



There are plenty of social norms being built and trends taking place as many re-enter the workplace. As a team leader, are you helping your team break the ice? How are you getting them back into the groove? Are you looking for team members who may be struggling or even disruptive to the team's work due to dissatisfaction in their role? Be on the lookout this month.

Kristin

#### IN THIS MONTH'S **ISSUE**

- ◆ [How to Deal with Common Disruptive Team Behaviors](#)
- ◆ [17 Different Types of Panel Discussion Questions](#)
- ◆ [From the Bookshelf: Breaking Ice and Breaking Glass: Leading in Uncharted Waters](#)
- ◆ [Subscribe to the Powerful Panels Podcast](#)
- ◆ [Contact Kristin](#)

#### HOW TO DEAL WITH COMMON DISRUPTIVE TEAM BEHAVIORS

Each individual comes to the team with an agenda. When each person's agenda coincides with the team's agenda, no problem! However, when one person's agenda is out of whack with the team's, you now have a "hidden agenda" or a "disruptive" team member. While easy to ignore in the beginning, these behaviors continue to build, creating resentment within the team. At the beginning of each team meeting, prevent disruptions by agreeing on team ground rules. Make sure team members share the responsibility for reinforcing the ground rules.

When disruptive behaviors keep the team from moving forward, remind the team of the ground rules. If the behavior persists, privately give constructive feedback to focus their behaviors in more appropriate ways.

For the most part, people don't want to disrupt the team's progress. When disruptive behavior occurs, ask questions directed toward the behavior and not the person. Clarifying the cause of the behavior contributes to effective communications and will enable everyone to identify, relate to and understand whatever it takes to keep the team functioning effectively. Here are some common disruptive roles and behaviors:

**"The Attacker"** deflates the spirits of other team members by criticizing them. Establish a ground rule to attack issues and not the person. Ask the attacker to summarize both sides of the issue. Intervene if they continue to attack and remind them of the ground rule.

**"The Clown"** ridicules others, making jokes at the expense of others. A little humor can be a great asset to the team, but the clown goes overboard. Redirect the clown's attention with serious questions. If the behavior persists, appeal to the comedian to balance the team's

work and have a good time as well.

**“The Cynic”** opposes the team and disagrees beyond reason. Ask them to share the “whys” of their perspective. Use light-hearted humor to point out the negativity. Challenge the team to find ways around the problem.

**“The Dominator”** monopolizes airtime. Establish a ground rule to balance participation such as “all participate...no one dominates.” Avoid eye contact to discourage the dominator from continuing the monologue.

**“The Interrupter”** constantly interrupts the speaker or starts side conversations with other team members. Establish ground rules such as “no side conversations” or “one person speaks at a time.” Stand your ground when they interrupt; hold your hand up and say, “I’d like to continue...”

**“The Loner”** withdraws by being aloof, silent, or indifferent. Ask open-ended questions to invite their participation. Draw them into the discussion by going around the room asking for input. Ask each team member to write his or her ideas down on paper first. Get the loner involved by asking them to post charts on the wall, keep time, hand out materials, etc.

**“The Movie Star”** craves attention. The star boasts and tells others about their accomplishments. To minimize distractions, be attentive before and after the team meetings and during breaks. During the meeting, give the movie star something to keep them occupied, such as recording the discussion.

**“The Prisoner”** is forced to be on the team. Turn the prisoner’s resentment into a beneficial “reality check” for the team. Link their work to business results and performance. Over time, the prisoner will realize the benefits of being part of the team.

**“The Last Word”** has to have the last word on a topic. Give everyone two poker chips and call them “last word chips.” Anyone on the team can use one of the chips when they want the last word. No new chips are distributed until everyone has had a turn at having the last word.

While there are others, these are the most common. What other roles have you seen?

## 17 DIFFERENT TYPES OF PANEL DISCUSSION QUESTIONS

After years of creating and reviewing panel discussion questions, there are essentially 17 different types of questions panel moderators ask a panel:

1. The most simple and most used type of question is the **Statement Plus a Question** that starts with a statement (or two) that provides context for the question.
2. A type of SPQ is a **Statement Plus a Quote** from one of the panelists or someone else who is not on the panel.
3. Another type of SPQ is a **Statement Plus a Statistic** followed up with a relevant question.
4. The **Summary Plus Request for Explanation** is when the moderator prepares a brief summary of a position followed by a request for a panelist to explain their position – usually to compare and contrast from the other panelists.
5. The **Flip-Flop Question** can be posed when a position or trend has changed over time. For example, “In 2015, you were quoted as [holding this opinion.] Do you still believe [the opinion] or has it changed and why or why not?”
6. Speaking of positions, sometimes the panelist is asked a **Comment Question** where they are asked to comment on another panelist’s position. “What do you think about [Panelist A]’s statement?”
7. A slight variation to commenting on a fellow panelist’s position is a simple **Agree/Disagree Question**: “Do you Agree with [Panelist B]?”

