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- o Allow the person to have their "day in the sun".
 - o The work on your part becomes uncovering the motivation for the behavior- (It usually comes from a place of insecurity), and placating the person's behavior accordingly.
 - o We are not saying to allow this to take over, kill morale, etc. It might require a one-on-one audience with you and others that can handle it so that the person can get it out of their system and move along.
 - o It might require you to manage how and when the person meets with the broader team or assigning them a specific 'role' so that they know how their work and opinions slot into the bigger picture and they feel satisfied that they have been able to express their POV.
 - o This takes a bit more work on your part and the part of the team members included in the management of this person. This is far better than wasting the entire team's time, confusing/stopping the work. This person cannot manage their own behavior, so you must do it for them.
- o Write a tight, objective brief.
 - o Writing a brief can help with ensuring that feedback and perspective is objective vs subjective. It ensure that you and the team have something to go back to, and it builds the parameters for what is in and out of bounds.
 - o When you have someone set on expounding their ego, you have to counter that behavior with what is required of the work and the project. The brief is the contract- this is true with the client as well as the internal team. It should be present in every meeting. It is the one thing you can go back to regularly to reorient the conversation and combat ego.
 - o It's important to obtain buy-in from everyone, especially the egomaniac. Set up separate time to take them through so 1. They feel important to the project and 2. You can pin them down. If things go sideways you can remind them what you agreed to and hold them accountable.
- o Get this person to be an ally vs. a foe.
 - o Spend time with the person 1:1 to get them on your side. This can happen during meetings on things like the brief, but also spend additional time to build a rapport and mutual respect.
 - o The person pontificates and bullies to be the loudest voice in the room in an attempt to make sure people to not see their insecurity showing. Which means that they get in the place of a "one track mind", where the same behavior plays over and over again.
 - o When you step in and stop this by 1. reminding the person that you are both people and 2. taking the time to get to know them and build an actual relationship, they often let their guard down 3. reminding them that you share the same goal of doing the best work. Your relationship with them may be the one thing that stops them from their knee-jerk reaction to the old behavior.
- o Do not go toe-to-toe with the ego.
 - o This is simply not worth the effort. This person thrives on arguing and pushing back.
 - o Definitely do not do it in a room full of people- it will cause everything to blow up in a much bigger way.
 - o Attempt to give feedback when appropriate and outside of an emotionally-charged situation. This is where we find building a relationship is the way to go vs. "calling someone out".
 - o There is little to be gained by satisfying your own ego and sense of self-righteousness if the other person is not receptive, and even more damage and long-term effects will be felt.

Areas to address immediately are:

1. _____

2. _____

3. _____

Action Plan:

Action	Timing	Progress	Complete