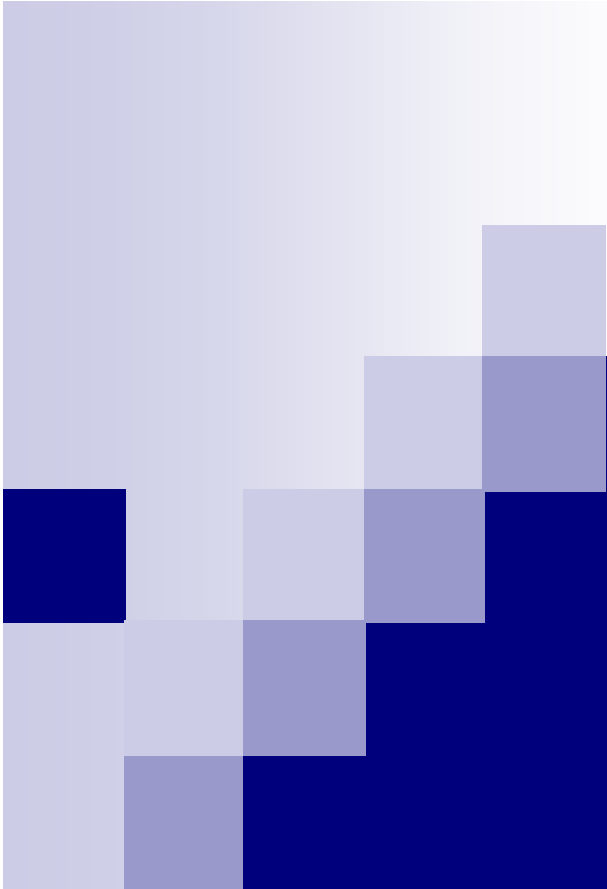




Handling of Difficult Team Members in ICU

Presented by

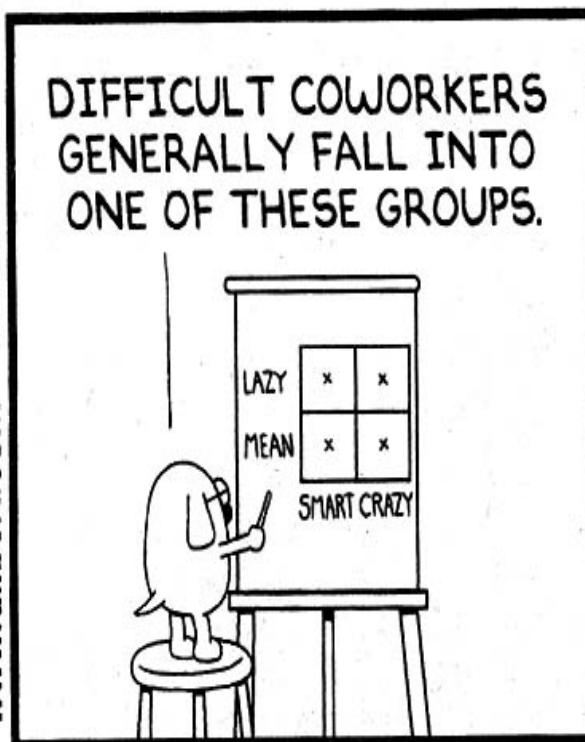
Anna Tsui, Chinese University of Hong Kong

