

## Chapter One

### Own Your Inner Control Freak

*Control your destiny or somebody else will.*

—Jack Welch

Have you ever had a gun held to your head?

Imagine that one day you are minding your own business working in banking customer care, and all of a sudden two guys with masks and sawed-off shotguns come bursting through the side door. They order everyone to the floor, and you stand there in complete shock. One of the gunmen comes up to you, puts his gun to your head, and says, “I said get to the floor!” You, being somewhat sarcastic under pressure, say, “Why didn’t you say so in the first place?” and you get to the floor. While you are on the floor you have two thoughts: *Man, am I stupid* and *We really need to clean these carpets*.

When the robbery is over you get up without thinking, and you look over and see your boss cowering in the corner,



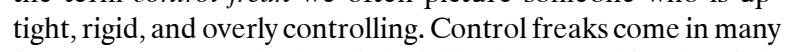
## THE CONTROL FREAK REVOLUTION

---

people crying, and mass bedlam. You quickly take control; you dial 911 and check on the tellers to make sure they are okay. When the police arrive you provide descriptions and explain the entire robbery. In a situation of sheer terror you took complete control.

*If you were in a life-or-death situation would you want to be with someone who took control?*

In an Australian survey dated May 2, 2006, 385 employees from around the world responded to a survey titled "Is Your Boss a Control Freak?" Sixty-eight percent had a male boss; 32 percent had a female boss. Interestingly, 68 percent of employees with a female boss considered her to be a control freak, whereas 57 percent of employees with a male boss considered him to be a control freak.




Control freaks have been given a bad rap. When we hear the term *control freak* we often picture someone who is uptight, rigid, and overly controlling. Control freaks come in many forms, and many behaviors fall within the control freak definition. For example, being a passive communicator can be controlling, withholding information from employees is controlling, and refusing to take time off is highly controlling. The time is now to clarify the positive aspects of being in control and to weed out the negative components.

We are in what I call a **Control Freak Revolution**.

Now more than ever we need to have leaders who are willing to take positive control, to have high levels of self-control, to set up systems that positively control project completion, and to focus on what they CAN control rather than waste energy on what they cannot control.

Think of famous leaders such as Rudy Giuliani, Donald Trump, Martha Stewart, Oprah Winfrey, and Barbara Walters to name a few. What do they all have in common? They are all control freaks at some level. This has served them very well and made them very successful, and a lot of their success can



*Own Your Inner Control Freak*


---

be attributed to being somewhat of a control freak. None of them waited for someone to take control for them, and not one of them blamed their setbacks on others or on circumstances beyond their control—instead they all quite clearly took control by the horns and rode the bull all the way to their current levels of success.

Oprah’s story is classic. She had a childhood of victimization and, rather than be tormented or immobilized by the events of her life, she took control of her thought, control of her choices, and control of her behaviors to get her to where she is today.

*We are each responsible for our own life—no other person is or even can be.*

—Oprah Winfrey



Society is actually encouraging us to take control. Think about it: We are all trapped by time constraints, and many of us want to take control of situations in order to speed things up; for example, Home Depot recently installed self-serve check-out kiosks for those who do not want to wait in line for a cashier to process their transaction. Target, Wal-Mart, and other retail outlets have implemented the same system because they have recognized that a large demographic of the public wants to “control” the speed and payment of their transactions.

We are given more control when we go to Starbucks and order our black tea latte, no classic syrup, one pump sugar-free vanilla soy latte. We are being encouraged by our environment to take more control.

*Have you noticed that when other people do not respond to our needs with speed, attention, or care we tend to lose control?*

I am on a mission to set the record straight about the negative connotations of being a control freak. The Control Freak Revolution is about to begin—a revolution to clarify when being a control freak is a good thing. A revolution to have us

**THE CONTROL FREAK REVOLUTION**

all recognize the negative control freak attributes and to build on our control freak strengths for even greater success, results, and, yes, control over our lives.

*A great pleasure in life is doing what people say you cannot do.*

—Walter Bagehot

Own your inner control freak.

The first step in owning your inner control freak is to recognize what we actually have control over and what we do not. Here's a snapshot:

What We Control	What We Cannot Control
Our thoughts.	Other people's thoughts.
Our choices.	Other people's choices.
Our actions.	Other people's actions.
	Everything else!

