



Competencies that are addressed:

PRIMARY COMPETENCY CATEGORIES:

- **Attitude—**
Maintains a friendly, positive, and enthusiastic outlook.
- **Influence—**
Consistently directs situations and inspires people for an all-win environment.
- **Conflict Resolution—**
Brings people together who have been separated by their differences.

RELATED COMPETENCY CATEGORIES:

- **External Awareness—**
Sees things from multiple points of view. Keeps up to date with issues that affect responsibility.
- **Interpersonal Skills—**
Displays a consistent ability to build solid relationships inside and outside the organization.
- **Communication—**
Practices active listening supported with meaningful oral and written information.
- **Teamwork—**
Organizes tasks, people, and resources to deliver most effectively.

Dealing with Difficult Team Members

SUMMARY

People often contribute to team dysfunction without being aware of their negative behavior, or knowing how to address these behaviors in others. Dealing with difficult people starts with identifying disruptive actions, understanding the dynamics and stages of group reactions, and addressing issues with candor and tact.

CONTEXT

Successful teams thrive on the productive dynamics that exist when everyone on the team shares the same vision, work ethic, and commitment to one another. That is not always the situation in the real world of working in teams. Some team members help make the teamwork process easier, more enjoyable, and rewarding. Other individuals sometimes make the team process harder than it has to be.

Your role as team members and team leaders requires that you engage with difficult team members and try to produce outstanding team results. You need to do this even though you may not feel that everyone on the team is equally easy to deal with. In this module, you identify some of the behaviors that disrupt team effectiveness, the dynamics of team dysfunction, principles for keeping teams on track, and integration of the difficult team member into the culture of the team.

At the completion of this module, participants will be able to:

- Recognize behaviors that disrupt team effectiveness
- Examine the dynamics of team dysfunction
- Commit to principles for maintaining productive team relationships
- Follow a behavior change process for difficult team members

“Like so many aspects of life, teamwork comes down to mastering a set of behaviors that are at once theoretically uncomplicated, but extremely difficult to put into practice day after day.”

—Patrick Lencioni, *The Five Dysfunctions of a Team*