18-October-2009

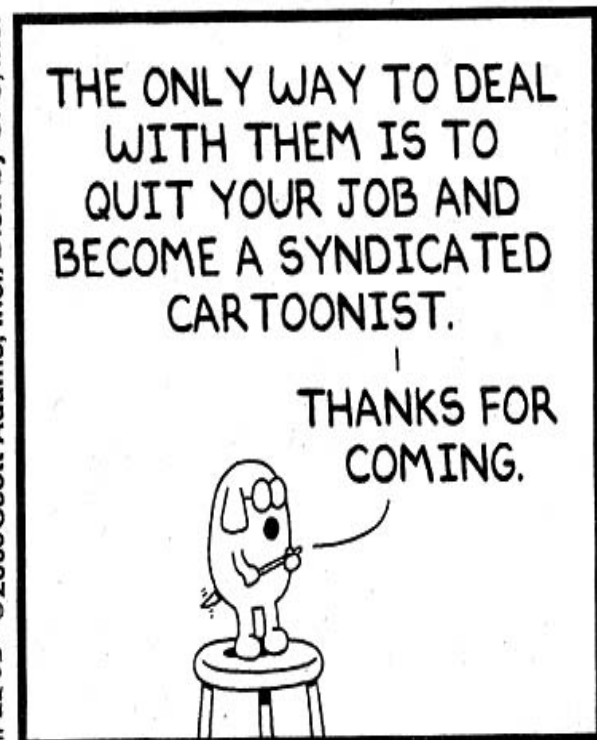
DILBERT



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Some Findings

- Staff members of ICU with lower mortality rates than predicted perceived their teams as functioning at higher stages of group development, perceiving their team members as less dependent and more trusting. Their teams were more structured and organized (Wheelan, Burchill and Tilin, 2003).
- 15% human error in clinical practice was attributable to communication problems. Physician-nurse collaboration improves patient outcomes in critical care medicine. Families rate clinicians' communication skills, accessibility as more important than their clinical skills (Alvarez & Coiera, 2006).
- On the contrary, enhanced patient care, broader range of services, more time to focus on areas of specialty, greater job satisfaction would result (Bredin et al, 1999; Jenkins et al 2001).



Why Teams Underachieve

The Five Dysfunctions of a Team

-- By Pat Lencioni





Conflicts Good or Bad?

■ Bad

- Divert energy
- Polarize group
- Mis-information

■ Good

- Clarifications
- Release stress
- Understand each other
- Problem solving



Sources of Conflicts

■ Organizational and Environmental

- Goals, structures, means
- Corporate attitudes push to higher productivity and limited resources/opportunities create more conflicts

■ Personal

- Personality, self-image, values

■ Instrumental or Interest

- Money, time, power, authority, career, competence



“The most important single ingredient in the formula of success is the knack of getting along with people.”

Theodore Roosevelt



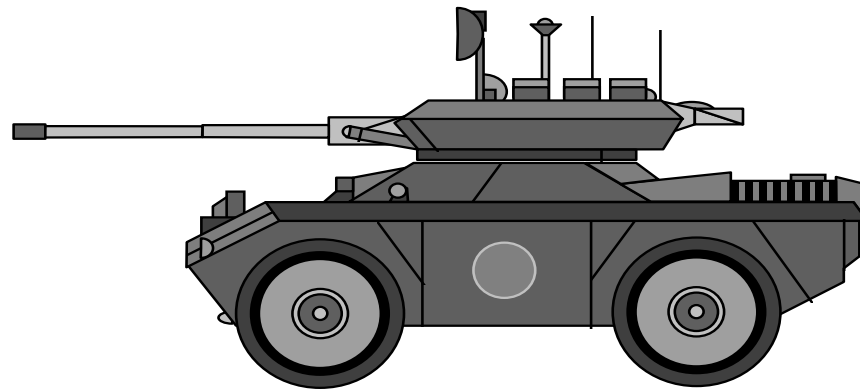
Today's Objectives

- Importance of handling difficult team members
- Types of difficult people
- Ways of dealing with them
- Some tips such as conflict resolution skills, etc.

Most Unwanted List

1. “Tank” or “Bulldozer”

- Bullies the way towards the result they want
- Belittle you in front of others





“Up till now, I didn't sign the contract yet and I was SCORED by the manager in front of my colleague on last Thursday. I am not quite enjoy working in XYZ other than there are lots of things to learn. I am really falling into pieces.

希望你唔好介意,我真係要用口語表達。Manager 鬧我"連牛和助理都不如、好蠢、遠低於佢期望、都唔知係錯定我錯(講緊請左我).....". It is a tremendous INSULT and I felt extremely hurt. I must ask her my status regarding my employment and job duties tomorrow. I know the previous staff was forced by her to resign. My manager is too aggressive and direct. Due to the difference in personality, I am always be a loser. It's time to draw a line..... 現在睇下我身體加精神上幾時爆炸,或是經理幾時出手抄我.....”

Most Unwanted List

2. “Sniper”

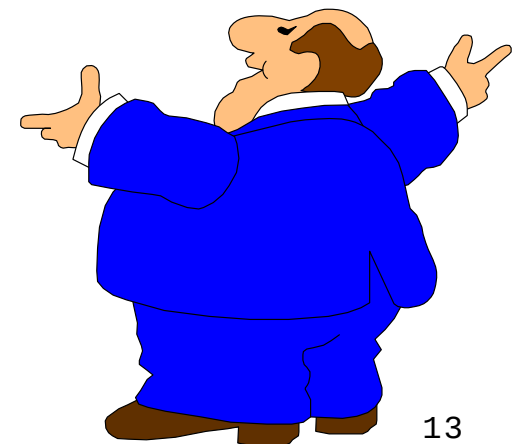
- Rude comments, biting sarcasm
- Attempts to make you look foolish



Most Unwanted List

3. “Know-it-All”/“The Expert”

- Has a low tolerance for correction and contradiction
- Controlling others by dominating discussion with lengthy, imperious arguments
- Try to find flaws in everything