Now some of you reading this might be thinking, *Yes, we can control other's thoughts, choices, and actions. Just look at the media.* That's exactly the point: Media can influence our thoughts, and you can influence other people's thoughts, choices, and actions, but we certainly cannot control them. We do want to positively influence others so that there is a greater chance of them following us, believing us, and taking action to support our requests.

We are all control freaks on some level. Come on—admit it.

If you are still in denial about this, answer the following questions with a yes or no answer.

## Control Freak Questionnaire

- | Yes                      | No                       |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | I am highly effective at what I do.                          |
| <input type="checkbox"/> | <input type="checkbox"/> | No one else can do what I do.                                |
| <input type="checkbox"/> | <input type="checkbox"/> | If I don't do it, it won't get done.                         |
| <input type="checkbox"/> | <input type="checkbox"/> | I just keep my mouth shut and let others do the talking.     |
| <input type="checkbox"/> | <input type="checkbox"/> | I go along with what they say and do my own thing.           |
| <input type="checkbox"/> | <input type="checkbox"/> | I worry that I can't do all the work I have.                 |
| <input type="checkbox"/> | <input type="checkbox"/> | When others let me down I get angry.                         |
| <input type="checkbox"/> | <input type="checkbox"/> | I do not like to delegate.                                   |
| <input type="checkbox"/> | <input type="checkbox"/> | It's faster to do it myself.                                 |
| <input type="checkbox"/> | <input type="checkbox"/> | Everything has to be perfect.                                |
| <input type="checkbox"/> | <input type="checkbox"/> | I worry that it won't get done right.                        |
| <input type="checkbox"/> | <input type="checkbox"/> | I will agree to do another project even though I am swamped. |
| <input type="checkbox"/> | <input type="checkbox"/> | I do not ask for help when I am swamped.                     |
| <input type="checkbox"/> | <input type="checkbox"/> | When my boss asks how I am doing I always say great.         |
| <input type="checkbox"/> | <input type="checkbox"/> | When my boss asks how I am doing I always say busy.          |
| <input type="checkbox"/> | <input type="checkbox"/> | I expect others to understand me.                            |
| <input type="checkbox"/> | <input type="checkbox"/> | I feel like a glorified babysitter.                          |
| <input type="checkbox"/> | <input type="checkbox"/> | I take pride in never taking a vacation.                     |
| ___                      | ___                      | Totals   |



## THE CONTROL FREAK REVOLUTION

---

If you answered yes to three or less, you are a mild control freak. Keep reading and pass this book along to someone else when you are done.

If you answered yes to six or more, you are a moderate control freak. Keep reading and focus on your positive control freak tendencies.

If you answered yes to nine or more, you are a strong control freak. Keep reading very, very carefully.

*Positive control freaks are “funky”; negative control freaks are just plain “freaky.”*

### The Monday Morning Test

Which of these Monday morning scenarios describes you the best?



#### Scenario #1


You come in to work on a Monday morning. You head straight for your office ducking your head and hoping that no one will stop to chat with you. You have no time. You have things to do, people to talk to, and people to meet.

#### Scenario #2

You go in to work on a Monday morning. You ask everyone how their weekend was, and you do the office stroll to get caught up on everyone’s life. It takes you a while to buckle down and get started on the week’s work.

#### Scenario #3

You arrive at work quietly and head to the lunchroom to put away your lunch. You look through the newspaper for a few minutes, you read the bulletin board to see if there is any company news, and then you head straight to your computer with your head down and open your e-mail to see what’s up for the day.



---

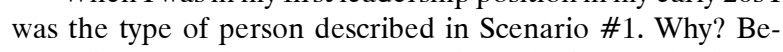
*Own Your Inner Control Freak*

---

Do you think any of these scenarios could be perceived by others as controlling?

The first scenario could be viewed as controlling, as our sole focus is to ignore our team and get straight to work. We may not be consciously ignoring our team, but that is how it could be perceived. If we have evolved into an alert and aware control freak we will have recognized the potential negative perception by others, joked about our Monday morning behavior to everyone in a self-aware way to normalize it, and then adapted ourselves to take the time to say good morning, socialize a little bit, and then get to work.

