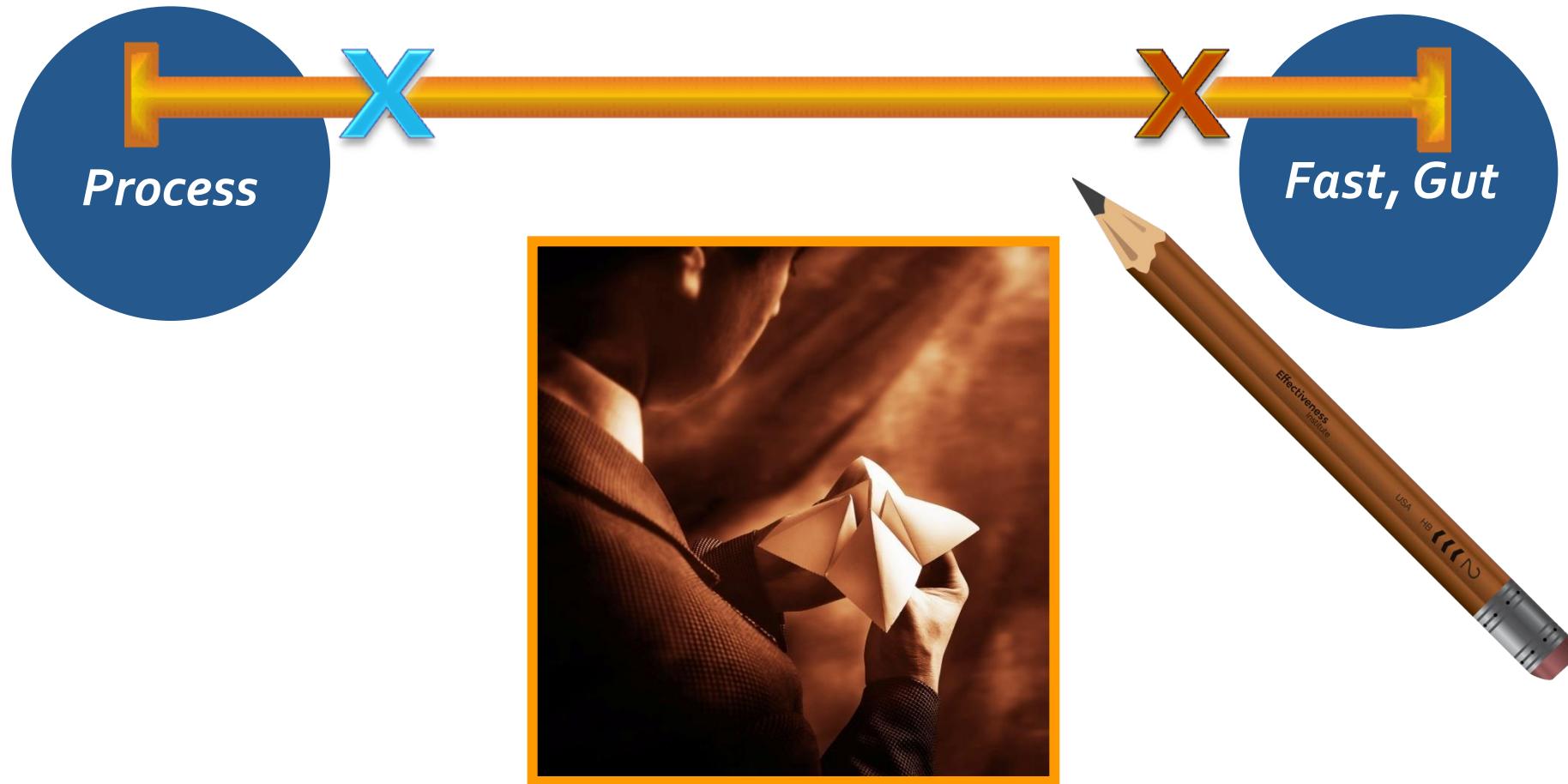
The Magic 4 Lines



Decisions



Decisions



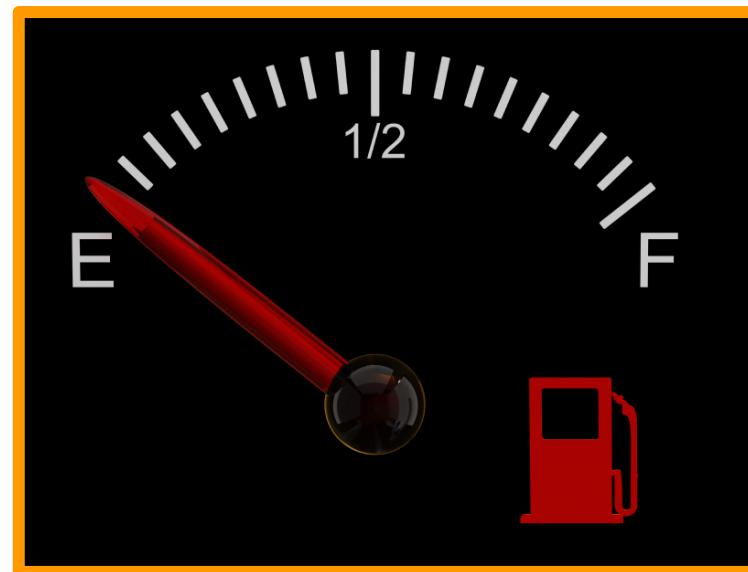
Decisions: Low Trust/Respect



Slow