8. Or go for a more controversial stance and use a **Polarizing Question** that allows the panelists to share their unique point of view. “An expert says [this] about [the topic]. Do you agree or disagree and why?”
9. A **Statement Plus Details** explores how might an idea be achieved and the ability to make it work. “You’ve mentioned this idea; tell us how you see that working?”
10. Sometimes, the question needs no embellishment. No statements, no quotes, no statistics. The moderator asks a **Direct Question**.
11. Perhaps, the question is so darn good, the moderator will **Repeat and Redirect the Question** to another panelist. I call this the “hot potato” and suggest using it sparingly.
12. The **Hypothetical Question** – is also called the “what if” question. “What would you do if/when....?”
13. Every once in a while, the moderator needs to **Test the Unsaid** to bring out an unspoken issue. “I am wondering if the real issue is....”
14. The **Human-Interest Question** enables the audience to understand the panelists as everyday people. “Every leader confronts crises, defeats, and mistakes...What’s the most significant professional setback you’ve had to face? How did you recover and what did you learn?”
15. The **Story Question** is when the moderator asks the panelist(s) to provide a real-world story that provides more insight into the topic. “Tell us about a time when you....” or “Give us an example when you....”
16. **Poll the Panel** by asking a closed question and all visibly share their position. “This is going to be a show of hands question. Who here would [take one action] in favor of a [different action]?”
17. **Lightning Round** where each panelist provides a one-word/short answer. “What is ONE THING you hope the audience takes away as a result of this session? I’m going to go down the line, and we’ll start with [Panelist A]”

## FROM THE BOOKSHELF: BREAKING ICE AND BREAKING GLASS: LEADING IN UNCHARTERED WATERS

[\*Breaking Ice & Breaking Glass: Leading in Uncharted Waters\*](#) is a compelling leadership memoir by Vice Admiral Sandra Stosz, USCG (ret). The first woman to lead a US Armed Forces Service Academy, VADM Stosz takes us through her leadership journey while serving onboard ships and at shore.

The premise of the book is simple: To lead an organization to excellence, it is best to be a leader of character by dedicating yourself to selfless service, setting the example, motivating your people to reach their full potential, and continually adapting and innovating. She punctuates each of these points with short vignettes, anecdotes, and examples – that are completely relatable to anyone in any industry. Her ideas on servant leadership and perseverance are told with clarity and humility, noting key events and subsequent learnings that happened to her over her 40-year career.

Even if you don’t have a Coast Guard, nautical, or military background, the stories could happen to ANY leader – and she is telling it through the lens of the Coast Guard. Stosz takes the time to share simple details that the non-initiated should know to follow the story. So, if you don’t know much about the Coast Guard, well then, you have the added benefit of learning something new as well as the leadership lessons!

The book is broken down into three parts: Leading self and others, leading programs and making policy, and leading the organization. Each part has chapters bursting with short,

pithy lessons. “Meet them where they are” and “The standard you walk past is the standard you expect” are two examples of golden nuggets. I also appreciated the chapters on wellness (in a leadership book!) and the importance of diversity, inclusion, and equity.

While an interesting read, I kept wanting to put it down to reflect on my own experiences and application. I hope she writes a companion workbook and that it gets issued to every 2nd class (junior) cadet at the USCG Academy!

(Note: Sandy was my first roommate for “swab summer” at the US Coast Guard Academy, so I was particularly interested in BUYING and READING this book! I was not given an advance reader copy – so my comments here are, as all of my [book reviews](#), completely honest!).

### [SUBSCRIBE TO THE POWERFUL PANELS PODCAST](#)

Now on YouTube! - featuring guest interviews with meeting professionals, panel moderators, and panelists who share their wisdom on how they make panel discussions livelier and more informative.



©2021 Quality Process Consultants, Inc. | The Extraordinary Team | All Rights Reserved  
USA: 28150 N Alma School Parkway #103-615 | Scottsdale AZ 85262 | (480) 399-8489  
Toll Free: 1-800-589-4733