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About Telephone Doctor, Inc. Customer Service Training

Telephone Doctor, Inc. is a St. Louis based customer service training company that offers products and techniques designed to improve the service skills of customer contact employees. Through DVDs, web-based courses, books, audio programs and instructor-led workshops, Telephone Doctor, Inc. has helped tens of thousands of organizations increase revenue, improve customer satisfaction ratings and reduce employee turnover. For additional information, please visit www.telephonedoctor.com.

And Now Some Legal Stuff

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The Goal of the Course: *How To Be A Terrible Team Member*

The goal of this series is to raise awareness of the poor team dynamics that can result from leaving these terrible team member characteristics unchecked.

Meet Human Resource Manager Jasmine Harris. Her organization has been hampered by high turnover, low morale and team-related issues. After conducting a comprehensive analysis, Jasmine has identified a series of employee behaviors which are apparently to blame for the dysfunction. Join her as she shares her findings with senior managers. To present these traits in a more memorable fashion, Jasmine has recruited an improv group to demonstrate each behavior – along with the effects on other team members. Get set to IMPROVE with IMPROV!

Objective: Participants who successfully complete this series of courses should be able to demonstrate:

- An awareness and understanding of the various “Terrible Team Member” characteristics identified in this series.
- An understanding of the importance of modifying personal behaviors that might happen to correspond to any of the characters portrayed in this series.

The long-term value of this program creates a need to utilize the content in a variety of different uses. The following outline is based on a more traditional approach of showing the program in its entirety, then participating in discussions.

Additional uses include:

- One Key Point at a time during a staff meeting
- Use a single segment as a buy-in activity
- Individual Key Points can be used to add another dimension to other training programs
Training Outline: How To Be A Terrible Team Member

I. Introduction to the Topic (See “The Goal of the Course” on page 3) (2 min.)
   A. State the goal of the course in your opening comments
   B. Include the class objective. Ask a volunteer to read the ‘Goals and Course Objectives’ on page 3 to participants.

II. Getting Acquainted (see “Before You Begin: Tips for Trainers” on pages 5-6) (15 min.)
   A. Introduction of trainer
   B. Use an icebreaker or buy-in activity of your own
   C. Administer the buy-in activity quiz (pages 7-8 answers; pages 21-23)

III. View Program: How To Be A Terrible Team Member (28 min.)

IV. Application of Key Points (35 min.)
   A. For each Key Point:
      ♦ Ask the class discussion questions provided in the Leader’s Guide
      ♦ Wrap Up (see “Before They Go” on page 21) (15 min)
   B. Select method of review
   C. Use a commitment activity
   D. Ask participants to complete evaluation

NOTE: The normal total length of this class is approximately 90 minutes using the Key Point discussion questions only. Depending on the time available and with some imagination, the training can be as short as only watching the program or extended to a full day session.
Before You Begin: Tips for Trainers

To help participants receive the maximum benefits from this course, here are some tips for success:

Assemble Learning Resources

- Locate DVD program *How To Be A Terrible Team Member* and companion CD that includes the PowerPoint presentation.
- Using the PowerPoint presentation for attendees will greatly enhance the training. (To customize your training materials, your organization logo may be inserted in the PowerPoint Presentations.)
- You’ll need:
  - A flip chart, or white board and markers, or chalkboard and chalk.
  - Media equipment: TV with DVD player or computer with DVD drive, speakers and screen or wall.

Create a Comfortable Learning Atmosphere

- Choose a comfortable, well-lighted room with no distractions.
- Arrange straight tables in a U-shaped set-up or use round tables. Either way, it is important that each participant be able to make eye contact with other participants.
- Use name tents or name tags for participants.
- Encourage note taking by supplying pencil and paper.
- Introduce yourself. Give the participants a brief sketch of your background, your experience and how you relate to the training subject. The more comfortable the participants are with you, the more effective you will be in facilitating their learning.
- Allow the participants to get comfortable with each other. Use self-introductions or icebreaking exercises to get the group relaxed.
  1. The participants can use your introduction as a model, which will help them overcome any natural reluctance to talk about themselves.
  2. Divide the class into groups of two. Give each pair of participants a few minutes to interview each other. Each one in turn introduces his or her partner to the group. This will speed the process of getting the participants to function as a group.
  3. Multiple sources for icebreaker exercises exist. Bring your own or visit your favorite bookstore or local library for ideas.
- Schedule breaks as needed.
- Acquaint the participants with “housekeeping” items. (e.g., location of restrooms and lounge facilities, breaks, etc.).
- Establish clear goals. The specific learning objectives for this class are included in the Leader’s Guide (page 3). Keep in mind that the clearer the participants’ understanding of their objectives, the more likely it is that they will achieve those objectives.
Before You Begin: Tips for Trainers (Cont.)

