The coach/facilitator may encounter difficult behaviors in a team. The following are some tips to help manage these situations.

<table>
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<tr>
<th>Challenging Behavior</th>
<th>Tips to Manage</th>
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| A team member who always points out difficulties | • Ask them to suggest a solution to the difficulty they have identified  
• View them as a resource against whom to bounce ideas and suggestions  
• Be prepared for the negative – and use it to improve an idea  
• Regard the statement of difficulty as an invitation to build, not as an obstacle  
• Try to surface the commitment in their complaint |
| An individual dominating the meeting | • Take control constructively  
• Call on other group members by name  
• Thank the individual, restate pertinent points and move on  
• Avoid eye contact |
| A non-contributing member | • Don’t put pressure on the participant  
• Acknowledge their contributions every time they speak  
• Give a non-verbal invitation to speak  
• Ask them if they agree with what’s being said  
• Precede a question with their name  
• Talk to the individual directly when possible |
| An “expert” | • Don’t react defensively – respect what they can offer  
• Use the person’s expertise – but set limits  
• Encourage the expert to listen  
• Invite the expert to present formally  
• Give the expert an official role in answering people’s questions |
| The cynic (“I’ve heard it all before”) | • Don’t get defensive or angry  
• Find some merit in what they are saying  
• Bring them in when you want them to speak  
• Encourage them to concentrate on the positive  
• Talk to them privately – find out if they are upset or annoyed  
• Use the rest of the group to give different viewpoints |
| Conflict between two team members | • Don’t intervene too early  
• Emphasize points of agreement, minimize points of disagreement  
• Direct the individual’s attention to the objectives of the meeting  
• Park the issue for the moment  
• Draw others into the discussion to reduce the one-to-one element  
• Depersonalize the issue from the individuals |

| A positional leader as a participant | • Emphasize the importance of being (positively) frank  
• Formalize the situation upfront – difficult dual role, being both player and leader  
• Ask the leader if they would mind reserving their views  
• Treat the leader as a person |

| The facilitator is “taking shots” as the messenger | • Assume an appropriate level of detachment  
• Don’t get drawn in to a 1:1 debate  
• It’s not about you – know when the group needs to let off steam (emotional release)  
• Direct the individual’s attention to the objectives of the meeting  
• Exercise distress-free authority and avoid defensiveness (know if you’re triggered) |