

EDB Behaviours - the concept of Maximise / Minimise

Within Cognitive Behavioural Therapy there is a concept known as discounting. Many clients I see in my clinical practice will often discount things they have done which could be seen as positive or developmental. They will often say “I have only done X this week” or “Well I did that exercise you gave me but only a few times”.

This concept of discounting does occur in EDB behaviour but not in the way I have just highlighted. Those that display extreme difficult and persistent behaviour do discount or minimise things but in reverse! They will minimise things that they have done wrong or might be considered unprofessional, and then maximise things they think are right and that they have done well, even though the manager, HR professional or the organisation as a whole will consider to be far from correct.



Basically in the EDB World any wrong doing, unprofessional behaviour, or bullying and victimising behaviour they might have done is minimised or completely discounted and anything that shows them in a good light (or at least in their opinion) that is maximised and elaborated upon.

This process is further exploited in conjunction with a common EDB strategy, that of adopting a “Chameleon Style”, being nice to some people, (often more senior staff) and not so nice to others, (often their colleagues or first line manager). The purpose of this strategy is simple - when challenged about poor conduct or behaviour they can quickly and effectively cite all the things they have done right and well and all the times in their minds they have been highly professional.

They have gone out their way to show themselves to be the consummate professional and very good at their job to those that will often make key decisions, whilst continuing to be a complete pain to those in the direct line of fire. By maximising their pluses and minimising the minuses they can, as all EDB’s are prone to do, manipulate and control.



Martin runs many programmes of managing extreme difficult behaviour in the workplace at all levels of organisations. His EDB programme has been running for nearly ten years and has been delivered to over 5000 managers and HR professionals across all sectors.

For more details on the EDB programme contact Martin directly on **07 973 410 010** or via his website **www.taking-control.co.uk**