Clinical
Indecisive



Bossy
Pushy
Rude



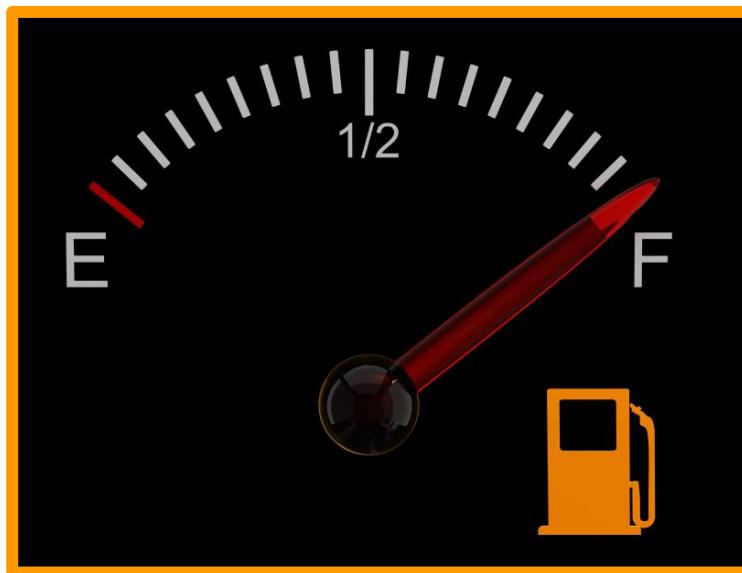
Decisions: High Trust/Respect



Thoughtful
Comprehensive
Thorough



