

Managing Larger-Than-Life Egos a Job Worth Doing

Question:

It seems that my top performers have the most challenging egos. How do I keep them performing “at their best” and “on their best behavior?”

Answer:

Your job is to provide guidance and support for employees to be most effective at their job. Don't worry about trying to change anyone, just modify how you react:

- **Understand their motivations.** Spend time getting to know these employees on a personal level so you can offer the right incentives.
- **Be transparent.** The best ego managers establish credibility by being clear about their goals and sticking to their guns to promote trust.
- **Coach rather than discipline.** Make a high-mainte-



- **Nip it in the bud.** Don't wait around for the situation to change. Look for guidance from managers or leadership coaches to learn how to better manage personality conflicts.

nance person feel as though they are receiving guidance and support instead of feeling punished.

Question:

My co-worker has a complete “diva” personality and always grabs the spotlight. What can I do to keep my patience and still do my job?

Answer:

We all have egos. They give us self-confidence to succeed, but exaggerations in ego can be extremely damaging to any workplace environment. Here are some ways to cope: Demonstrate respect. Respect the fact that a variety of personalities and viewpoints make an organization versatile—and interesting.

- **Understand their perspective.** Talk with the individual on a personal level to grasp background, values and motivations. Puzzle pieces may come together quickly.



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