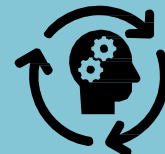


Dealing with Difficult Team Members?



Suggestions on Dealing with Difficult Team Members:

- Don't get defensive
- Create a sense of shared accountability – agreement on the process, ground rules etc.
- Address the point
 - Legitimize the issue by saying, “It’s a very important point and one I’m sure we all feel is critical”.
 - Make a deal to discuss the issue for a short, set period of time and then move on.
 - If you are at a point where you could take a break, pull the person aside and discuss their concerns separately and also try to help them understand what you are trying to accomplish.
- If addressing the point doesn't work, you might have to defer the issue or set up a smaller committee to explore it further.

Possible Solutions:

- As the facilitator:
 - Go over the rules of brainstorming
 - Create new ground rules (if needed)
 - Acknowledge the naysayer's point of view
 - If you know what the team member is like, have a conversation with them before the meeting, outlining what is expected of the team members.
 - Reinforce to participants that they are the experts in the work they do, so you are relying on them to come up with solutions that will work.
 - Go over the rules of brainstorming – no idea is a bad idea (that all ideas will be accepted as potential solutions and there is to be no critiquing of ideas);
 - Create new ground rules (if needed), e.g. expand on ideas rather than criticizing them or only positive comments are allowed;
 - Acknowledge the naysayer's point of view, then describe what the impact of discrediting potential solutions is having on the process and team;
 - Ask the naysayer what they think the main problem is and then ask them to identify any possible solutions that they think might work, then ask other participants to respond;
 - If you are writing the ideas on the flip chart, add a column to list possible issues that could arise with each idea.