Most Unwanted List

4. “Yes Person”

- Say “yes” without thinking things through
- May have anxiety. An attempt to please people and avoid confrontation
- Seek approval and avoids disapproval



吞槍警遺言：我有老細命

【本報訊】在灣仔軍器廠街港島刑事總部轟槍自盡的重案組高級督察陳功偉，昨天由家屬前往殮房認屍，陳的一名同袍透露，陳功偉出事之前曾說過一句：「我有老細命。」想不到這句話成了臨終遺言。同袍直言，陳是無法承受工作及精神上的壓力而自殺。

負責調查該案的西九龍總警區重案組探員，昨天上午9時許接載陳功偉的家屬前往西環殮房認屍，10多名探員圍着家人，並守在殮房外不讓記者接近。驗屍結果顯示陳中槍失血過多致命。

陳功偉的妻子事發後一直情緒激動，警方恐防她做傻事，安排與陳功偉同住黃竹坑警察學院宿舍的女高級督察黃潔碧，

暫時負責每天照顧陳功偉妻兒的任務。據悉，黃潔碧隸屬港島重案組第一隊，與陳功偉既是同事又是鄰居，是適當人選。

此外，陳的家屬及同袍，已請來道士，今晨會在陳功偉自殺的現場打齋超渡。西九龍總區重案組，昨天已向陳功偉的20名同袍錄取口供。至於陳功偉生前尚未完成的工作，現時暫交由反黑組總督察陳運鴻接管。消息稱，陳功偉在金錢及感情上均無問題，重案組探員集中調查他在工作上的問題，暫未有結論。

月前被上司謾罵

有探員透露，陳功偉近年在重案組承受的壓力巨大，數月前曾被一名前任上司

以「鬧勻祖宗十八代」的方式謾罵，有很多同事看不過眼，滿以為較早前人事調動，可以舒一口氣，怎料事與願違。一個月前，一名下屬用陳的密碼登入電腦，被上司發現有人不適當登入電腦查閱機密資料，陳因此多次被責，飽受精神壓力，出事之前，他向其中一名同袍苦笑說：「我有老細命」。前天下午2時30分，陳獨自返回軍器廠街堅偉樓2樓的辦公室，然後用佩槍對準左胸轟槍自盡，警方在他的辦公室內無發現遺書。

此外，警隊內另一名亦叫陳功偉的交通警員，於91年7月4日，在執行職務時，於屯門公路被一輛的士猛撞，頭撼路邊石墜殉職。

Most Unwanted List

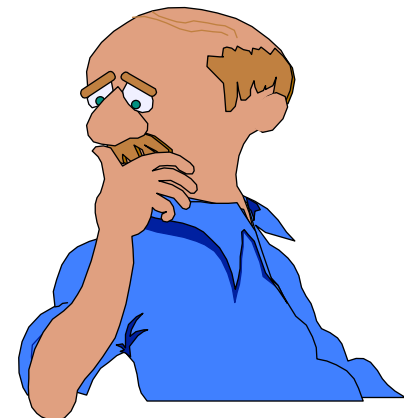
5. “Complainer”

- Working in an unfair world
- Avoids responsibility
- Always want sympathy



Most Unwanted List

6. “**Nothing Person**” or “**Maybe Person**”
- No verbal and non-verbal feedback
 - Procrastinate
 - Avoid conflicts or hurting people
 - Some can’t speak authentically or honestly



Most Unwanted List

7. “**NO Person**”

- “I am being realistic.”
- Able to defeat big ideas with a single syllable
- Deadly to morale





Four Choices

These are the difficult people that most people cannot stand working with, talking to, or dealing with.

You have four options:



1st Choice

1. Stay and do nothing

- Leads to suffering and complaining to someone who can do nothing about it.
- Can be dangerous because frustration builds and gets worse over time.
- Complaining to people who can do nothing tends to lower morale.



2nd Choice

2. Vote with your feet

- Not all situations are resolvable and some are just not worth resolving
- If everything you say makes matters worse, remember, discretion is the better part of valor
- Eleanor Roosevelt said, “You’re nobody’s victim without your permission.”