Involve the Participants

- Choose the segments of the program that best meet your needs. Decide the viewing method that works best (start/stop, all inclusive, minus the review segment, etc.).
- Verify participant understanding by asking questions. They should do most of the work. Resist the urge to take over. Facilitate, but don’t dominate. Ask questions, coax answers, encourage give and take.
- Encourage involvement of the participants by beginning questions with phrases such as:
  - “What did you think about that?”
  - “Tell me what you just saw.”
  - “How do you relate to that vignette?”
  - “That was interesting; what was your take on it?”
  - “What were your initial impressions?”
  - “How did that scene make you feel?”
- Reduce participants’ apprehension by positively reinforcing their comments with statements such as:
  - “That’s interesting; tell me more about what you mean.”
  - “I hadn’t considered that angle yet.”
  - “Good point.”
  - “Okay, thanks for sharing that with us.”
  - “That’ll be one of the things we need to consider.”
  - “I really like your insight.”
  - “That’s sure a unique perspective. Who else has some ideas?”
- Reward participants for their enthusiastic participation. Prizes are always coveted.

NOTE: Telephone Doctor encourages you to create your own Skill Practices for each Key Point to simulate issues specific to your organization.
Buy-In Activity ~ Participant Quiz

1. People who question things in the workplace are automatically behaving like “The Downer.” True or False?

2. Which of the following is characteristic of “The Gossip?”
   A. Spreads half-truths.
   B. Discloses private information on social media.
   C. Undermines the spirit of the team.
   D. All of the above.

3. “The Gossip” deals in ________________.
   A. Office politics and the rumor mill.
   B. Private information and half-truths.
   C. In-person and social media gossip.
   D. All of the above.

4. “The Change Allergic” is really mostly a problem to himself/herself and doesn’t really have much effect on team morale. True or False?

5. Working alone is a poor habit and should never be encouraged. True or False?

6. “The Socially Inept” team member often ignores ____________________.
   A. Nonverbal cues.
   B. Personal and social boundaries.
   C. The discomfort of others.
   D. All of the above.
7. Which of the following behaviors is typical of “The Prima Donna” and can negatively impact the team?
   A. Poor social boundaries.
   B. Selfishness.
   C. An aversion to change.
   D. All of the above.

8. “The Knowledge Hog” may secretly fear that others learning what they know could somehow devalue their importance to the team. True or False?

9. “The Excuse Maker” has little effect on team morale. True or False?

10. “The Tornado” could better help the team if he/she _____________________________.
    A. Didn’t say anything.
    B. Offered useful insight on how to improve.
    C. Pointed out mistakes.
    D. All of the above.
Discussion Questions – Key Point #1: Introduction

1. In the video introduction you just viewed, Jasmine had assembled a group of senior managers for the purpose of planning the company’s 360th birthday celebration. True or False?

   Feedback: False - The senior managers had actually been gathered so that Jasmine could share with them the results of a recent 360 Degree Evaluation, which had uncovered a variety of issues that had adversely affected the organization over the preceding 12 months and needed to be addressed.

2. According to what you saw in the video segment, which of the following is a negative effect that the 360 Degree Evaluation had identified as being caused by certain team member behaviors?

   A. Low morale.
   B. High turnover.
   C. Poor performance.
   D. All of the above.

   Feedback: All of the above - Low morale, high turnover and poor performance are all effects of the team member behaviors that were identified in this course.

3. Jasmine mentioned that the organization had recently completed a 360 Degree Evaluation. The purpose of this evaluation was to find out why the organization had experienced such a difficult year and why the various departments and teams were not running as smoothly as they would like. True or False?

   Feedback: True - This is a true statement. Jasmine mentioned the evaluation and the purpose for it in the opening moments of her meeting with the senior managers.

Key Points - Introduction

- The behavior of individual team members can have an effect on the entire team.
- Negative or questionable behavior by certain team members can result in:
  - Low morale
  - Dysfunctional teams
  - High turnover
  - Poor performance
Discussion Questions – Key Point #2: The Downer

1. What is a characteristic of “The Downer?”
   A. Finds the negative in every situation.
   B. Brings down team energy.
   C. Manufactures negativity even when it’s not there.
   D. All of the above.

