

OBSTRUCTIVE BEHAVIORS

TYPE	CUES	COPING STRATEGIES
Interrupter	One member silences another; interrupts; uses humor	<p>Give interrupter a pad & pencil to write down ideas until an appropriate time to express.</p> <p>Ask person who's been shut off if they've finished. Indicate interest in what they were saying.</p> <p>Move eye contact away.</p> <p>Say: "Hold on, Joe. Sue wasn't finished."</p>
Dominator	Out-talks others; pushes through own agenda.	<p>It is more important to get others to speak up than to quiet the dominator.</p> <p>Say: "Thank you. You've given us much of your thinking. I'd like to hear what others think."</p> <p>Move closer to him/her while they talk. Maintain eye contact until in front of him/her. Then shift focus & call on someone else.</p> <p>Deal with him/her outside the meeting.</p> <p>Get him/her to be recorder.</p>

TYPE	CUES	COPING STRATEGIES
Labeler	<p>Person says: "You're so negative" or "oversensitive," or "You're such a perfectionist." Group is diverted from task while other person denies or defends.</p>	<p>Make a rule at outset: No personal attacks.</p>
Nay-sayer	<p>Person says: "That will never work" or "The problem with that idea is..."</p> <p>Person expresses negative comments on ideas before they are considered.</p>	<p>Ask: "How do the minuses outweigh the positives?" or "What's the worst that could happen if we...?"</p> <p>Get group to agree not to evaluate ideas for a set time period (brainstorming rules).</p>
Latecomer	<p>Makes big commotion.</p> <p>Stops meeting; wants to be caught up.</p>	<p>Ask: What would make the meeting important enough to want to be on time?</p> <p>Ask latecomer to be recorder next time.</p> <p>Refer the latecomer to the group memory.</p> <p>START ON TIME!</p> <p>Focus meeting away from the door.</p> <p>Lock door.</p>

TYPE	CUES	COPING STRATEGIES
Early leaver	Drains energy of the meeting.	<p>Agenda should outline time frame.</p> <p>At the beginning, check to see if everyone can stay till end; (Commitment increases chances they'll stay.)</p>
Yes-butter	<p>Says, "That's a great idea, but it won't work here."</p> <p>Argues the validity of others' points of view.</p>	Ask: "I'd like to hear what others think."
Busybody	Ducks in & out of meetings, rushes out to deal with crises, gets interrupted by phone calls, looks at Blackberry or other device.	<p>Recommend recess or adjournment to more convenient time.</p> <p>Get commitment before the meeting to hold calls and turn off blackberries.</p>
Broken record/ Repeater	Brings up same point over and over.	<p>Acknowledge that the point is important to the individual and refer to "group memory" to show that it's already been heard & recorded.</p> <p>Say: "Why don't we take 2 minutes to hear what you've got to say, so you can have a free mind and then you can move along with us."</p>

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Attacker	<p>Launches personal attacks on other.</p> <p>Launches personal attacks on you, your facilitation, or the leader.</p>	<p>Remind him/her we're all here to work on a task--not on personal problems.</p> <p>Urge members to work out personal problems outside meeting.</p> <p>Use group memory to refocus on ideas--not individuals.</p> <p>Use boomerang technique. Turn issue back to attacker for positive suggestions, e.g., "You think I'm not giving you enough opportunity to state your position. What do you think I should do to correct the imbalance?"</p>
Delayed Reactor	Says nothing during the meeting and after the meeting evaluates the meeting content.	<p>Ask for group input to agenda at outset.</p> <p>Ask (during meeting): "Joe, I know you'll have some questions on this after the meeting. Let's see whether we can address them now."</p>



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<p>Rambler/Filibuster</p>	<p>Asks to comment briefly, then talks for 15 minutes.</p> <p>Answers questions before others have a chance to comment.</p> <p>Does not contribute value added while speaking.</p>	<p>Ask specific questions.</p> <p>When they take a breath, break in, thank them, clarify the point & go on.</p> <p>Paraphrase their ideas.</p> <p>Defer to the schedule on the agenda.</p> <p>Break eye contact.</p> <p>Ask them to be recorder.</p>
<p>Dropout</p>	<p>Sits at back; says nothing; reads or doodles.</p>	<p>Ask "What do you think about that, Joe?"</p> <p>Take the dropout off the hook with "What's your idea, Carl? I'll give you a minute to think. How about you, Jennifer?"</p> <p>During a break, ask why he/she isn't participating.</p> <p>Establish eye contact.</p> <p>Ask him/her to be recorder or time keeper.</p>

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Backseat Driver	<p>Tells you what to do, e.g., "I'd let them discuss it more before brainstorming."</p> <p>Or: "I'd move on to the next issue if I were you."</p> <p>Or: "Tell him to shut up."</p>	<p>Request process suggestions from the group. Then follow them.</p> <p>Ask backseat driver to suggest a procedure. Then check it out with the group. If they concur, act on it immediately. If they disagree, the backseat driver's disagreement is with the group--not with you.</p> <p>Ask backseat driver to bear with you for a while.</p> <p>As a last resort, ask: "Do you want to facilitate? If so, OK. If not, please withhold your criticisms until after the meeting." If he/she says yes, let them step into the role.</p>



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Know-it-all	Uses credentials, age, length of service, professional status to argue a point.	<p>Acknowledge his/her expertise then emphasize why the issue is being considered by the group.</p> <p>Say: "We recognize & respect your experience in this area, but the decision will be made by the group after considering all the alternatives."</p> <p>Or: "We know this is your specialty & you may be right. But the reason we're tackling this as a group is to come up with new insights & solutions."</p> <p>Or: "Indulge us for a while even though some of our ideas may seem crazy to you."</p>



TYPE	CUES	COPING STRATEGIES
Whisperer	<p>Chats with person next to him/her.</p> <p>Carries on side conversations.</p> <p>Makes comments under his/her breath.</p> <p>Sends messages in folded-note fashion.</p>	<p>Prearrange seating (with name tents); break them up.</p> <p>Pause.</p> <p>Move in (physically).</p> <p>Give a compliment; say their views are important. Ask them to share.</p> <p>Say: "I didn't hear your comment. Please repeat it for the group."</p> <p>Contract to discuss later (in session or in private).</p> <p>"Let's keep a single focus here. We won't get anything done if people go off in different directions."</p>

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