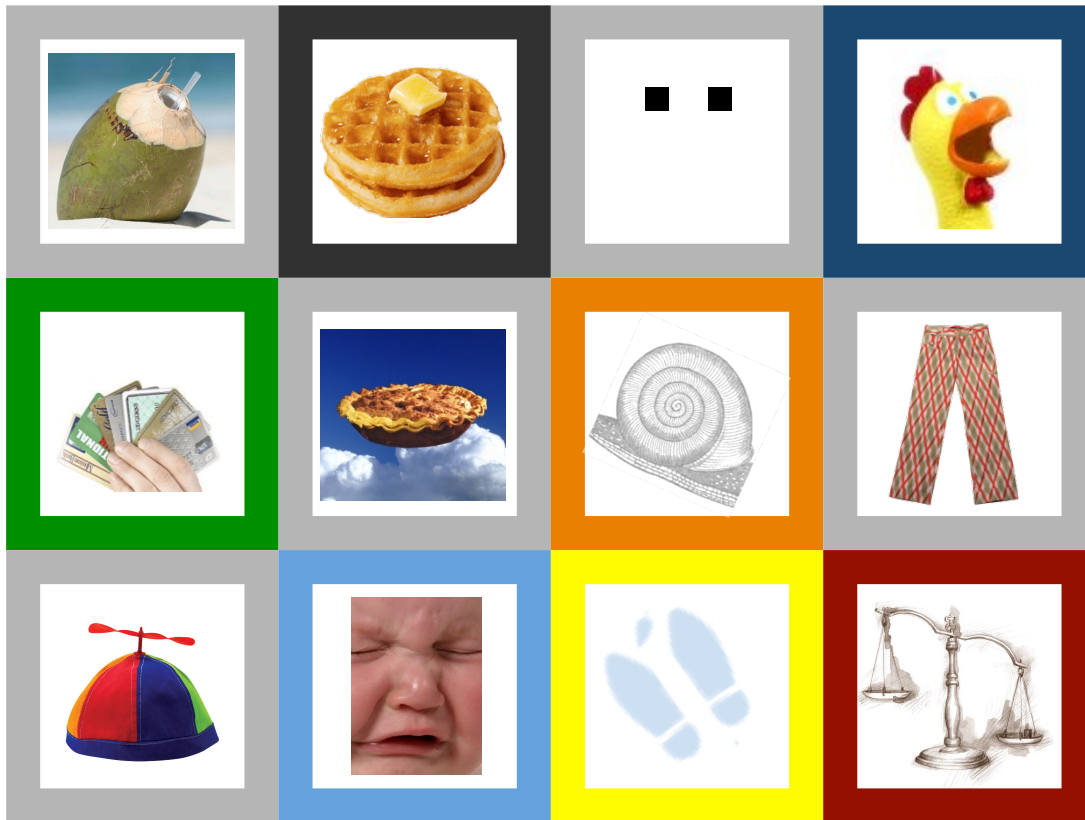


The Dirty Dozen:



12

challenging
personalities

The Fibber

Behaviors:

- never tells the truth
- misleads
- creates stories

How to cope:

- verify information, stories
- be cautious of information received
- be leary of sharing info received with others



truth?

lies?

Chicken Little

Behaviors:

- always points out the worst
- blows things out of proportion
- always 'right'



How to cope:

- work in facts
- make them validate assumptions
- ask them how to solve

The suck - up

Behaviors:

- pick-me syndrome
- know-it-all
- consistently needs supervisor assurance



How to cope:

- ask for clarity in regard to information
- identify needs
- verify that they are being active listeners

The 'perfect world'-er

Behaviors:

- doesn't recognize reality
- hides behind a golden wall
- can't make decisions



How to cope:

- encourage them to make decisions
- make them realize a problem needs to be addressed
- help them recognize issues are present

The side stepper

Behaviors:

- assigns blame
- avoids productive work at all costs
- schmoozes all comers
- imitates the invisible man



How to cope:

- assign measurable tasks
- don't complete their unfinished work
- follow-up, inspect randomly; ensure they are working

