

How Leaders can Address Dysfunctional Behaviours in Team Members.

Dysfunctional team member behaviours can impact the workflow of the team if not appropriately challenged.

Behaviour	Descriptions	Descriptions
Backbiting	Members of the team engage in negative communication, discussing team issues with non-team members rather than addressing them directly with each other.	Consider team dynamics; establish ground rules for direct communication; and conduct a general group discussion about the issue without assigning blame.
Blaming	Avoiding personal responsibility and attributing blame to others or the situation.	Conduct a debrief session to analyse the problem as a group and identify contributing factors; as well as discuss ways to improve and handle similar situations in the future.
Bullying	According to the Workplace Bullying Prevention policy, bullying is defined as a repeated pattern of behaviour that a reasonable person would perceive as hostile; offensive; and unrelated to the University's legitimate business interests.	According to the Workplace Bullying Prevention policy, supervisors must promptly address and report any instances of bullying behaviour they observe or receive a report about to their HR Partner/Representative. Note: Typically, a singular act or behaviour, whether physical, verbal, or written, does not qualify as bullying unless it is exceptionally severe and egregious. In these cases, it is recommended to initiate a conversation with the person privately, observe and record their behaviour, and if the behaviour persists, inform your HR Partner/Representative.
Discounting	Disrupting others, neglecting their remarks or ideas, and	Review the guidelines for active listening; create a

	dismissing team member contributions as unimportant.	method for documenting overlooked comments and suggestions; inquire about the group's intentions for addressing the mentioned items.
Distracting	Going off topic, going on tangents, having side conversations.	Review the agenda that was prepared, facilitate the meeting actively, go over the ground rules again, and make note of any off-topic items for future discussions.
Dominating	Being self-centred, talking too much, interrupting, criticizing, speaking for others, arguing excessively, and rejecting ideas without thought.	Repeating and replacing similar words spoken by the speaker to show understanding Use direct questions to engage other members and solicit other opinions Encourage active participation and strive for consensus. face to face conversation with person
Excluding	The formation of cliques or factions can lead team members distrusting and suspecting one another.	To foster team integration, assign short-term projects to encourage collaboration among team members. Schedule a team building activity.
Feuding	The team members bring baggage or issues from other situations, which creates an uncomfortable environment. Additionally, they openly complain about and find fault with one another.	Engage in a conversation with the individuals involved in the disruption in person. Check situation. If the problem becomes more serious, consider seeking outside assistance, such as Employee Assistance or Ombuds.

Joking	Engaging in excessive playfulness, joke-telling, and mimicry of other members.	Please refer to the agenda and timeline. If the behaviour persists, a general group discussion should be conducted to address the issue without assigning blame.
Labelling	Using negative labels to attack self-esteem instead of addressing the problem.	Check for understanding and seek clarification If behaviour is chronic, conduct offline conversation with person
Naysaying	There is often a tendency to focus on what is wrong rather than what is right, in the name of playing devil's advocate. Fault finding is common without offering alternatives, and "yes-but" language is frequently used as a default.	Use a counter statement immediately to refocus the team on the solution
Non-participating	The person is displaying behaviour characterized by indifference, lack of contribution, holding back opinions and ideas, not taking initiative, and arriving late or leaving early.	General group discussion on the matter without blame Increase accountability by implementing project management tools such as project plans, agendas, minutes and action items, timelines, and milestones. To effectively engage participants, consult the Ways to Engage Participants in Creative Thinking & Dialogue