

EQUITY IN THE PANEL PROCESS: DEALING WITH CHALLENGING BEHAVIORS

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

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