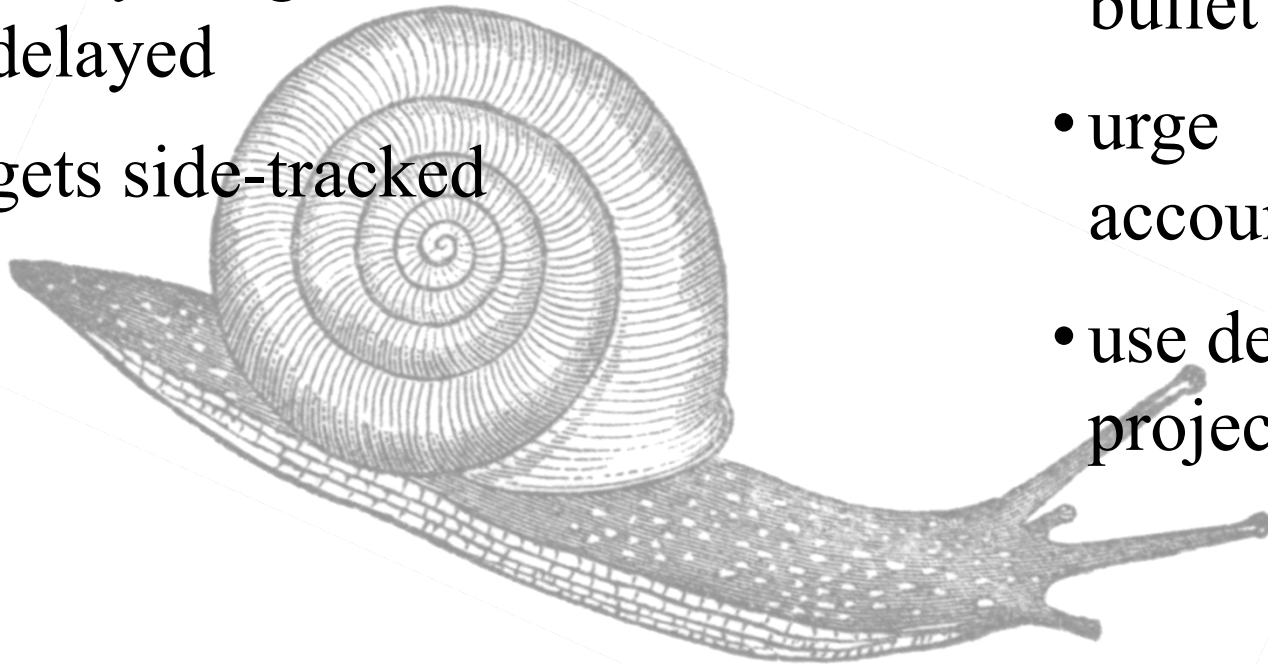
The **s l o w** poke

Behaviors:

- never gets to the point
- everything is late or delayed
- gets side-tracked

How to cope:

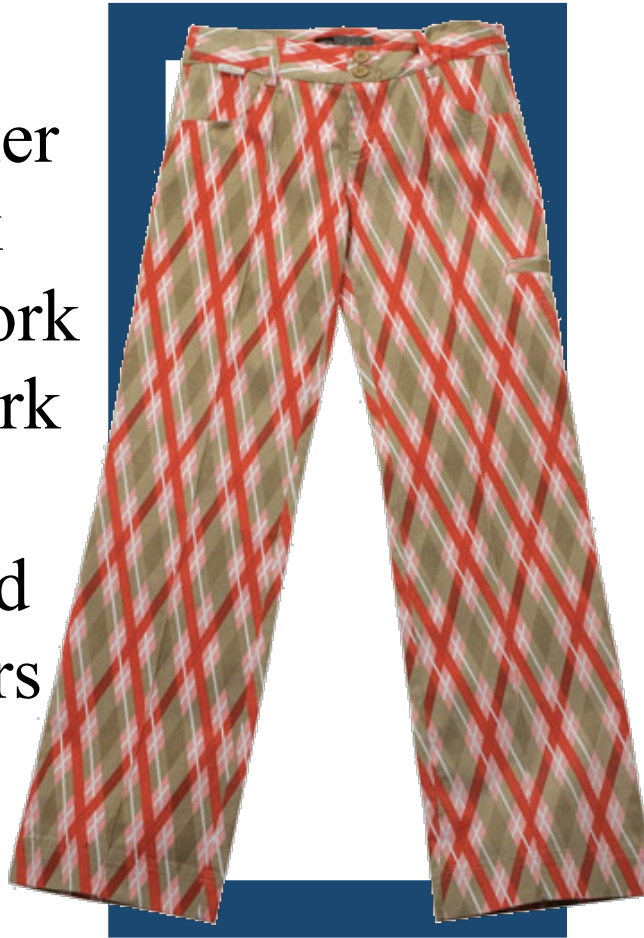
- initiate the conversation—bullet points
- urge accountability
- use deadlines and project plans