   Feedback: All of the above.

2. You should always wear your “rose-colored glasses” at the office and never acknowledge a negative situation. True or False?

   Feedback: False - Our presenter said just the opposite. You should not need to wear “rose-colored glasses” and ignore negative situations. The idea is to not see only a negative angle to every situation.

3. “The Downer’s” behavior and comments only affect his or her own attitude. True or False?

   Feedback: False - An entire team can have their attitude and well-being negatively impacted by the attitude and speech of “The Downer.”

4. Which of the following is NOT a characteristic of “The Downer?”
   A. Affects team morale.
   B. Passionate skepticism.
   C. Manufactures negativity.
   D. All of the above.

   Feedback: B - Being a passionate skeptic was mentioned by our presenter as a good thing. It is obviously NOT a characteristic of “The Downer.”

Key Points – The Downer

- The type that finds the negative in every situation.
- Brings everyone down and affects the energy of the team.
- Honesty is important, as false optimism isn’t any better than being a downer.
- There’s a difference between being an honest, compassionate skeptic and someone who manufactures negativity.
Discussion Questions – Key Point #3: The Gossip

1. You will recognize “The Gossip” when you see him/her because they will be spreading private information and misinformation everywhere, but only in person. True or False?

   Feedback: False - As you could see in the scene you just viewed, “The Gossip” loves to spread private information and misinformation through social media as well as in person and every other way they can.

2. When “The Gossip” spreads information (both true & false), it _____________________.
   A. Undermines the spirit of the team.
   B. Creates an environment of mistrust among the team members.
   C. Both of the above.
   D. None of the above.

   Feedback: C - Both A and B are certainly results you can expect from the unabridged activity of “The Gossip.”

3. Complete this sentence: “The Gossip” is more concerned with office politics and the rumor mill than they are with _____________________.
   A. Confidential Information.
   B. Juicy stories.
   C. Their own work.
   D. All of the above.

   Feedback: C - This is very true. If “The Gossip” spent half as much time worrying about his/her job performance as they do about spreading rumors, they would be an ideal employee.

Key Points – The Gossip
- Is more concerned with office politics and the rumor mill than they are with the quality of their work.
- Deals in confidential information or half-truths.
- Doesn’t care if a story is accurate, just as long as it’s juicy.
- Spreads private information or misinformation and undermines the spirit of the team.
- Can spread their stories either in person or through social media.
Discussion Questions – Key Point #4: The Change Allergic

   
   A. “How things used to be.”
   B. “How we used to do things at my old job.”
   C. Both of the above.
   D. None of the above.

   Feedback: C - “The Change Allergic does both the above. He/she talks about “how things used to be” and “how they used to do things at his/her old job.”

2. “The Change Allergic” quickly shoots down new ideas. True or False?

   Feedback: True - “The Change Allergic” won’t even take time to consider a new idea, but quickly jumps to the conclusion that it will never work or it will be too hard to implement or some other negative attitude.

3. “The Change Allergic” has a particular aversion to new concepts, methods and technology. True or False?

   Feedback: True - “The Change Allergic” certainly will have an aversion to any new concepts, methods and technology with which they aren’t already very familiar.

Key Points – The Change Allergic

- Is averse to new ideas or ways of doing things.
- Often tells stories of “how things used to be” or gets nostalgic about their previous jobs.
- Quickly shoots down new ideas.
- Drags down team morale.
- Often becomes a problem to the situation rather than a solution for the team.
Discussion Questions – Key Point #5: The Lone Wolf

1. “The Lone Wolf” is also known as ___________________.
   A. “The Change Allergic.”
   B. “The Downer.”
   C. “The Office Martyr.”
   D. None of the above.

   Feedback: C - You would have seen our presenter in the video segment refer to “The Lone Wolf” as also being known by the title, “The Office Martyr.”

2. Which of the following is a characteristic of “The Lone Wolf?”
   A. Doesn’t work well with teams.
   B. Often self-promotes at the expense of others.
   C. Self-isolates.
   D. All of the above.

   Feedback: D - Each of the above phrases was used in the video segment as an example of the characteristics by which you will identify “The Lone Wolf.”

3. “The Lone Wolf’s” accomplishments are always solitary efforts. True or False?

   Feedback: False - “The Lone Wolf” would certainly like you to believe that his accomplishments are always his alone, but others have likely contributed along the way. He simply refuses to give anyone else any credit.