3rd Choice

3. Change your attitude about your fellow members

- Learn to: see them differently, listen to them differently and feel differently around them
- Change your attitude to set you free from your reaction to the problem you see in their behavior



4th Choice

4. Change your behavior

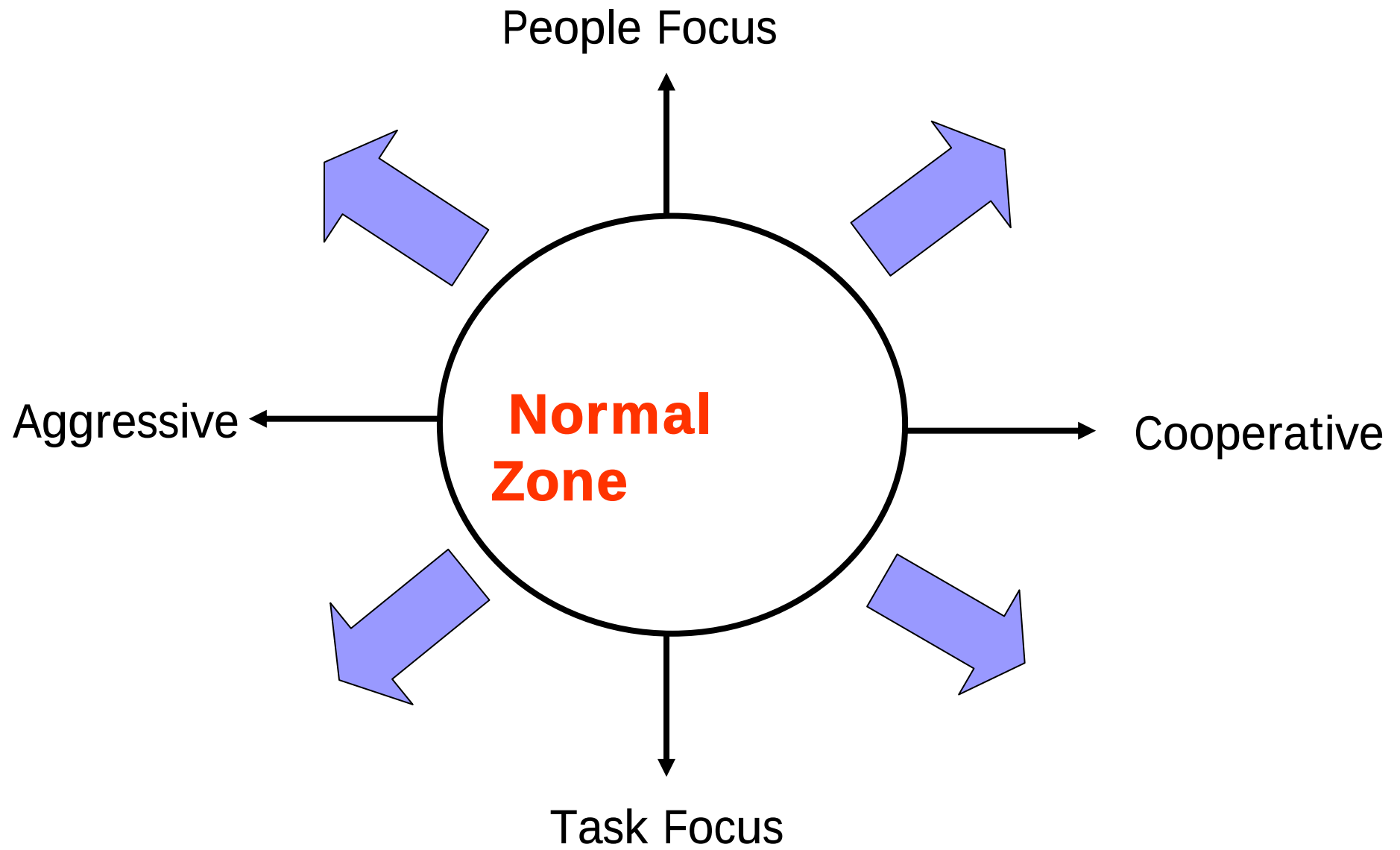
- Change the way you deal with people and they will need to learn new ways to deal with you.
- Once you know what needs to be done and how to do, you will be able to take charge of an unpleasant situation and redirect its result.
- You are not going to change them.
- You will have to work with them.
- People do things for their reasons, not ours.



Patterns

For a better understanding of a person's predictable behavior during times of duress, look for patterns of behavior to determine what people usually focus their attention on in a given situation.

