10 WAYS TO MANAGE BCD

Hey, I'm Brian Kight

I hope you enjoy reading and working through this as much as I enjoyed writing it. My goal is to provide tremendous personal and professional value to you and others through these BCD management techniques. If I've done that at all my mission has been served.

If you would like more information for yourself, your family, your friends, your colleagues, or how to implement skills like these into your business, school, or team, here's where you can go:

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1

DEFINE THE DIFFERENCE BETWEEN
COMPLAINING AND DISCUSSING REAL CHALLENGES.

a. If you're venting problems to a person who can't help you and can't solve them, you're complaining. It requires no skill or special insight to point out problems and complain about how bad they are.

b. If you're explaining the difficulty of a situation in order to understand it and figure out what to do, you're discussing real challenges. It takes courage to be honest and transparent about problems.

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2

CELEBRATE
PROBLEM-SOLVING BEHAVIOR.
ISOLATE BCD BEHAVIOR.

a. Shine a light on people who improve situations and handle difficult situations with resilience. Recognize and reward them in ways your team can see and value.

b. Do not give BCD behavior a platform. Marginalize any behavior that consistently fits the definitions of blaming other people, complaining about circumstances, and getting defensive at ineffective action. What you permit, you promote.

3

ENCOURAGE
PEOPLE TO MAKE A
REQUEST.

a. Rather than BCD, teach people how to make a request in order to address their stress.

b. Give people permission to ask for what they need. Requests aren't always granted and problems aren't alway solved, but preferences and needs are communicated more clearly and people feel understood. It's progress.

MAKE PEOPLE
WHO BCD FEEL
UNDERSTOOD.

4

a. People blame, complain, and defend when they feel like they're losing control. It's an external strategy to resolve internal discomfort. Empathize with that.

b. In order to eliminate BCD, you may have to listen to some of it first. People who BCD believe they are right. They believe they are justified. Find out why.

c. Listen to them. Understand their point of view. Suspend your judgment. Put your needs and priorities on pause until you fully understand the situation from their point of view. You don't have to agree with it or adopt it, but you will benefit from making them feel understood, especially if you want them to align with you later.

MAKE PEOPLE WHO BCD FEEL UNCOMFORTABLE.

5

a. Once people feel understood, continuing to BCD needs to be met with increasing discomfort.

b. You can't allow people to BCD and experience no consequences for it. It needs to be unacceptable to team standards. The best way to do this is to make it socially uncomfortable for people who continue to BCD rather than socially uncomfortable for the people who have to listen to it. When BCD exists, someone is going to feel uncomfortable. Don't allow it to be the positive solution-oriented people.

c. If it's currently accepted, for whatever reason, it has to become unacceptable. The most powerful way to do this is by making people feel a relational or social discomfort when they choose to BCD. Point it out. Tell them it's unhelpful. Let them know they're better than that. And, if necessary, leave the conversation.

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6 CREATE "NO BCD" ZONES.

a. Ideally, your whole team is a "No BCD Zone". But to start, focus on yourself and your interactions.

b. Make a sign in your work that says, "No BCD Zone." Start a meeting by saying, "We're going to talk about a lot of important issues for the next two hours. We're not going to BCD. If anyone does, you all have permission to call it out and get us back on a disciplined track."

c. Be as creative as you want. Sometimes the best way to start is by doing something unexpected that breaks the autopilot behavior patterns.

7

WHEN YOU HEAR SOMEONE BCD, ASK,

"WHAT DO YOU THINK WE SHOULD DO NEXT?"

a. Ask them to suggest:

- Solutions

- People who can help

- Who else might have ideas

- What they would do if they were in charge

- How specific people on your team see the situation

b. Redirect their attention away from their disruptive feelings about the problem and toward the productive options for solution. If the problem can't be solved, redirect their attention to their character and competence at handling difficult situations.

8 ASK THE QUESTION, "WHAT ARE WE NOT TALKING ABOUT THAT WE NEED TO TALK ABOUT?"

a. There is almost always context and details that need to be discussed that aren't being discussed. Uncover the hidden needs, priorities, and agendas that often go unspoken.

b. Another great question to ask is, "Have you spoken directly with the person about this, in the way you're talking to me about it right now?"

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9

GIVE PEOPLE PERMISSION
TO TELL LEADERS
WHAT THEY DON'T LIKE
AND WHAT ISN'T WORKING.

a. When people feel like they can't talk to leaders about problems without retribution or getting shut down, they usually resort to BCD with their teammates and friends.

b. Take ownership. Observe, listen, and understand.

c. Allow people to tell the truths you don't want to hear and even things you disagree with. People don't need to agree. They want to be heard and feel understood.

d. A little listening and understanding now can save a lot of BCD later.

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10

FOCUS CORRECTIVE EFFORTS ON THE
RING-LEADER COMPLAINERS.
YOU KNOW WHO THEY ARE.

a. Get to the root of the BCD. It's almost always a person or core group of people who instigate and spread BCD.

b. Complaining is social. So is blaming. Certain people have a strongly embedded habit of blaming and complaining when they socialize it with teammates. You can't afford that and neither can they.

c. Observe and recognize the difference between people who trigger the BCD and people who just go along with it.

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TAKE COMPLETE OWNERSHIP
OF WHAT YOU DO, WHAT YOU DON'T DO, AND HOW YOU DO IT.

If you and everyone on your team take complete ownership of the things you do, don't do, and how you do it, there isn't any room for BCD.

If you do it, own it. You chose to engage in the action, own your choice.

If you didn't do it, own it. You chose not to engage in the action, own your choice.

Whatever quality you do it, own it. You chose to do it a certain way, own your choice.

It's simple. Keep it that way.

The best way to eliminate BCD is to not engage in it in the first place. Complete ownership is a step in the right direction to removing BCD from your team immediately, completely, and forever.

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