



# TRANSFORM LEADERS

EQUIPPING LEADERS: EMPOWERING TEAMS

## 12 MEETING BEHAVIOURS THAT LOWER THE WATER LEVEL

There are 12 behaviours that individuals might exhibit that will lower the water level of the team. Leaders need to be able to identify these behaviours and address them.

Below are the descriptors and some quick ideas about how to address them. Many of them are reminders of what you are already doing. However, seeing them all listed together is a stark reminder.

Behavior	Descriptions	Leader Actions
1. Backbiting	Members of team complaining and finding fault behind one another's backs; talking with non-team members instead of team members about team issues	<ul style="list-style-type: none"> <li>• Be aware of team dynamics</li> <li>• Establish ground rules around direct communication</li> <li>• Conduct a general group discussion about the issue without blame.</li> </ul>
2. Blaming	Not taking personal responsibility; pointing the finger at others/situations	<ul style="list-style-type: none"> <li>• Address the problem as a group problem and an opportunity to learn</li> <li>• Conduct a debrief session outlining all contributing factors and ways to do things differently next time.</li> </ul>
3. Bullying	Being inconsiderate of other team members; attacking and intimidating behavior	<ul style="list-style-type: none"> <li>• Begin with an offline conversation with the person</li> <li>• Monitor behaviour</li> <li>• If behavior continues, escalate to off-line confrontation outlining</li> <li>• Seek outside intervention early</li> </ul>
4. Discounting	Interrupting others; ignoring comments or suggestions; putting down team member contributions as irrelevant	<ul style="list-style-type: none"> <li>• Revisit ground rules on active listening</li> <li>• Establish a way to capture comments and suggestions that have not received air time</li> <li>• Ask group what they want to do with the items</li> </ul>



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5. Distracting	Digressing, getting on tangents, conducting side conversations	<ul style="list-style-type: none"> <li>• Refer back to prepared agenda</li> <li>• Use active facilitation skills to bring back</li> <li>• Revisit ground rules</li> <li>• Use a 'parking lot' on a white board for tangent items for future agenda</li> </ul>
6. Dominating	Pushing own (not group) agenda; excessive talking, interrupting others, criticizing, speaking for others; arguing too much on a point and rejecting expressed ideas without consideration	<ul style="list-style-type: none"> <li>• Paraphrase using some of the speakers own words to indicate understanding</li> <li>• Use direct questions to draw out other members and gather other opinions</li> <li>• Use consensus and ensure everyone is actively involved</li> <li>• Offline conversation with person</li> </ul>
7. Excluding	Forming cliques or factions which result in members of the team distrusting and suspecting one another	<ul style="list-style-type: none"> <li>• In an effort to integrate the team, assign quick win projects to cross pollinate team members</li> <li>• Plan team building activity</li> </ul>
8. Feuding	Bringing baggage or issues from other situations and creating an uncomfortable environment; members of team openly complain about and find fault with one another	<ul style="list-style-type: none"> <li>• Conduct offline conversation with the person(s) involved in the disruption</li> <li>• Monitor situation</li> <li>• If problem escalates seek outside intervention</li> </ul>
9. Joking	Excessive playing around, telling jokes, mimicking other members	<ul style="list-style-type: none"> <li>• Return to agenda and timeline</li> <li>• If behavior continues conduct a general group discussion about the issue without blame</li> <li>• If continues to occur have a one-on-one with the key people to ask for their cooperation.</li> </ul>



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10. Nay-saying	More attention paid to what is wrong than what is right in the name of playing devil's advocate; fault finding without providing alternatives; using "yes-but" language as a default	<ul style="list-style-type: none"><li>• Ask the person, "Now argue the opposite point of view" with a smile on your face.</li><li>• Use a countering statement to refocus team on solutions.</li></ul>
11. Non-participating	Acting with indifference; not contributing to discussions and activities; holding back opinions and ideas; not taking initiative; arriving late or leaving early	<ul style="list-style-type: none"><li>• General group discussion about the issue without blame</li><li>• Increase accountability by initiating project plans, agendas, minutes and action items, timelines, milestones</li><li>• Vary ways of engaging participants i.e. using icebreakers, pair discussions, writing down thoughts then going around the room.</li></ul>
12. Labeling	Using labels that have an emotional charge or negative connotation to attack self-esteem rather than addressing the problem	<ul style="list-style-type: none"><li>• Check for understanding and ask for clarification</li><li>• If behavior is chronic, conduct offline conversation with person</li></ul>

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