- People vs. Task
- Aggressive vs. Cooperative





Behavior Has a Purpose

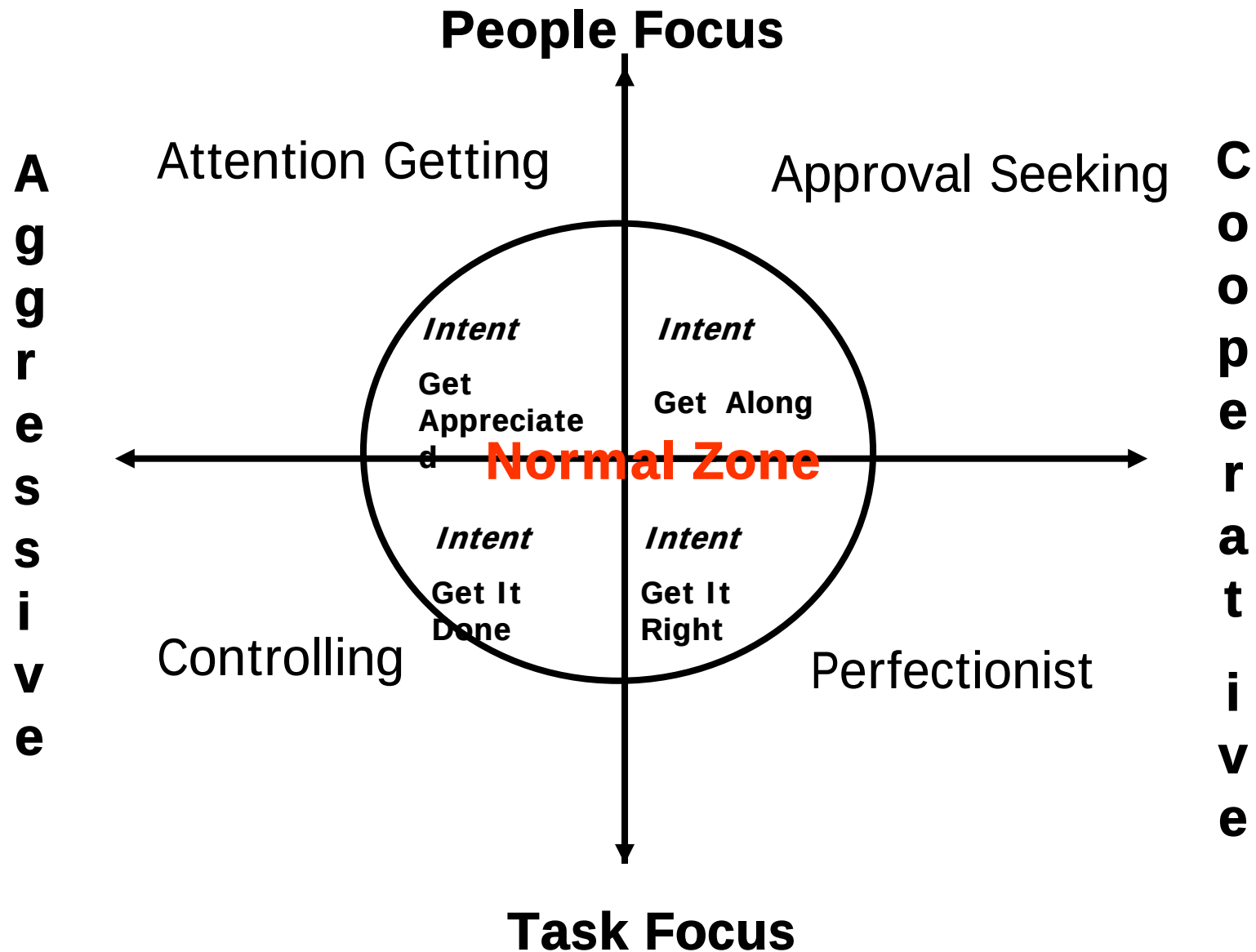
- Every behavior has an intent or purpose and that intent is to fulfill.
- People do what they do based on what seems to be most important for any given moment.
- Four “general intents” determine how people will behave in any given situation.