*What we may perceive as efficiency others may perceive as controlling or anti-social; everyone's perception is their reality. We want to shape positive perceptions to create greater success and results.*



When I was in my first leadership position in my early 20s I was the type of person described in Scenario #1. Why? Because it was my innate nature to always be in a rush, always have important things to do, and always have no time for chit-chat because what I was working on was so important. I was not a bad person; I was a highly effective person who got lots of work done, got superb results, and didn't have many friends at work. My behavior was perceived as controlling to others because I was not taking the time to connect with my coworkers, which gave them a negative perception. On the other hand, in my mind I was taking control of my environment so that I could focus on output. Whose perception was right?

The answer is both. I had to learn to take a few minutes on a Monday morning to say good morning to my coworkers, chat a little bit about the weekend, and then say, "Well, it was great to catch up. I have so much to get started on, I'll touch base with you later."

Some of you may be reading this and thinking that we can't control others' perceptions of us; that would be an erroneous



## THE CONTROL FREAK REVOLUTION

---

thought. We can influence others' thoughts about us, and we want to behave in ways that provide positive perceptions—not negative perceptions—without changing the core of who we are. Thus lays the trick in becoming a positive control freak.

*We want to focus on control behaviors that are perceived as positive while maintaining integrity with who we are.*

Scenario #2 could be perceived as controlling as well. You are controlling when you will actually get to work. It could be perceived that you are preventing others from getting to their work and that you are displaying a lack of control and discipline. Now think about this from a team perspective. Do we want to be perceived negatively? I don't think that is anyone's goal, but our unconscious behaviors can contribute to others having a negative perception of us. You could still be who you are, but also be alert and aware as a control freak as to how your behavior could be perceived. You could then adjust it so that it is working for you and not against you. So in this scenario you could do your quick visits, state that you have lots to get started on, and say you will catch up with him/her throughout the day.

Scenario #3 could also be perceived as controlling. You are quietly entering the workplace, and with your internal behavior it could be viewed as you withdrawing or not wanting to engage. The difference between Scenario #1 and Scenario #3 is that you are not even wanting to look at anyone, let alone interact with them, until you have had at least one cup of coffee and some alone time. There is nothing wrong with each of our own rituals, BUT we need to be open with others about our behavior so that they can accept it rather than make their own negative assumptions about it.

In all three scenarios having an awareness of our Monday morning behaviors frees us up to be self-effacing and to poke fun at ourselves while setting expectations with our coworkers that we are not purposely trying to be controlling. Rather, we

are simply easing in to the workweek our own way. The next step of course is communicating our quirks and tendencies openly, honestly, and with humor to those we work with so that we create an environment of trust, safety, and freedom for everyone to be who they truly are.

### 3 Types of Control

There are three different types of control freakiness that contribute to the possibility of negative perceptions and being labeled a control freak with a negative connotation: overt control freak, covert control freak, and alert and funky control freak.

The goal is to “out” the overt and covert behaviors, and focus on being an alert and aware control freak.

When we use the overt control freak and covert control freak behaviors, they create negative freaky perceptions, which can be perceived as controlling. The goal is to become alert and aware as a control freak or a funky control freak so that we can maintain high levels of positive control while creating positive perceptions and behaviors from those around us.

Let’s look at the overt control freak beliefs and behaviors and how they can contribute to negative perceptions by others.

#### The Overt Control Freak (Perceived as a Freaky Control Freak)

People who are overt in their control freakiness have the beliefs shown in the chart on page 24, which results in behaviors based on the accompanying beliefs.

You can see from the list of beliefs and behaviors that these behaviors are not pleasant to receive. Also, if we are truthful and we use overt control freak behaviors, you can see that the thoughts behind the behaviors are often subconscious, and we may not even be aware that those thoughts are the driving forces behind the resultant behaviors.

**THE CONTROL FREAK REVOLUTION**

Belief	Behavior
I am better than you.	Highly controlling.
You are less than me.	Condescending.
You move too slow for me.	Overbearing.
You aren't listening to me.	Loud voice/sometimes yelling.
You can't do it as well as I can.	Takes away the project.
Why am I the only one who gets it?	Superiority.

The reason an overt control freak is controlling is because he/she has a conscious or unconscious desire to prove to the world that he/she is indeed valuable. When someone behaves this way it is difficult for others to form a connection or to feel respect.

You will notice that people around you are afraid of you, will not feel safe to discuss their jobs with you, and will leave you out of team activities because they feel intimidated by you and ultimately do not like you.

Do not underestimate the likeability factor when it comes to success in the workplace. Although we are not in a popularity contest it is important to note that leaders and workers who are liked typically get greater recognition and opportunities.

