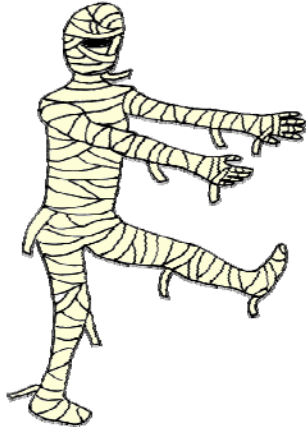


HANDLING DIFFICULT TEAM MEMBERS TUTORIAL

The Mummy



Notes:

The Mummy is a team member who doesn't participate in discussions because he or she may:

- Be motivated by a feeling of superiority
- Feel indifferent
- Feel inferior
- Or be confused about the issues or process

Different ways of handling this team member are:

- Being patient
- Giving the Mummy a major role
- Asking direct questions to the Mummy on topics you know he or she has expertise
- Assigning the Mummy as a subgroup facilitator
- Asking the Mummy if you can help clarify the process or if someone in the group can help clarify the issues

The Windbag



Notes:

The Windbag is a team member who:

- Comments too frequently
- Tends to dominate discussions
- Tends to be first to speak on each issue

Different ways of handling this team member are:

- Establishing procedures to limit the Windbag's discussion
- Targeting questions to other members by name
- Using nonverbal signals such as no direct eye contact or focusing on another part of the meeting room
- Not assigning subgroup leadership roles to the windbag

The Rambler



Notes:

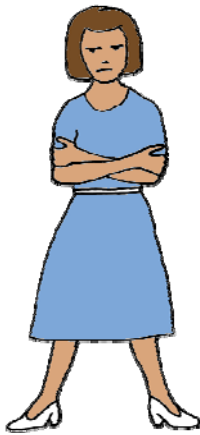
The Rambler is a team member who:

- Gets off track in his or her remarks
- Uses low probability exceptions or far-fetched examples to make a point

Different ways of handling this team member are:

- Prefacing the Rambler's remarks
- When the Rambler pauses mention that the group needs to get back to the agenda
- Not assigning a subgroup leadership role to the Rambler
- Making the Rambler a recorder, thus neutralizing his or her remarks

The Homesteader



Notes:

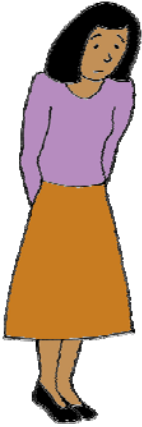
The Homesteader is a team member who:

- Takes an initial position
- Is highly reluctant to budge or consider other viable alternatives

Different ways of handling this team member are:

- Enlisting the support of other team members
- Applying hints to build a consensus
- Overwhelming the Homesteader with facts
- Giving the Homesteader a graceful way out with an alternative

The Reluctant Team Member



Notes:

The Reluctant Team Member is a team member that does not want to be on the team.

Different ways of handling this team member are:

- Not forcing involvement
- Allowing the dynamics of the team process and the excitement of the group to arouse the Reluctant Team Member's interest and provide motivation