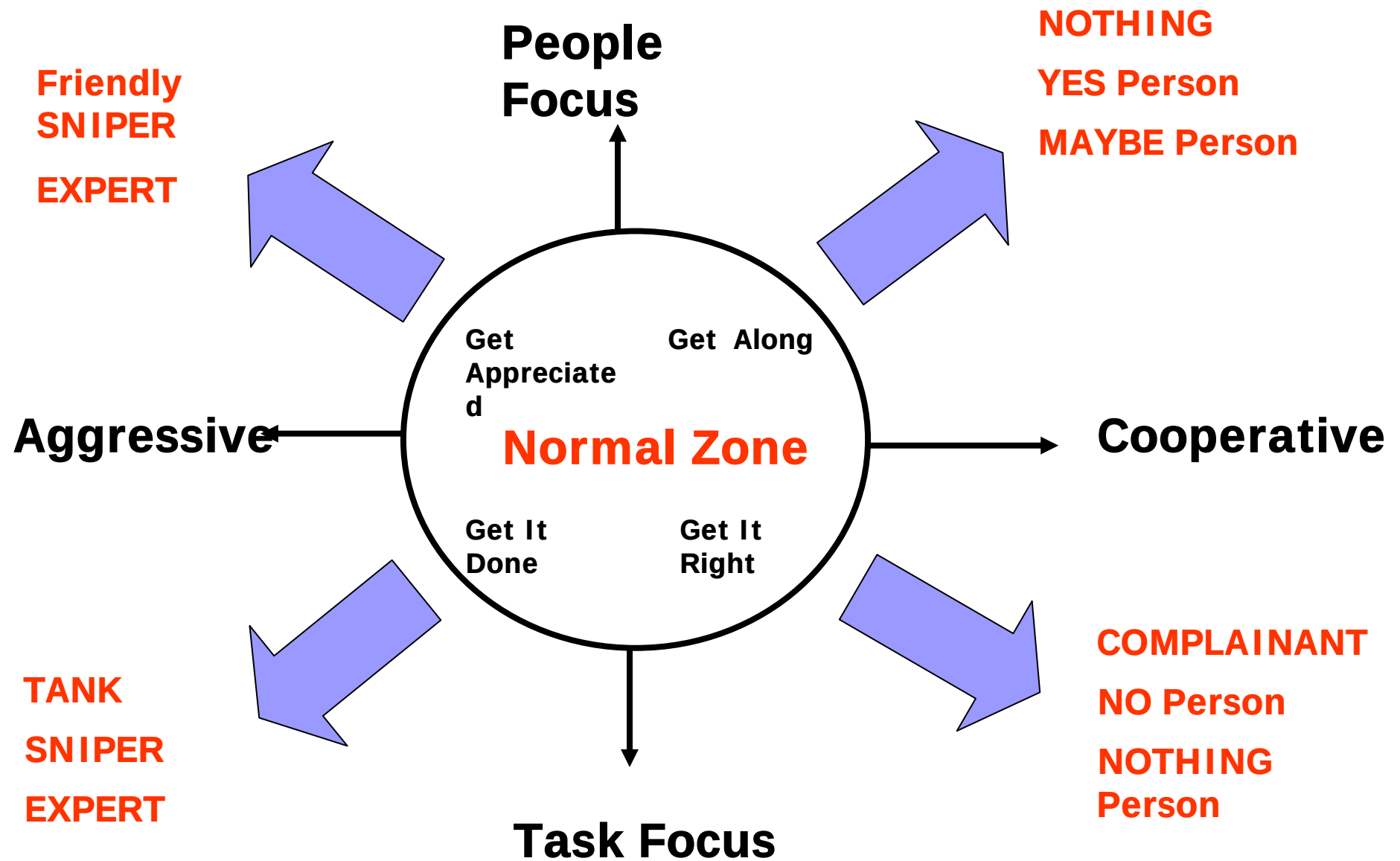


Four General Intents

1. Get the job done.
2. Get the job done right.
3. Get along with people.
4. Get appreciation from people.

The Four Observations







Blending

- Any behavior by which you reduce the differences between you.
- We get along better with people when the emphasis is on our similarities.
- Success in communication depends on finding common ground.
- No one cooperates with someone who seems to be against them.



Blending Strategies

- Mirror each other's body posture, facial expressions and degree of animation.
- Blend with the speaker's voice volume and speed (**anger exception**).
- Listening "for" while the difficult person vents, blows off steam, whines or complains.
- Backtrack - repeat some of the actual words the other person is using.
- Ask clarifying (open-ended) questions.
- Summarize what you have heard.
- Confirm.



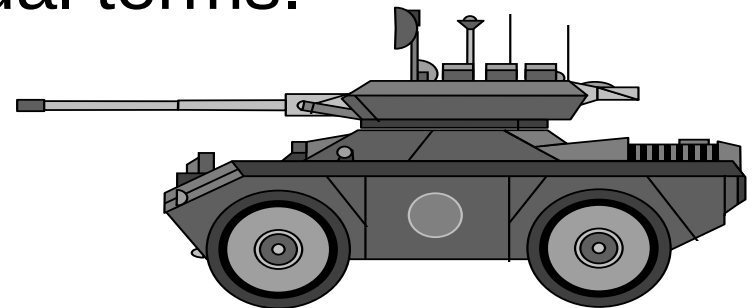
Redirecting

- Any behavior by which you use the rapport from “blending” to change the direction of the interaction.
- “Redirecting” always follows blending whether listening to understand or speaking to be understood.
- Monitor tone of voice
- Stay your key intent
- Interrupt (call name)
- Tell your opinion
- Stay flexible.

Most Unwanted List

1. Dealing with the “Tank” or “Bulldozer”

- Don't take it personally. Let him/her sit down.
- Don't back down. Let them vent.
- Backtrack (repeat his/her words). Identify the issues/facts.
- Allow him/her to save face.
- Explain the benefits in factual terms.



