



# Close Coaching & Consulting

*Coaching Leaders to Maximum Performance*

**UNIVERSITY OF NORTH TEXAS  
Chair Academy Mid-Spring Retreat.**

## 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



# Close Coaching & Consulting

*Coaching Leaders to Maximum Performance*

## 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 --



# Close Coaching & Consulting

*Coaching Leaders to Maximum Performance*

NOTES



# Close Coaching & Consulting

*Coaching Leaders to Maximum Performance*

## Bibliography

Bell, A. & Smith, D. (2004). *Difficult People at Work*. New York, NY: MJF Books.

Kosmoski, G. & Pollack, D. (2000). *Managing Difficult, Frustrating, and Hostile Conversations*. Thousand Oaks, CA: Corwin Press.

Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass.

Lencioni, P. (2005). *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. San Francisco, CA: Jossey-Bass

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). *Crucial Conversations: Tools for Talking When Stakes Are High*. New York, NY: McGraw-Hill.

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2005). *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*. New York, NY: McGraw-Hill.

Scott, S., (2002). *Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time*. New York, NY: Berkley Books.

Thornton, C. (2016). *The Secret Life of Groups: Essential Coaching Skills and Knowledge*. New York, NY: Routledge

Whitaker, T. (1999). *Dealing with Difficult Teachers*. Larchmont, NY: Eye on Education

### MY CONTACT INFORMATION

Cheryl J Close  
810 Waite Dr.  
Copper Canyon, TX 75077  
469-323-6060

[www.closecoachingandconsulting.com](http://www.closecoachingandconsulting.com)  
[cheryl@closecoachingandconsulting.com](mailto:cheryl@closecoachingandconsulting.com)

Close Coaching & Consulting, LLC  
©2019

# **How to Lead a Team with Difficult Members**

**Cheryl J. Close, M.Ed., P.C.C.  
Close Coaching & Consulting L.L.C.**

# 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

Cheryl J Close

810 Waite Dr.

Copper Canyon, TX 75077

469-323-6060

[www.closecoachingandconsulting.com](http://www.closecoachingandconsulting.com)

[Cheryl@closecoachingandconsulting.com](mailto:Cheryl@closecoachingandconsulting.com)

[linkedin.com/in/cherylclose](https://www.linkedin.com/in/cherylclose)