

or work will change because of this message. Maybe I can't handle it," causes some real agitation and attendant loss of control.

### ***Self-Protection***

Attacking the messenger is an ancient problem. In an effort to focus on "Whose idea is this, anyway?" and "Why *should* I change?" belligerence and a need to blame *someone* follow fear and threat.

### ***Defensiveness***

People sometimes start out calmly enough to discuss something they disagree with, but then lose their cool when they feel outclassed by logic and hard facts, and become defensive, then aggressive. Hostility covers embarrassment.

### ***Lack of Information***

Sometimes people build entrenched positions based on bias or one point of view. They can cleave most passionately to this, especially as part of a group. Not having information about the other point of view or the people who have it causes hostility when they're confronted with it. You also draw hostility by simply representing the hated other side.

### ***Sense of Impotence***

Feeling unable to halt or change something with its resultant sense of loss of control can have the effect of despair for some and real rage in others.

### ***Resentment of Opposition Figures***

Images of someone with more power, influence, money, status, or information can cause resentment and jealousy to the point of hostility and anger.

### ***Isolation***

Feeling like a non-believer, alone in a group, can cause some people to strike out against *that* condition, although they sound like they're railing about an issue. We all need a sense of constituency or identification in a group. Being the only one who feels differently sometimes causes overreaction and anger.