Most Unwanted List

2. Dealing with the “**Sniper**”

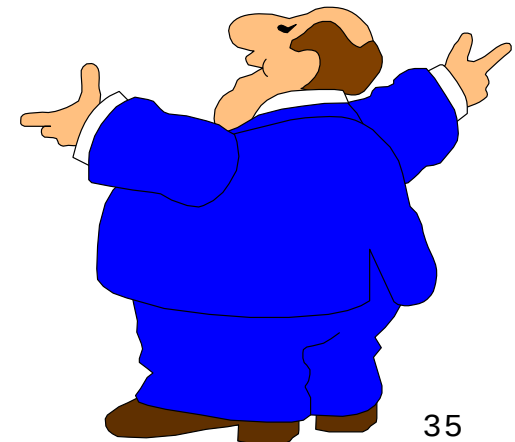
- Backtrack
- Ask the “relevancy” question
- Seek group opinion
- If he/she will talk -- LISTEN!



Most Unwanted List

3. Dealing with “**Know-it-All**”/”**The Expert**”

- Know your facts
- Paraphrase his/her arguments
- Use questions to raise issues
- Turn them into mentors



10 Most Unwanted List

4. Dealing with the “Yes Person”

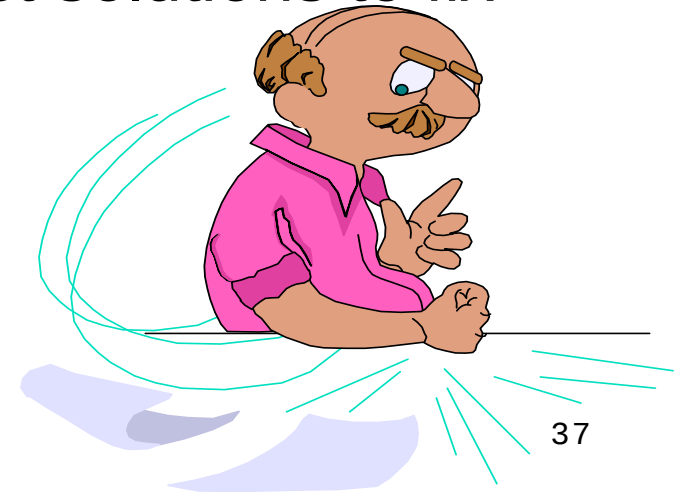
- Tell how much you value them as people
- Get the underlying issues
- Ensure commitment



Most Unwanted List

5. Dealing with the “Complainer”

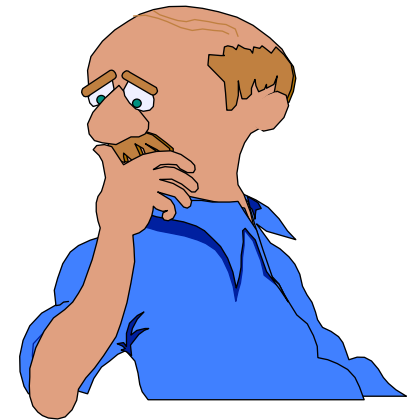
- Don't sympathize if they are at fault
- Gather information of issues/concerns of the complaints before you discuss the problems. Make sure the facts are correct.
- Make the complainants suggest solutions to fix the problems



Most Unwanted List

6. Dealing with “Nothing Person” or “Maybe Person”

- Ask open ended questions
- Await for response calmly
- If no response, comment what’s happening. End your comment with an open question.
- Help document their goals and deadlines. Follow up on intermediate deadlines.