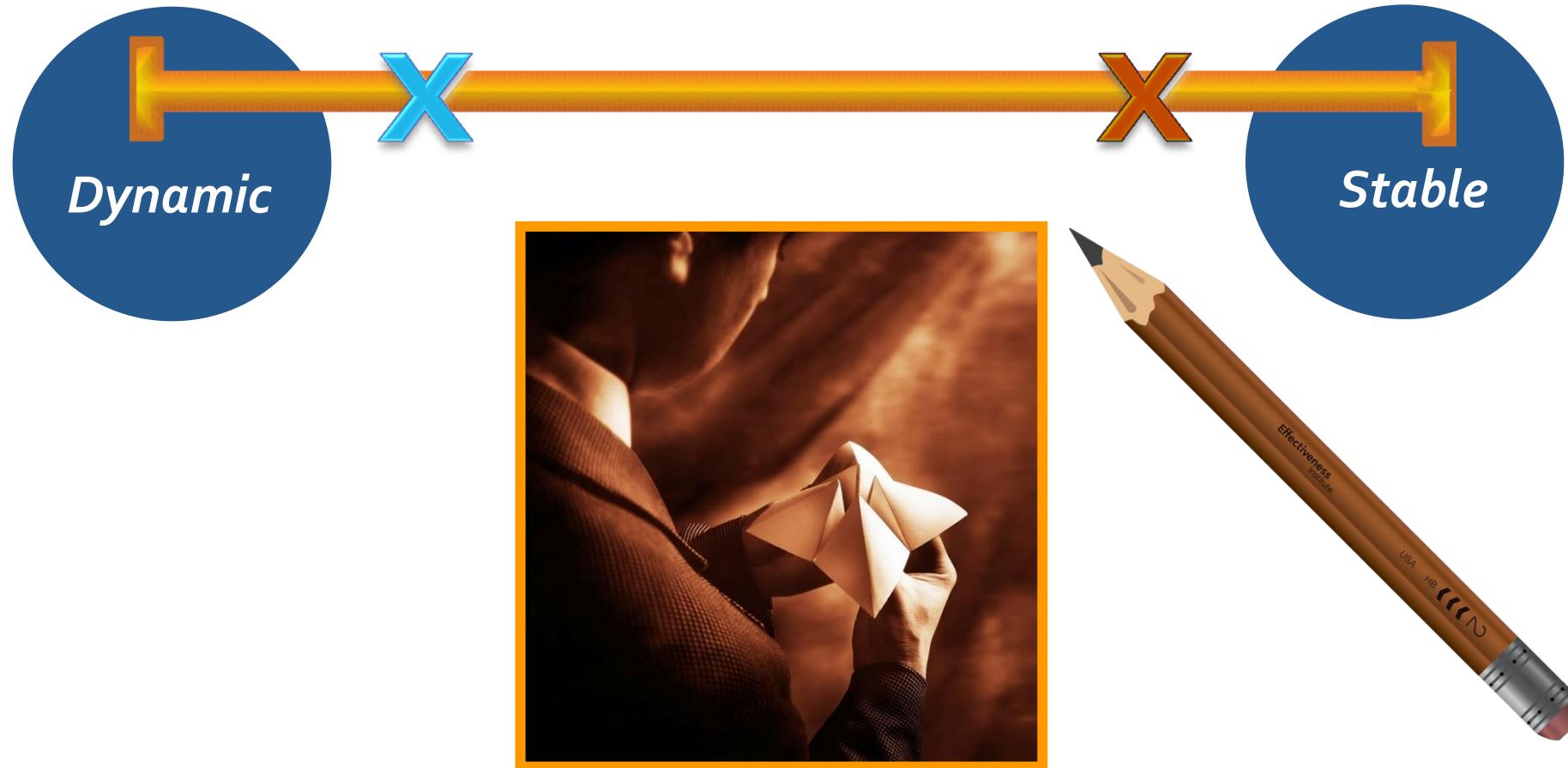
Decisive
Courageous
Fearless



Environment



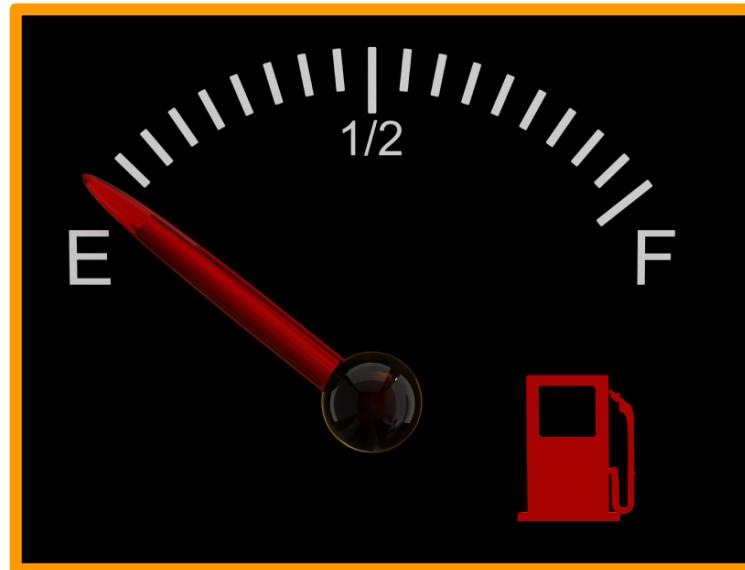
Environment



Environment: Low Trust/Respect