*I know because I stand before you as a recovering overt control freak!*

I believed early on in my leadership career that the only way to get ahead was to be aggressive, which overt control freak behavior is. I thought I was being assertive because I was



*Own Your Inner Control Freak*

---

action-oriented and wasn't afraid to speak my mind. It wasn't until I had a brave boss who had the courage to give me tough feedback that I recognized that my behavior was going to cut my career aspirations short. My boss at the time, Ron, called me in to his office for our quarterly coaching meetings. (This was back in the 1980s when having a boss do quarterly coaching was fairly innovative.) Ron started out asking me some questions about how I thought I was doing in my role as leader at the bank. He asked me what I thought my coworkers thought of me and I answered, "I think they think I am hardworking and that I get good results." Ron's response floored me. He said, "Cheryl, you are hardworking, and you do get great client results. However, you are like a bull in a china shop, and your coworkers do not like you." Now, you have to know that this was not easy to hear, and I wouldn't have been able to hear it if Ron hadn't been the kind of boss who I respected greatly. It was Ron who told me when he hired me that his goal was to have me one day surpass him in my career. Because he had such high regard for me I could hear his difficult feedback. I sat there and said to myself, "I am not going to cry. I am not going to cry." And when I left his office I went to the ladies room and I cried. I was angry; I went home to my husband of more than 20 years and said, "Can you believe the audacity of Ron to tell me I am like a bull in a china shop?" My husband, Reg, just raised his eyebrows and began to whistle. Yikes! Twice in one day I was given feedback that no overt control freak ever wants to hear—I wasn't as good as I thought I was in my self-inflated sense of self. What a great lesson, though, in curtailing negative control freak behavior that could have shortened my successful career. I went back to Ron the next day and told him that I didn't like the feedback, but because I respected him I could hear it and wanted his advice on what to do about it. Ron suggested a course on communication and leadership and, when I went to that course I recognized I was not only aggressive, but I was off the charts!



## THE CONTROL FREAK REVOLUTION


---

I acquired tools to work on being alert and aware, and from that turning point in my career at the age of 24 I poured my heart and soul into how to be the best communicator and leader I could be. It is interesting that my perceived weakness at the time turned out to be a great strength; my consultant career has been based on helping others to be stronger leaders and communicators.

### How to Deal With an Overt Control Freak

When on the receiving end of overt control freak behavior there are two ways of handling it. The first is to stand up to him/her and the second is to appeal to the ego. Neither of these responses is easy to implement and requires tremendous courage and assertive ability.


#### **Stand up to overt controlling behavior.**



Overt control freaks roll right over people. Often they do not even recognize the destructiveness of their behavior until someone has the courage to point it out to them.

Shortly after I was sent to that communication and leadership course I mentioned, I came back and had a meeting with my team. I said to my team, “I guess I haven’t been that easy to work for, huh?” Everyone looked at me and nodded their heads. Lela, my assistant at the time, had the courage to stand up to me and said, “You know, Cheryl, we know you are busy and don’t like interruptions, but if you could just let us have a chance when we approach you, not interrupt us, and let us finish, then I know it would be easier for me.” Wow. That must have taken a lot of courage for Lela to say, and again the others just sat there and nodded their heads.

Suddenly I had newfound respect for Lela, and I said, “Lela, I am willing to do that, and can I ask you and the rest of the team to do me a favor?” Lela said, “Sure. What is it?” The whole team leaned forward to hear what I was going to ask and I said, “The next time any of you want to ask me



---

*Own Your Inner Control Freak*

---

something could you please think of what you are going to say in three sentences or less?" Everyone laughed, it eased the tension, and I had now brought out into the open my awareness of my negative behavior, and a willingness to change and grow. Lela had a sense of humor, and in the next hour she came into my office and said, "Cheryl, customer, lobby." Three words! Hallelujah—that was music to my ears. Because of her willingness to speak the truth and stand up to my behavior, I was willing to admit, change, and then have a sense of humor as we all moved forward.

Once you stand up to an overt control freak he/she sees you as someone who has conviction and his/her respect goes up. He/she then sees you as being on par with him/her and in turn will behave less aggressively. How do you stand up to him/her? Use this three-step process:

1. Assert your position.
2. Reaffirm his/her position.
3. State the action moving forward.

Lela used that process to confront me successfully. Here is another example of using that three-step process:

- Jane, I am going to have to disagree with you on how this project is to be managed. With my strength in long-term planning I believe we need to relook at our time lines and outcomes.
- I know you have tremendous skill in projects of this nature and have managed them for some time. I respect that, and I would like equal respect in my opinion of how to have us manage this project successfully for both of us.
- I have prepared a sample project management time line of my own to demonstrate the alternatives in moving forward with this. Let's discuss.




