

## EQUITY IN THE PANEL PROCESS: DEALING WITH CHALLENGING BEHAVIORS

(Adapted from artEquity; Dealing with Challenging People: The Manager's Toolkit, TCG)

<b>Behavior</b>	<b>Action</b>
<p><b>The Arguer</b></p> <ul style="list-style-type: none"> <li>- Destroys confidence</li> <li>- Constantly disagrees</li> <li>- Combative, may be upset over a particular problem</li> </ul>	<ul style="list-style-type: none"> <li>- Interrupt the argument and take this opportunity to point out that differences of opinion come out of different life experiences</li> <li>- Find points in the argument you may agree with, acknowledge, then move on</li> <li>- Draw attention to the objectives</li> <li>- Talk with them privately and find out what might be bothering them</li> <li>- Keep your own temper in check</li> </ul>
<p><b>The Dominator</b></p> <ul style="list-style-type: none"> <li>- Verbose, loud</li> <li>- Takes up all the air time</li> <li>- May be well-informed and anxious to show their knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- Intervene and point out that the discussion should benefit from the input of others</li> <li>- Slow them down with challenging questions</li> <li>- Interrupt them with "That's an interesting point, now let's see what other folks think..."</li> <li>- Try not to embarrass the person or be sarcastic</li> <li>- Involve them in non-verbal tasks if possible (note-taking/charting, a/v)</li> </ul>
<p><b>The Rambler</b></p> <ul style="list-style-type: none"> <li>- Talks about everything except the subject at hand</li> <li>- Uses stories to relay their point but may sometimes get lost or</li> </ul>	<ul style="list-style-type: none"> <li>- At their natural breaks (i.e. stopping for breath) thank them, summarize their points, then move on</li> <li>- Remind the person of any time constraints you may have and gently push to move on</li> </ul>
<p><b>The Quiet Participant</b></p> <ul style="list-style-type: none"> <li>- Withdraws</li> <li>- Reserves comments, views and reactions</li> <li>- Does not participate, may appear to be indifferent</li> </ul>	<ul style="list-style-type: none"> <li>- Your action will depend on that person's motivation (shyness, smugness, distrust of the process)</li> <li>- Directly ask for their opinion</li> <li>- Pull them aside and ask for their thoughts one-on-one</li> </ul>
<p><b>The Advice Seeker</b></p> <ul style="list-style-type: none"> <li>- Looks to you to provide the answer when there is conflict</li> <li>- May be trying to get you on their side</li> </ul>	<ul style="list-style-type: none"> <li>- Never take sides</li> <li>- Try to enlist the others to answer the question and put it back to the group</li> <li>- Avoid solving the problem</li> <li>- Address the question with a question of your own</li> </ul>
<p><b>The Stubborn One</b></p> <ul style="list-style-type: none"> <li>- Constantly points to differences</li> <li>- Polarizes the situation</li> <li>- Refuses to see other perspectives</li> </ul>	<ul style="list-style-type: none"> <li>- Ask other people involved to share their views</li> <li>- Don't get caught in arguing with the person in front of the group</li> <li>- Pull them aside and talk with them one-on-one about the situation</li> </ul>