Impulsive
Unfocused
Random



Timid
Uncreative
Boring

Environment: High Trust/Respect

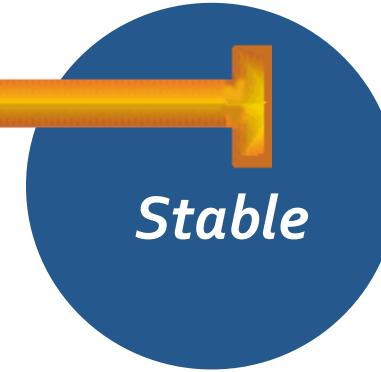
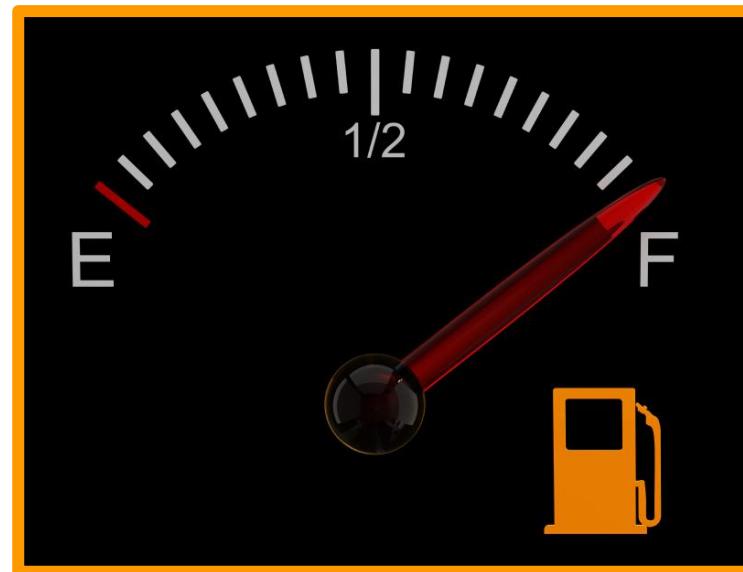


