

Squiggly Careers PodSheet

How to manage ego at work



“ It’s the sense of superiority and certainty that exceeds the bounds of confidence and talent. ”

Ryan Holiday

When have you experienced ego at work?

Understanding your ego

Which of the following statements feel familiar to you?

1. You get defensive when someone disagrees with you
2. More people feed your ego than give you feedback
3. You rarely change your mind
4. You need other people to give you praise
5. You view your career in comparison to others
6. You're more likely to think you're right than you're wrong

Your ego is most likely to show up when...

3 ideas for action to manage your ego

- 1 Listen:Talk Ratio**
Make sure you're spending more time listening to what other people are saying than sharing your own views.
- 2 Cultivate Critical Friends**
Seek out people who give you radically candid feedback and improve your self-awareness.
- 3 Learn to let go**
Identify the assumptions you make about what you need to do and by when. What really happens when you do something different?

3 ideas for action to manage someone else's ego

- 1 Crowd-sourcing perspectives**
Create 'challenge and build' meetings and introduce 'pre-mortems' to proactively include other people's thoughts and insights and prevent one person dominating the discussion.
- 2 We vs. I**
Spend time agreeing collective outcomes and celebrate shared successes. Encourage a 'rush and point' mentality.
- 3 Manage your mindset**
Don't internalise someone else's ego. Reinforce your boundaries by giving them space and gravitating towards people who operate with humility.

Recommended resources



Ego is the Enemy
Bestselling book by Ryan Holiday



Abby Wambach & Brene Brown
Explaining the principle of 'rush and point'



How to be a brilliant listener
Squiggly Careers podcast #134

Amazing if