4. “The Lone Wolf” or “Office Martyr” is out to prove ___________________.
   A. How much time he/she puts in.
   B. How much harder he/she has it than anyone else in the office.
   C. How much he/she has accomplished.
   D. All of the above.

   Feedback: D - In the video segment, our presenter would have mentioned each of these as something “The Lone Wolf” is out to prove to everyone.

Key Points – The Lone Wolf
- Is also known as “The Office Martyr.”
- Doesn’t work with teams, brags about how much time they put in, and seems to be on a never-ending self-promotion tour.
- Even “The Lone Wolf” sometimes needs the help of others on his/her team.
- Has a terrible tendency to isolate himself/herself in negative ways.
- Often promotes his/her accomplishments by unnecessarily competing with others.
- Is out to prove how much harder they have it than everyone else in the company.
Discussion Questions – Key Point #6: The Socially Inept

1. “The Socially Inept” team member is often ________________________________.

   A. Isolating and self-promoting.  
   B. Averse to new ideas.  
   C. Inappropriate and nosy.  
   D. All of the above.

   Feedback: C - “The Socially Inept” team member can certainly be counted on to be inappropriate and nosy. Think about the scene you just witnessed in the video segment.

2. “The Socially Inept” team member makes other team members feel uncomfortable. True or False?

   Feedback: True - Even you, as a passive viewer of the video segment, felt a good deal of discomfort as you watched our “Socially Inept” team member being himself. He/she will certainly cause other team members to feel at least this much discomfort and even more.

3. “The Socially Inept” shares too much information – and often in unnecessarily graphic detail. True or False?

   Feedback: True - There is almost nothing that is “too much” for “The Socially Inept.”

4. “The Socially Inept” team member is generally harmless to the team and to himself/herself. True or False?

   Feedback: False - “The Socially Inept” team member actually has a serious impact on the team and the company overall. His actions make team members uncomfortable and have an immediate impact on how the team functions together. If personal boundaries are being crossed without regard to how it makes others feel, it can make working together very difficult.

Key Points – The Socially Inept

- Manages to be inappropriate, nosy or just plain creepy.
- Shares too much and often in unnecessarily graphic detail.
- Crosses or ignores personal and social boundaries.
- Makes others uncomfortable, and that immediately impacts how the team functions together.
Discussion Questions – Key Point #7: The Prima Donna

1. Which of the following describes the attitude of “The Prima Donna?”
   A. Sense of entitlement.
   B. Disengaged.
   C. Mentally “checked-out.”
   D. All of the above.

   Feedback: D - The attitude of “The Prima Donna” can definitely be summed up by ALL of the above choices. Each of these were mentioned by our presenter in the video segment.

2. “The Prima Donna” doesn’t consider how his/her actions impact the morale or dynamics with other team members. True or False?

   Feedback: True - As you saw in the video segment, “The Prima Donna” is completely oblivious to anything outside himself/herself.

3. “The Prima Donna” is oblivious to the effect his/her actions has on fellow team members. True or False?

   Feedback: True - “The Prima Donna” is pretty much oblivious to everything going on around them.

Key Points – The Prima Donna
- Is an entitled (in their own mind) and disengaged team member.
- Isn’t mentally present in meetings or work engagements.
- Impacts the overall health of the team with his/her selfishness.
- Doesn’t consider how his/her actions impact team morale.
Discussion Questions – Key Point #8: The Knowledge Hog

1. “The Knowledge Hog” is often _____________________.
   A. An obstruction to workflow.
   B. Oblivious to personal boundaries.
   C. Disengaged.
   D. All of the above.

   Feedback: A - Because “The Knowledge Hog” keeps vital information to himself/herself, he/she can be a major obstruction to a smooth workflow.

2. “The Knowledge Hog” negatively impacts the team by being _____________________.
   A. A source of misinformation.
   B. A bottleneck.
   C. Inappropriate in team settings.
   D. None of the above.

   Feedback: B - Because “The Knowledge Hog” tends to withhold important information, a bottleneck can form, causing a negative impact on the productivity of the entire team.

3. In the video segment you viewed, which of the following was mentioned as a characteristic of “The Knowledge Hog”?
   A. Obstruction.
   B. Defensiveness.
   C. Controlling behavior.
   D. All of the above.

   Feedback: D - In the course video, each of the above was mentioned as characteristic of “The Knowledge Hog.”