Dynamic

Creative

Flexible

Energetic



Stable

Dependable

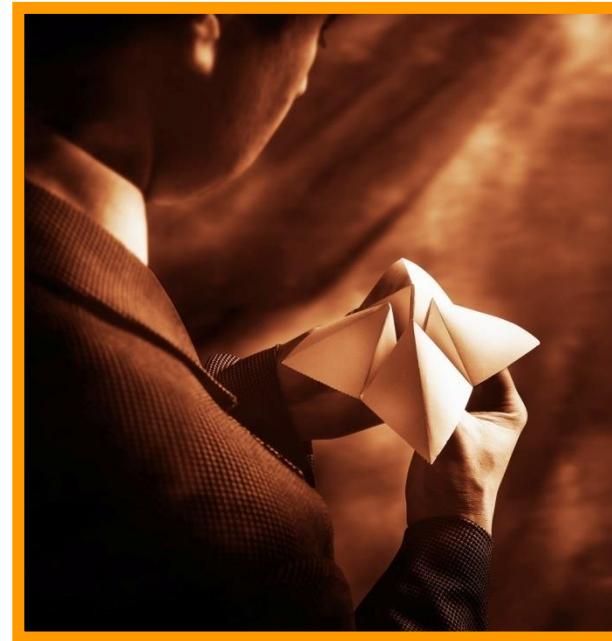
Consistent

Solid

Accuracy



Accuracy



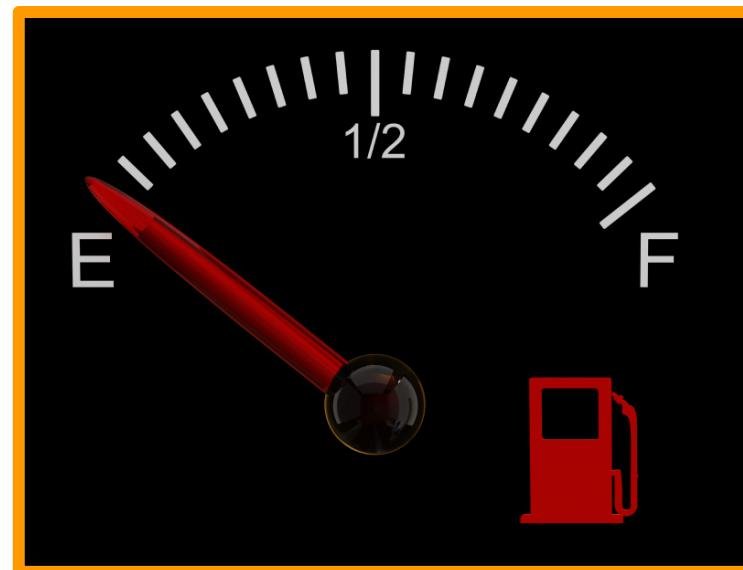
Accuracy: Low Trust/Respect



Careless

Sloppy

Reckless



Rigid

Uptight

Obsessive

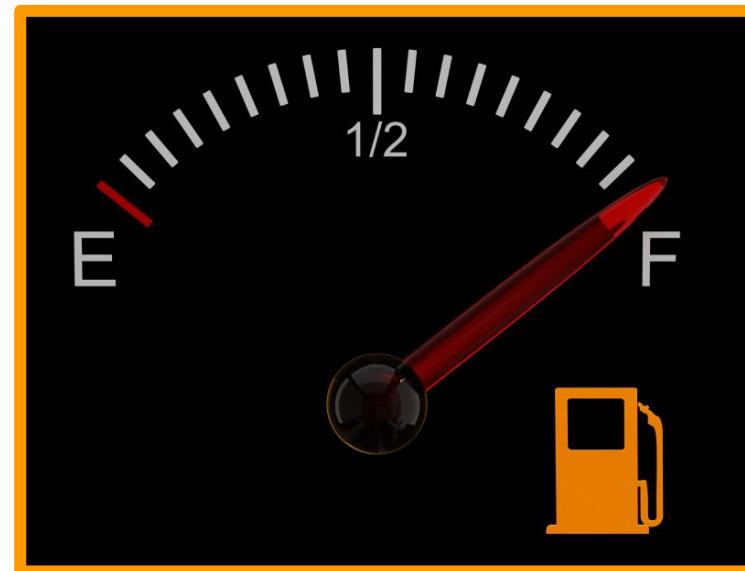
Accuracy: High Trust/Respect



Big Picture

Shrewd

Clever