## THE CONTROL FREAK REVOLUTION


---

Using the three-step process example, what we are doing is asserting our own strength and position while also respecting Jane's strengths and position. The outcome is that we now move forward to discuss how to revamp the project time line so that we are both happy with it.

### **Appeal to the ego.**



The second way of handling highly overt control freaks is to appeal to the ego, which many of us just don't want to do. The important thing to note, though, is that it works. When appealing to the ego, ensure that you are centered and sincere, or else it will come across as patronizing, and that will send the aggressive person into a rage. An example of appealing to the ego is another client I worked with recently on an 18-month consulting project in developing systems around leadership management, human resources, and performance review implementation. The CFO of this \$100 million construction company is one of the most intelligent people I have encountered. Tim has vast experience from years of being in a large corporate environment and is largely responsible for the growth of the company he now heads up as CFO. Tim does not suffer fools lightly and has no time for people who have not done their homework.



When I was hired as a consultant I was hired by the CEO, Randy. Randy was sold on my abilities because he had seen me present at a conference in San Francisco on leadership and employee satisfaction. In the first meeting where I was to meet Tim he walked in, quite blustery, in the middle of the executive briefing I was conducting. Randy had already given me the lowdown on Tim and his modus operandi. When Tim walked in I simply continued the briefing. I looked up to acknowledge him, but then continued. After we went around the boardroom table our last person was Tim.

His behavior was very controlled and controlling, and he began to go on about what the company needed, what it didn't

have, and why focusing on leadership was premature. I simply picked up my pen and took copious notes in my notebook. I let him talk for about 20 minutes nonstop, nodded my head, and kept writing notes. When he was finished talking I said, “Well, it’s obvious why this company has done so well in the last six years that you have been here. It’s because you have the brilliant ability to see what needs to be done, who needs to do it, and how it needs to be done for optimal results.” He sat back and looked at me without speaking, and I went on, “It seems to me that of the seven items you listed as imperative to moving forward, four are already being handled and the three outstanding are directly linked to what I bring to the table.” At that point Tim’s entire demeanor changed and he leaned forward and said to me, “I like you.” That’s it. I was hired. He and I have gone toe to toe more than once, and it has been wonderful.

The two ways of handling overt control freak behavior—stand up to him/her and appeal to his/her ego—both work exceedingly well. Give them a go.

### Covert Control Freaks (Perceived as Freaky Control Freaks)

People who display covert control freak behaviors have the beliefs shown in the chart on page 30, which results in behaviors based on the accompanying beliefs.

These behaviors are controlling and can be the most difficult to deal with.

Many of us don’t even know that we are using covert behaviors until it is pointed out to us. For example, for the ladies reading this right now: If you are ever asked by your family what you would like for your birthday and you respond with, “Oh, nothing. Your love is all I need,” that would be covert.

**THE CONTROL FREAK REVOLUTION**

Belief	Behavior
What if I get found out?	Secretive.
I can do it alone.	Manipulative.
I want the recognition for me.	Controlling.
I can't trust anyone.	Says one thing to your face and another behind your back.
I can't say what I really want.	Makes you feel guilty.
It's not my fault.	Someone else is to blame, or silence.

Why? Because it is a lie. Secretly we are disappointed when on our birthday we either get what we asked for, which is nothing, or we get a lame gift.

My husband, Reg, just had a birthday, and he is difficult to buy for because he is particular about what he wants. This makes it a challenge to buy gifts for him. I bought him two shirts in a brand he likes, and two pairs of pants in a brand that fits him well and that he likes. The day of his birthday I waited while he unwrapped his presents to see, first, if he would like them and, second, if they would fit. It turns out that three of the items did not fit. Luckily that day we were heading to the same shopping center where I had purchased the items, so we could go and exchange them.

However, after he unwrapped his gifts I said, "It is so frustrating to try and buy something for you because inevitably we have to do an exchange." He said, "Oh, honey, it's the thought that counts." Now, my husband is a very smart man.

