

Winning too much: The need to win at all costs and in all situations.

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Adding too much value: The overwhelming desire to add our two cents to every discussion.

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Passing judgment: The need to rate others and impose our standards on them.

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Making destructive comments: The needless sarcasm and cutting remarks that we think make us witty.

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Starting with “No,” “But,” or “However”: The overuse of these negative qualifiers which secretly say to everyone “I’m right and you’re wrong.”

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Telling the world how smart we are: The need to show people we’re smarter than they think we are.

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Speaking when angry: Using emotional volatility as a management tool.

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Negativity, or “Let me explain why that won’t work”: The need to share our negative thoughts even when we were not asked.

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Withholding information: The refusal to share information in order to maintain an advantage over others.

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Failing to give proper recognition: The inability to give praise and reward.

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Claiming credit that that we don’t deserve: The most annoying way to overestimate our contributions to any success.

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Making excuses: The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.

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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.

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Playing favorites: Failing to see that we are treating someone unfairly.

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Refusing to express regret: The inability to take responsibility for our actions, admit we’re wrong, or recognize how our actions affect others.

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Not listening: The most passive-aggressive form of disrespect for colleagues.

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Failing to express gratitude: The most basic form of bad manners.

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Punishing the messenger: The misguided need to attack the innocent who are usually only trying to help us.

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Passing the buck: The need to blame everyone but ourselves.

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An excessive need to be “me”: Exalting our faults as virtues simply because they’re who we are.

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Hint:

- 1 Such behaviour never happened
- 2 Noticed once
- 3 Exist, but rarely
- 4 Less often than others
- 5 Same as his colleagues
- 6 Yes, more often than others
- 7 Yes, sometimes disturbing
- 8 Frequently
- 9 Quite frequently
- 10 That is a real problem