Precise

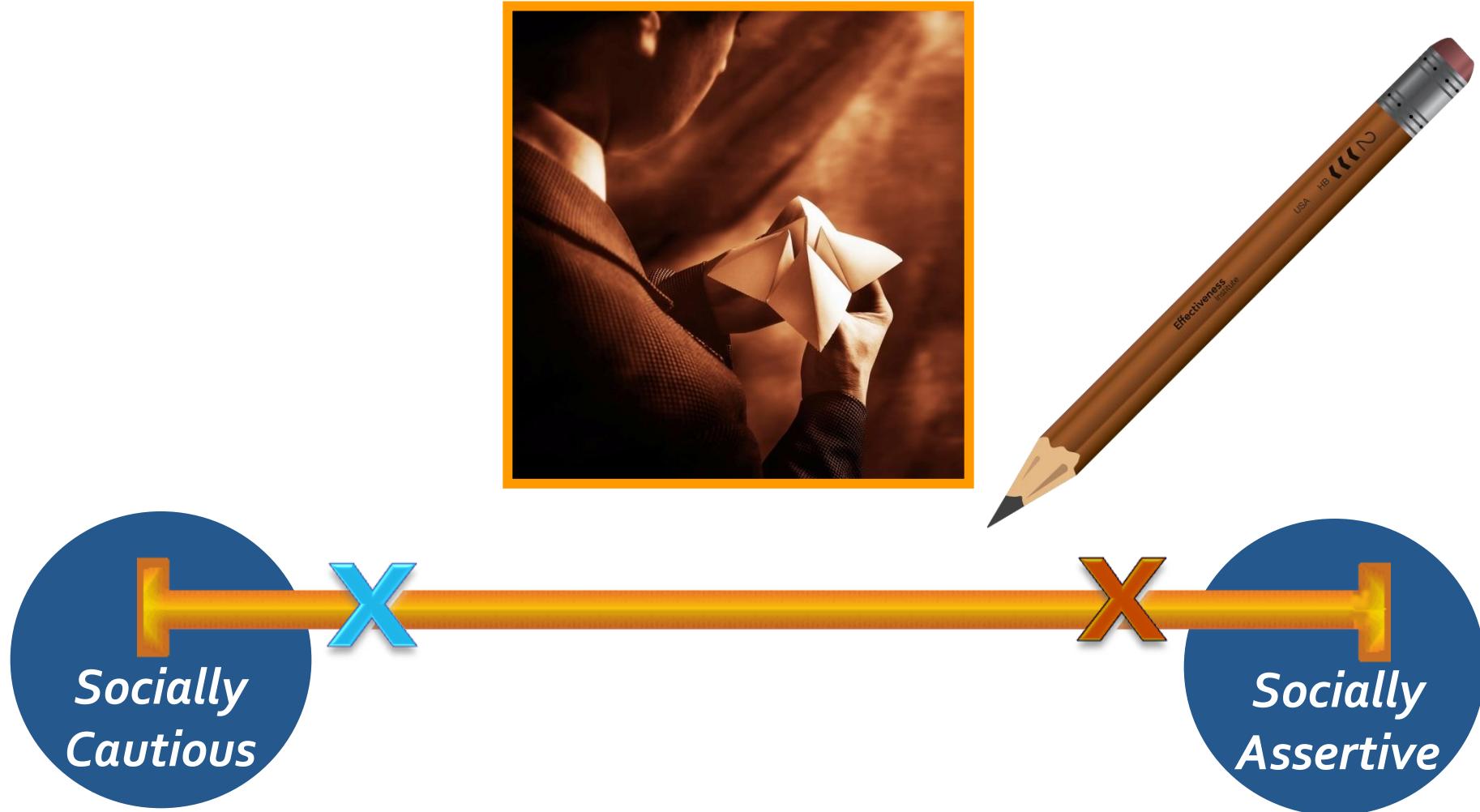
Defined

Truthful

People



People



People: Low Trust/Respect

Insecure
Fearful
Stuck-up

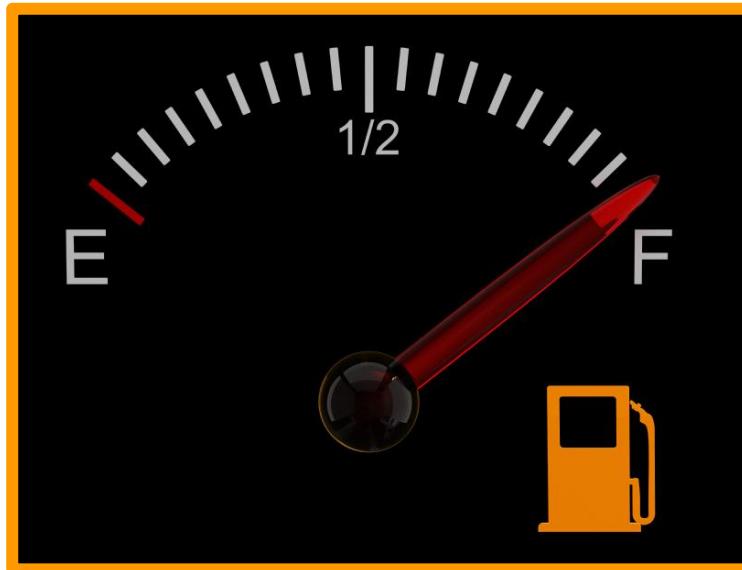


Dramatic
Shallow
Egotistical



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, over time, this tears down trust and respect.



Know your impact

We need to know our ***IMPACT***.

