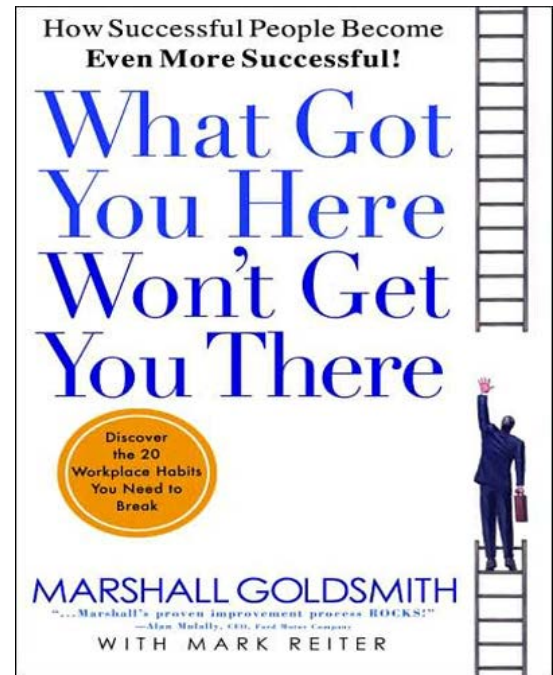


Where are your rough edges?

The day has probably already come when increasing your technical ability will have little impact on continued career success. Today, continued success probably depends on your ability to build relationships, influence, manage and lead people.

1. **Winning too much:** The need to win at all costs and in all situations.
2. **Stealing the Inspiration:** The overwhelming desire to add our 2 cents to every discussion.
3. **Passing judgment:** The need to rate others and impose our standards on them.
4. **Making destructive comments:** The needless sarcasm and cutting remarks that we think make us witty.
5. **Starting with NO, BUT, HOWEVER:** The overuse of these negative qualifiers which secretly say to everyone that I'm right and you're wrong.
6. **Telling the world how smart we are:** The need to show people we're smarter than they think we are.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity, or "Let me explain why that won't work:"** The need to share our negative thoughts even when we weren't asked.
9. **Withholding information:** The refusal to share information in order to maintain an advantage over others.
10. **Failing to give proper recognition:** The inability to give praise and reward.
11. **Claiming credit that that we don't deserve:** The most annoying way to overestimate our contribution to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The need to attack the innocent who are usually only trying to help.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.



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