

Talladega Superspeedway October 15, 2000

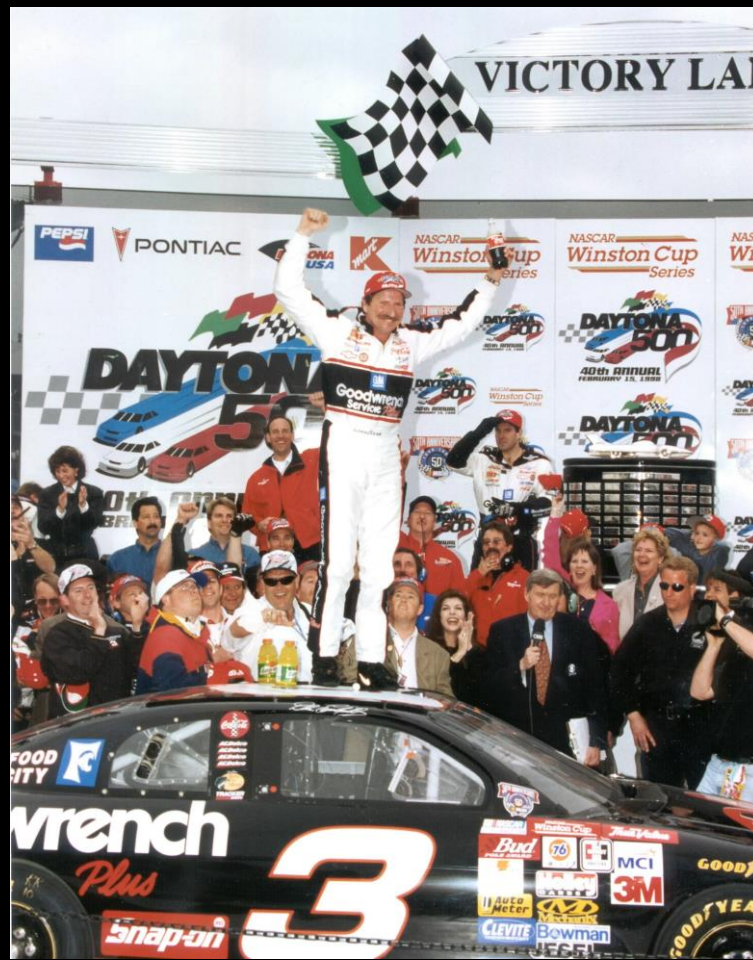
NASCAR driver Dale Earnhardt Sr.
(a.k.a. **The Intimidator**) is in 18th
place with 4 laps to go...



...Earnhardt charges through the field with Kenny Wallace and Joe Nemechek in tow...



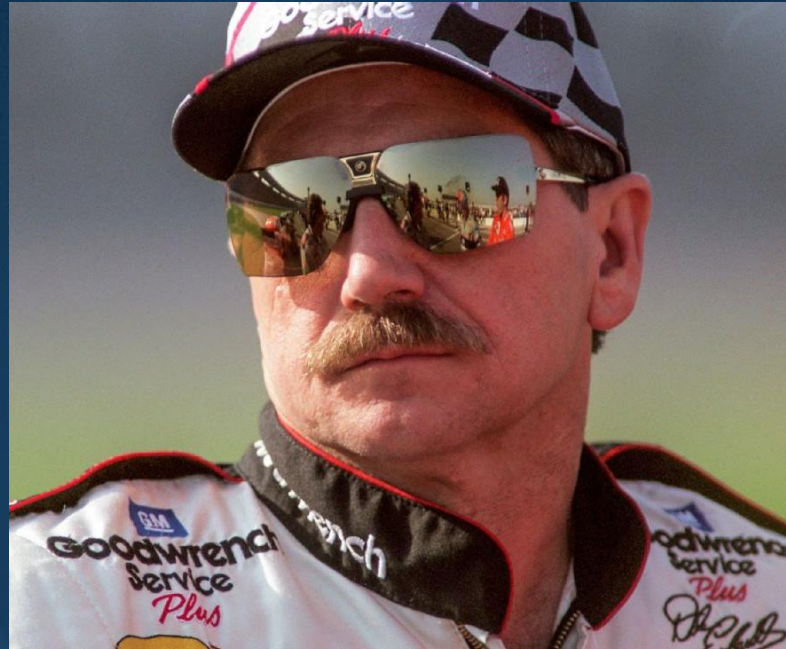
...and pulls away on the final lap
for his 10th win at Talladega!



His competitors said **the Intimidator** could “see the air” in ways no one else could.

Today, we are...

