SOURCES OF PAIN
  Characteristics
  Why Bother
  Costs to Your Organization if Left Alone
  85-15 Rule & Who is Uncomfortable

12 TYPES OF DIFFICULT PEOPLE IN A GROUP
  1. The Voice Crying in the Wilderness
  2. The Back Stabber
  3. The Yes, But
  4. The Politician
  5. The Busybody
  6. The Short Fuse
  7. The Liar
  8. The Blamer
  9. The Bitter Recluse
 10. The One True Friend
 11. The Star Chamber
 12. The Silent Martyr

3 SCENARIOS
  1. Department that Resists Change
  2. Difficult Senior Faculty
  3. The blow up over work with students

DIFFICULT INDIVIDUAL CONVERSATIONS
  Looking in the Mirror First
  Differences Make the World More Interesting
  Anger
  Alternative to Anger
  What Works

PLANNING & ACCOUNTABILITY
  Prepare
  The Plan
  Commit
PLANNING MY NEXT DIFFICULT CONVERSATION

1. My most pressing issue is –

2. A clear explanation of the issue is –

3. The current impact is –

4. Future implications are –

5. I have contributed to the issue by –

6. The ideal outcome is –

7. My commitment is –

8. I will hold myself accountable in the following way --

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Bibliography


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How to Lead a Team with Difficult Members

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Today's Purpose

• Analyze the behavior of others and determine best response
• Utilize tools for effective communication and facilitation in a group
• Prepare for a 1-to-1 difficult discussion on a single issue
• Reflect on next actions as the leader of their department
Agenda

• Examine all different kinds of difficult people and consider better ways to deal with them
• View 3 different scenarios. Discuss possible best responses and next actions
• Prepare for a 1-to-1 difficult conversation
• Action planning, Q & A, and concluding remarks
Describe a “Difficult Person”
How many of these are on your list?

- Doesn’t get along with others
- Resistant to change
- Counting days until they can retire
- Resistant to authority
- Counting days until until end of Semester
- Negative
- Cynical
- Rude
- Boring
- Belligerent
- Stubborn
- Inflexible
- Domineering
What is an S.O.P.?
Why Do We Need to Bother With Difficult People?

• You can’t ignore them.

• You have to work with them, not just patiently, but productively.

• The success of your team, department, and organization may depend on it.
Dampen Enthusiasm/Damage Climate
Resist any efforts for Improvement
85 – 15 Rule

• 85% of a leader’s success comes from the ability to deal with 15% of his or her people.

The ability to work with people is as purchasable a commodity as coffee or sugar, but I’ll pay more for it than any other ability under the sun.”

- John D. Rockefeller
Uncomfortable is Good!

• Comfortable allows SOP’s to continue in their current behavior
• Your SOP’s should be the most uncomfortable
• Your Superstars should be the MOST comfortable
Winning with 12 Different Types
S.O.P #1 The Voice Crying in the Wilderness
S.O.P #2 The Backstabber
S.O.P #3 The Yes, But
S.O.P #4 The Politician
S.O.P #5 The Busybody
S.O.P #6 The Short Fuse
S.O.P #7 The Liar
S.O.P #8 The Blamer
S.O.P #9 The Bitter Recluse
S.O.P #10 The One True Friend
S.O.P #11 The Star Chamber
S.O.P #12 The Silent Martyr
Scenario 1

- Department that resists change
Scenario 2

- Difficult senior faculty member
Scenario 3

• Blow up over work with students
Communicating with S.O.P.’s
Starts with Me

- Examine our feelings about the S.O.P.
- Consider our reactions to the S.O.P.
- Become aware of any filter we may use
Breaking your Filter – Being Objective

- What did the S.O.P do or say
- Outsider interpretation – good and bad
- Benefits of positive light & result of negative light
- What would you say or do if viewed in a positive light?
- What is stopping you?
Personalities

• Differences can be a valuable tool in building complementary teams

• Know that in times of stress, personality traits may shift dramatically

• Understanding one’s own personality predispositions can aid in predicting and dealing constructively with opposites in the workplace.
Anger & Frustration

• Is anger a productive way to deal with difficult people?

• Why we get mad?
Risks of Relating to Others through Anger

- Good employees quit
- The angry leader suffers physical & emotional ailments
- The best ideas are never heard
Alternative to Anger –
Active Listening –

• Few of us listen carefully even to those closest to us
• Likely we will hear even less of people who are difficult
• We often don’t even want to know what they are saying
• We make up our minds ahead of time about what they will be saying
Levels of Messages

- Occasion for the message
- Length of the message
- Words chosen
- Volume and Pace
- Pauses and Hesitations
- Nonverbal Cues
Be an Active Listener

• Turn off judgmental voices
• Repeat key messages
• Jotting down headlines
What if…. 

- None of this has worked
  - Creating a positive environment
  - Making negative people uncomfortable
  - Monitoring our own filter
  - Active listening
  - Monitoring body language
  - Identifying and managing the 12 types
The Difficult Conversation

• Performance Review, Corrective Action, or Disciplinary Conference,
What Works

- Gather pertinent information
- Defer action
- Refuse to be baited
- Compile a response list
- Learn to apologize
- Listen for body messages
- Develop a plan to get help
What Works

- Get a grip
- Be selective when speaking
- Recognize enemies and dissenters
- Speak softly
- Develop listening skills
- Utilize credible witnesses
- Remain detached
- Move on
Planning

1. Identify your most pressing issue
2. Clarify the issue
3. Determine the current impact
4. Determine the future implications
5. Examine your personal contribution to this issue
6. Describe the ideal outcome
7. Commit to Action
Prepare for the Discussion

• The issue is
• It is significant because
• My ideal outcome is
• Relevant background information
• What I have done up to this point
• The help I want from the group is
The Confrontation Model

OPENING STATEMENT – STEP 1

• Name the issue
• Select a specific example that illustrates the behavior or situation you want to change.
• Describe your emotions about this issue
• Clarify what is at stake
• Identify your contribution to this problem
• Indicate your wish to resolve the issue
• Invite your partner to respond
The Confrontation Model

INTERACTION – STEP 2

• Inquire into the other person’s views. Use paraphrasing and a perception check. Dig for full understanding; don’t be satisfied with the surface. Make sure they know that you fully understand and acknowledge his or her position and interests.
The Confrontation Model

RESOLUTION

• What have we learned? Where are we now? Has anything been left unsaid that needs saying? What is needed for resolution? How can we move forward from here, given our new understanding?

• Make a new agreement and determine how you will hold each other responsible for keeping it.
COMMITMENT & ACCOUNTABILITY

- What is the next one step you need to take?
- What else do you need to take that step?
- When will you take it?
- How will you be accountable?
Q & A
You May Contact Me

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