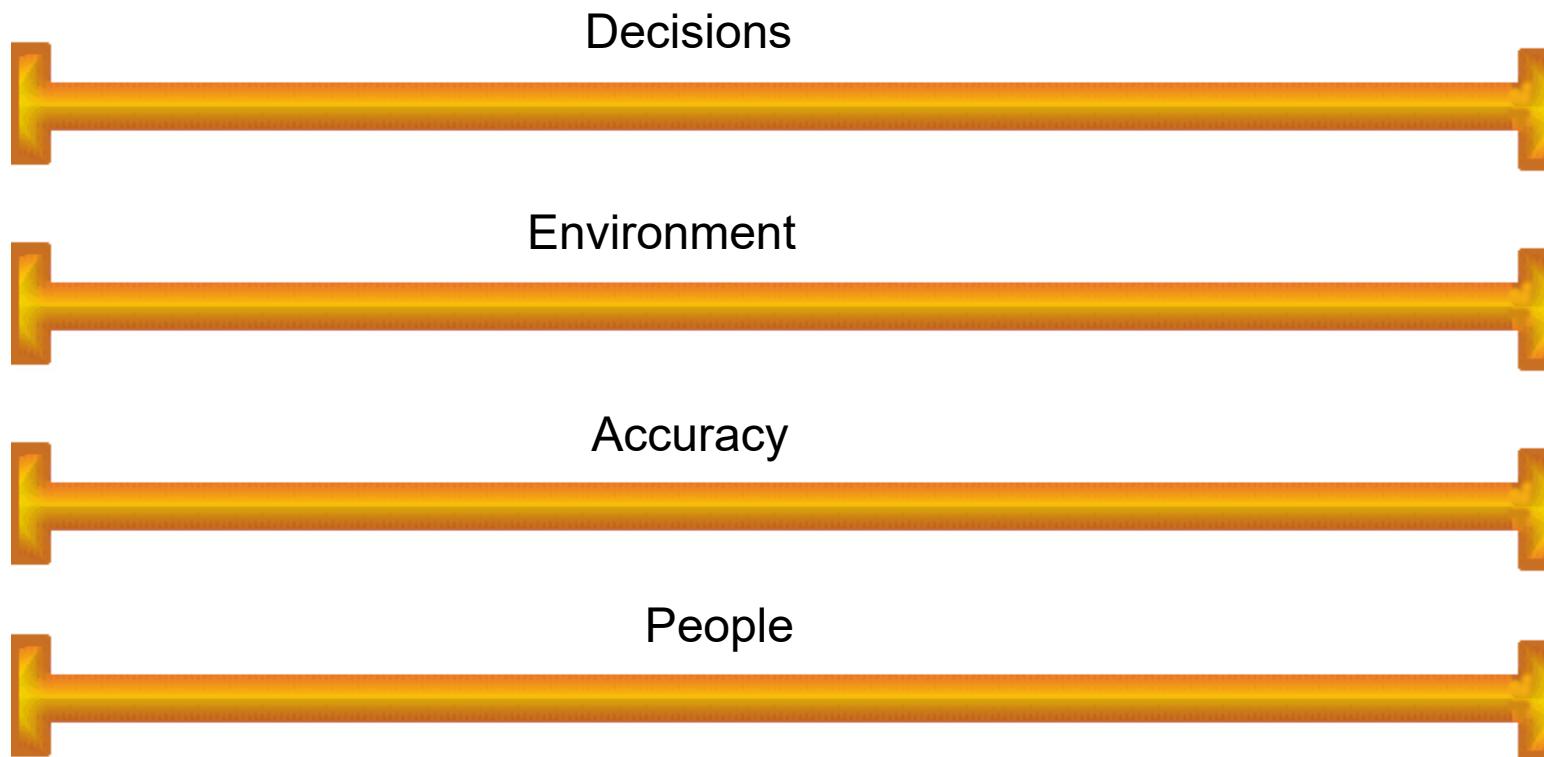
- People guess your ***INTENT*** based upon your ***IMPACT***
- ...so even if your ***INTENT*** is positive your ***IMPACT*** can be negative.

Flexibility: sliding on a line

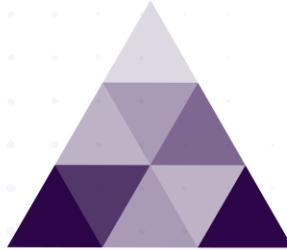
Assume Positive Intent from others
Make a **Choice** to slide on the line

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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