Unmasking the Intimidator



Presented by: Steve Brauner

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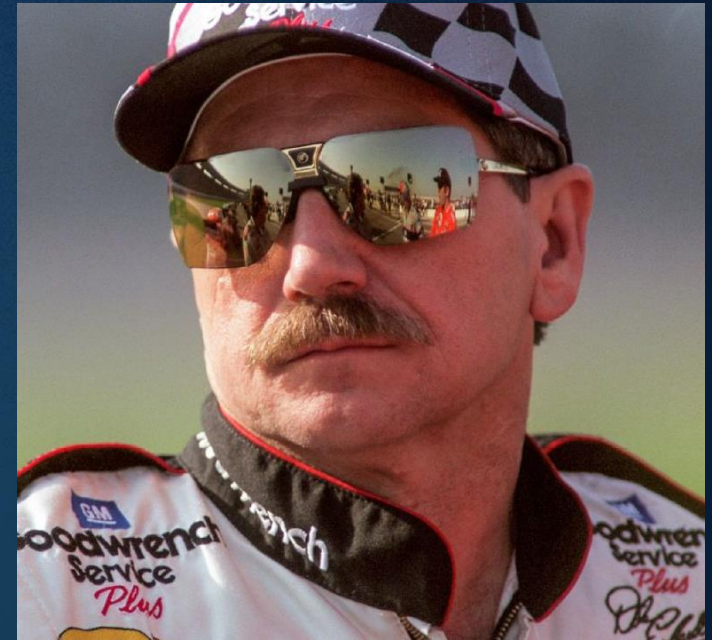
Portrait of an Intimidator (Part 1)

Name: Dale Earnhardt, Sr.

Title: Professional stock car driver,
NASCAR team owner, product
spokesperson

Known Traits:

- Aggressive driving style
- Saw “the draft” in ways others could not
- Resisted adoption of new safety technologies



Portrait of an Intimidator (Part 2)

Name: Steve Brauner
Ph.D., MSCE, BSCE, PE, XYZ+ABC

Title: Principal Engineer

Known Traits:

- Smart and quick-witted (i.e., a wise aleck)
- Lots of initials after his name, so he must be smart
- Employs copious quantities of incomprehensible complex verbiage when five or less words would suffice



Portrait of an Intimidator (Part 3)

Name: Sarah Wright

Title: Technical Director

Known Traits:

- Loud and opinionated
- Smart and quick-witted (a.k.a. another smart aleck)
- Willing to talk to anyone
- Willing to make a fool of herself for a laugh



Before we go further, we have some questions for you...

- How many of you have felt intimidated?
 - Did you like that feeling?
 - Did it help you build a positive relationship?
- How many of you are aware that you have intimidated someone?
 - Did you like it?
 - Did it help you build a positive relationship?

Why talk about Intimidators?

- Limits authenticity in embracing and implementing your organization's culture
- Creates walls/roadblocks
- Prevents conflict resolution
- You too are likely seen as an intimidator to someone...

...and you might not know it

Intimidator (noun)

/in'timə,dādər/

def.: a person who frightens or overawes someone, especially in order to make them do something

Intimidator (noun)

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def.: a person who frightens or overawes someone, *especially in order to make them do something*



Intentional bullying, manipulation, etc. should NOT be acceptable within any organization's culture;
Ask for help from HR and senior leaders, or consider moving on to a different organization.

Intimidator (noun)

/in'timə,dādər/

def.: a person who frightens or overawes someone

Ingredients for feeling intimidated

- Reputation
- Role/hierarchy
- Verbal and body language/appearance
- Unpredictability
- Uncertainty of your value to that person
- Focused attention on you

Source: <https://www.inc.com/wanda-thibodeaux/7-steps-to-dealing-with-highly-intimidating-people.html>



Stopping Intimidation

- Ask for help, particularly with a bully
- Feeling (or knowing) someone can outdo you can lead to feelings of intimidation
- Actions to eliminate these feelings include:
 - Limit comparison with others
 - Stop trying to establish hierarchy on who is “better”
 - Believe in yourself (that is, be an I=10)
 - Embrace your good qualities and experiences
 - Know that we’re all human; The intimidator makes mistakes too.
 - Get to know someone and find out their story
 - It’s OK to plan out what you want to say and do

Source: <https://www.inc.com/wanda-thibodeaux/7-steps-to-dealing-with-highly-intimidating-people.html>



Questions to Ponder

- Do you know if the Intimidator's actions are intentional? Are you willing to ask?
- Are you creating an Intimidator in your own head, with or without their knowledge (or consent)?
- Have you intimidated or are you currently intimidating others?
- What are the contributing factors?
 - Reputation
 - Verbal and body language/appearance
 - Unpredictability
 - Role/hierarchy
 - Uncertainty of your value to that person
 - Unwanted attention/focus on you

It's your turn...

- Share an intimidating experience with the group
- Unmask your “Intimidator”
 - Tune in on why (exactly) you're uncomfortable
 - “I feel intimidated by you. Would you be willing to work through and get past _____?”
 - “I think I might have intimidated you. Would you be willing to work through _____?”
 - “Tell me more about _____” (that is, get-to-know the actual person or find a common goal)
 - Use “the sweatpants method”

Let the unmasking begin!



Steve Brauner

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