He has a degree in conflict and mediation and our house can often appear as if we are all in a dysfunctional *Frasier* episode. As soon as he said that I laughed and said, "Liar! We both know that you wanted those items to fit you." He laughed, too, and admitted the truth. Covert behavior is nontruthful, and therefore it is controlling in a negative way.

It is important to recognize that we can all be covert at some point, and it is equally important to recognize that it never works, as it is manipulative and nonrespectful. There are two ways to best deal with someone who is covert. The first is to call him/her out and speak the truth. The second is to strongly confront him/her and give him/her choice.

**Call him/her out and speak to the truth.**

Many of us will fall back to covert control freak behaviors when we do not want to face the truth or we are afraid of how we will be viewed. A good example is children who learned to blame their brother or sister for something rather than own up to something they did themselves. I have a daughter who is 19 and two stepsons who are 27 and 25. Kids can be good at this behavior unless it is pointed out that it is unacceptable behavior that abdicates responsibility. Courtney, my daughter, now knows that she cannot blame other people or circumstances for something she simply did or didn't do. When she was growing up we would point out her role in the situation and help her to see that blaming others is a victim approach and never works in the long run.

It is also far easier to talk the truth, tell the truth, and deal with the truth then it is to continually support a lie. Supporting a lie takes massive amounts of energy and eventually will get found out. For example, let's say you have someone at work who seems to be different or not behaving as his/her normal self. You ask him how he's doing today, and he responds with "fine." This is a lie; we want to call out the truth because if there is something wrong we can deal with it and prevent a larger problem later on. When we call out the truth we want to



### THE CONTROL FREAK REVOLUTION

do it in a way that is supportive and caring, so our response to the employee's "fine" answer could be, "You know, John, you just don't seem your normal self today. Let's take a few moments and talk about what's going on." Usually the person with the covert control freak behavior will respond positively to our concern because he/she can sense that we are coming from a caring place. If he refuses to sit down and tell the truth, simply respond with, "Okay, John. I won't press it. If you need to talk later, just let me know. I am going to check in with you, okay?"



**Confront and give him/her choice.**

The second effective way of dealing with covert control freak behavior is to confront them and give them choice. This is difficult for those who dislike confronting, and yet highly effective at putting a stop to continual covert tendencies. Typically people who are covert are also highly defensive. They are insecure and so, when placed in a situation where they may have to truthfully look at themselves, they will push back. I worked with a coaching client a short while ago who hired me to coach her so that she could be more effective as a leader. Sophie had been given feedback from her boss that she was isolated from her team and not connected. He recommended she get some coaching centered around communication and team interaction. Sophie was again highly effective at what she did, got great results, and yet was not perceived positively by her team. She was perceived as a snob, a non-team-player, and someone who was superior to her coworkers.

This upset Sophie greatly, as she did not see herself that way at all. She saw herself as reliable, efficient, and results-oriented. One of the first processes in working with coaching clients is a self-assessment, and Sophie resisted doing that first assignment from the beginning of our working together. I interview everyone I coach prior to taking them on, and I had clearly stated to her that all assignments had to be tackled with truth and commitment—and she had agreed. Yet here we were at the very first assignment and she was pushing back. Often passive aggressive people will simply not do what they are asked to do, which is a form of manipulation. So the method I had to use with Sophie was to confront and offer choice. I gently confronted her by saying, “Sophie, you have a desire to become a better leader, to be more connected to your team, and to take a look at limiting behaviors that may be holding you back right?”

Sophie agreed, and then I said, “Sophie, because you made a commitment to both yourself and to me, I am not willing to



## THE CONTROL FREAK REVOLUTION

---

let you dishonor that commitment so I am going to give you two choices. First, you can admit you are afraid to complete the self-assessment because you may not look as accomplished as you would like, and then take action and complete the self-assessment so that we can meet your goals of the coaching. Second, you can quit the coaching process, and go back to your former behaviors and the results those behaviors got you. It's your choice." When put this way, Sophie made the choice that was more difficult, but she knew the full accountability of the situation was squarely on her shoulders.

When dealing with a covert control freak or a freaky control freak it can literally feel as though we have a gun to our head. In the bank robbery story at the beginning of this chapter I got promoted for using control in a positive way. I got promoted to the branch with the second-highest robbery rate in the city! Be careful what you are good at.

In Chapter Two we will explore the funky control freak who is alert and aware—the kind we all strive to be.