Most Unwanted List

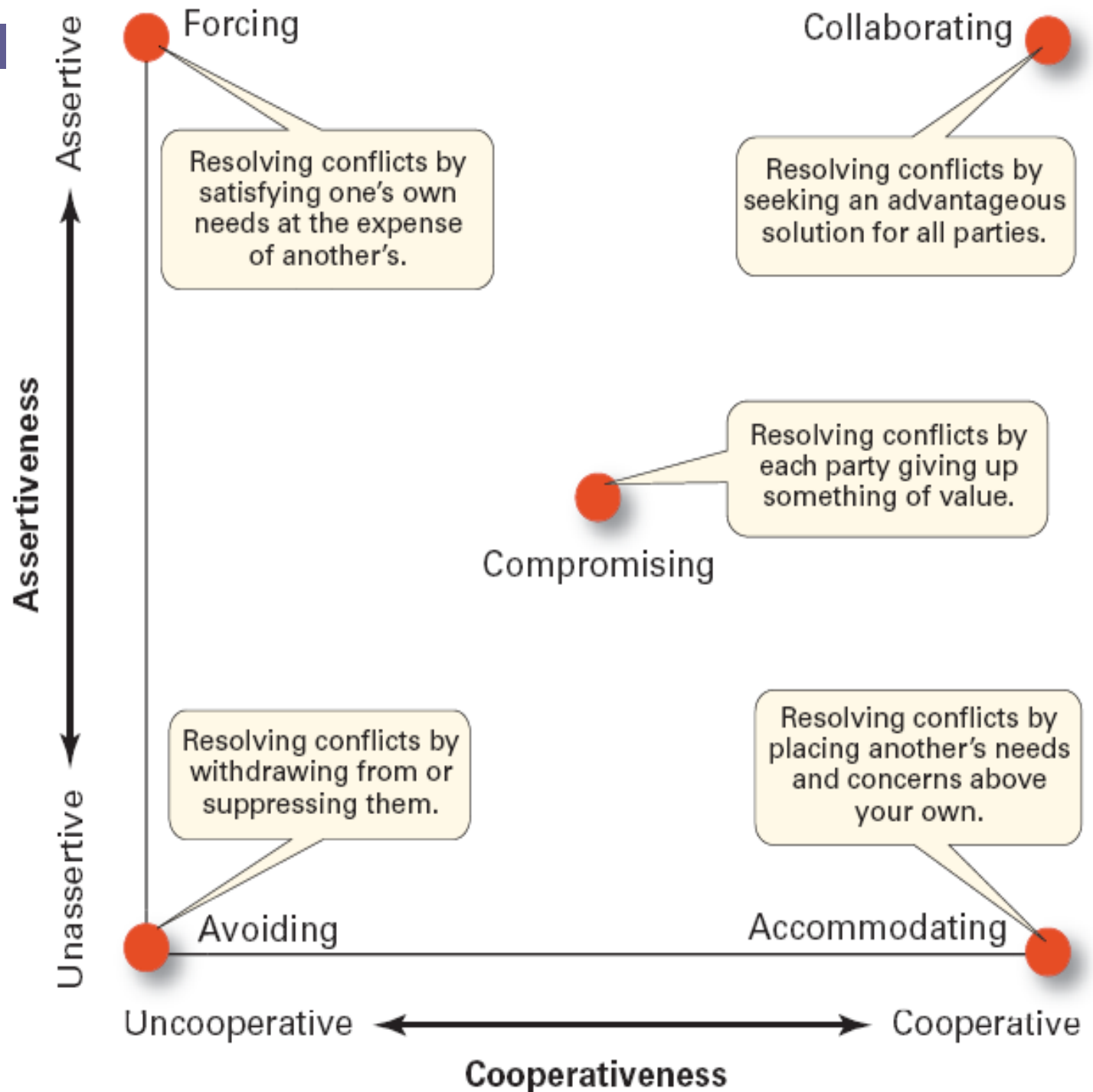
7. Dealing with “**NO Person**”

- Go with the flow
- Acknowledge their good intent
- Use them as a resource





Conflict-Resolution Techniques





Conflict Resolution

- Win-win, if possible
- Compromise is also good
- Finding common ground
- Hiding your ego
- Same destinations, different paths



Some Final Words

■ Organizational

- ☐ Change management – acceptance of “gives and takes” in the real world, no one can win all.
- ☐ Working for the company, not him or her
- ☐ Emphasize “partnership” and teamwork culture.

■ Departmental

- ☐ Managers have no feedback, thus coaching/mentoring is necessary. 360 degree feedback.
- ☐ Team building atmosphere.



Some Final Words

■ Individuals

- Willing to resolve conflicts positively by skilful negotiation, don't avoid conflicts.
 - Understand each one's objectives, emphasis common ground
 - Acknowledge own weaknesses and others' strengths
 - Focus on the problem, not the person
 - Gathering information from different sources, documenting them
 - Use "I" or "we" (but not "You") statements to express feelings
 - Prepare to do more, flexible and generate more options
- Forming allies, but not political.
- Don't think that the problems can be fixed immediately and permanently.



Final Notes

PEOPLE MAY NOT REMEMBER
EXACTLY WHAT YOU DID, OR WHAT
YOU SAID,
BUT,
THEY WILL ALWAYS REMEMBER HOW
YOU MADE THEM FEEL.



Reference

- *Dealing with Difficult People You Can't Stand* by Rick Brinkman & Rick Kirschner
- *Dealing with Difficult People: 24 Lessons for Bringing Out the Best in Everyone* by Rick Brinkman & Rick Kirschner
- *Difficult Conversations in Medicine* by Elisabeth Macdonald