T h e s l a c k e r

Behaviors:

- minimizes his/her amount of work
- will do more work to get out of work
- avoids participation and tries to get others to agree



How to cope:

- don't agree, let him/her complain
- use deadlines/checkpoints
- keep him/her away from others, if possible

The apathetic co-worker

Behaviors:

- finds ways to get out of work, often working hardest on avoidance
- does the minimum amount required
- creates resentment among peers



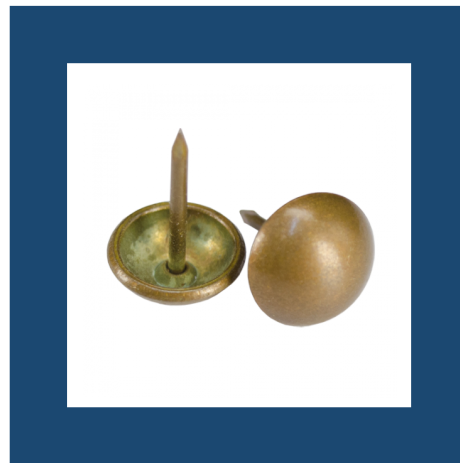
How to cope:

- give specific instructions on requirements
- follow up with feedback
- set clear goals

The macro-manager

Behaviors:

- is vague
- is indirect
- thinks other people can read his/her mind



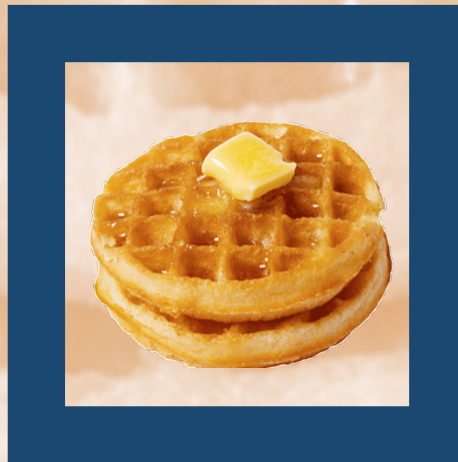
How to cope:

- ask direct questions
- require more detail in communication

The 'waffler' manager

Behaviors:

- sets policy for for staff, but breaks rules themselves
- won't ask for input when making decisions
- undervalues staff



How to cope:

- make them aware of their actions
- ask them about exceptions
- send them to communications class

The credit-taker

Behaviors:

- takes credit for others' work/ideas
- shows no appreciation of others' efforts
- not a true team player

How to cope:

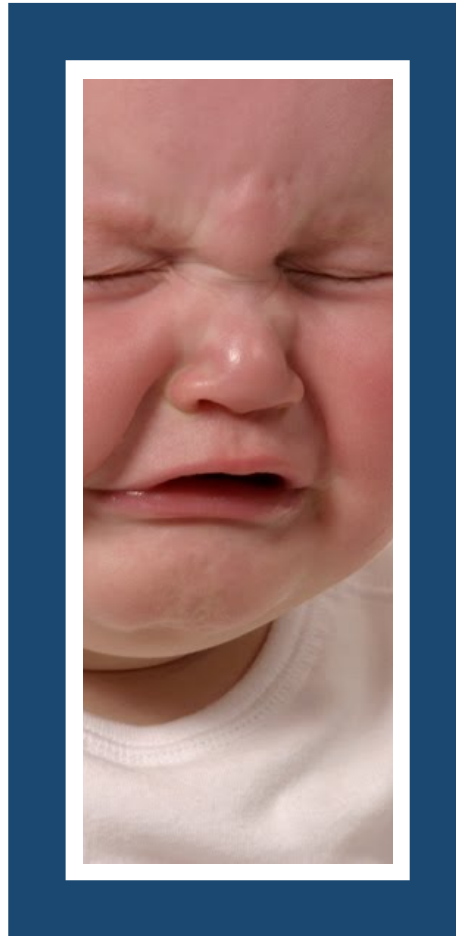
- remind him/her of the contributions of the team
- call him/her out
- avoid the claiming of credit



T h e c r y - b a b y

Behaviors:

- shows too much emotion
- throws a fit
- has low self-esteem
- complains up the chain of authority



How to cope:

- give positive feedback when desired
- give individual tasks
- calm them down