4. According to our presenter in the video segment, “The Knowledge Hog” could better help the team if he/she better understood the importance of _____________________.
   A. Social boundaries.
   B. Focusing on the positive.
   C. Openly sharing information.
   D. None of the above.

   Feedback: C - In the video you saw, our presenter stated that “The Knowledge Hog” needs to learn that openly sharing information is the way to become a more valuable member of the team and make the team stronger.

Key Points – The Knowledge Hog

- Gains power by being an obstruction to a critical part of process flow.
- Guards information defensively.
- Is a process bottleneck.
Discussion Questions – Key Point #9: The Excuse Maker

1. Which of the following is characteristic of “The Excuse Maker?”
   A. Passes the buck.
   B. Dodges responsibility.
   C. Avoids giving actual information.
   D. All of the above.

   Feedback: D - Each of these is definitely characteristic of “The Excuse Maker” and you should have seen each of them discussed in the video segment you just watched.

2. “The Excuse Maker” often puts nearly as much energy into making excuses as he/she does in actually helping the team. True or False?

   Feedback: True - This is a key concept that you would have seen in the video segment. “The Excuse Maker” does indeed put nearly as much (or more) energy into making excuses as he/she does in actually helping the team.

3. Contrary to what you would expect, “The Excuse Maker” is constantly making excuses for other people’s shortcomings, rather than owning his/her own successes. True or False?

   Feedback: False - “The Excuse Maker” is constantly frustrating his/her coworkers by creating justifications for not making a contribution to the work of the team.

4. “The Excuse Maker” could better help the team if he/she better understood the importance of ________________.
   A. Doing his/her job.
   B. Accepting responsibility.
   C. Owning his/her mistakes.
   D. All of the above.

   Feedback: D - Each of the above would certainly be more helpful to the team than the usual course of action taken by “The Excuse Maker.”

Key Points – The Excuse Maker
- Avoids responsibility.
- Doesn’t give actual information to solve a problem.
- Gives justifications and alibis for not getting his/her job done.
- Erodes team morale and frustrates coworkers.
- Often puts nearly as much energy into making excuses as he/she does in actually helping the team.
Discussion Questions – Key Point #10: The Tornado

1. “The Tornado” means well, but often leaves chaos in his/her wake. True or False?
   Feedback: True - “The Tornado” means well and may not even recognize the chaos for which he/she is responsible.

2. As seen in the video segment for this module, “The Tornado” is typically a member of which group below?
   A. Managers.  
   B. Employees.  
   Feedback: A - Managers. We wouldn’t be honest with ourselves if we didn’t recognize that managers and supervisors can also be Terrible Team Members. “The Tornado” is a Terrible Team Member that usually comes from this category.

3. “The Tornado” is a manager who blows into a meeting, destroys everything in his/her path and leaves chaos and ruin in their wake. Then he/she leaves the mess to be cleaned up by the other members of the team. True or False?
   Feedback: True - This is the very definition of “The Tornado” as explained by Jasmine in the video segment.

4. Which of the following is NOT a characteristic of “The Tornado” that you saw in the video segment?
   A. Holds a position of authority.  
   B. Points out problems.  
   C. Tears down ideas.  
   D. Contributes to the solution.  
   Feedback: D - The actual solution is certainly NOT something you’ll see “The Tornado” doing! He/she will enjoy barking out a bunch of instructions but will not actually contribute any sweat equity to solving the problem.

Key Points – The Tornado

- Is often a manager or supervisor in a position of authority.
- Blows into meetings, destroys everything in his/her path, and leaves chaos in their wake.
- Leaves the damage for team members to deal with.
- Might mean well by identifying problems and pointing out weaknesses, but he/she could help team members by using his/her managerial insight on how to improve.
Discussion Questions – Key Point #11: Close

1. Of the choices below, identify the Terrible Team Member known for exhibiting a poor understanding of proper boundaries.

   A. “The Socially Inept.”
   B. “The Change Allergic.”
   C. “The Excuse Maker.”
   D. All of the above.

   Feedback: A - “The Socially Inept” is indeed the Terrible Team Member who exhibits a poor understanding of proper boundaries at work.

2. All these types of Terrible Team Members could be exhibited by any individual in an organization, but which of these is most often associated with a supervisor or manager?

   A. “The Downer.”
   B. “The Prima Donna.”
   C. “The Lone Wolf.”
   D. “The Tornado.”

   Feedback: D - “The Tornado” is definitely the Terrible Team Member most likely to be a manager or supervisor who comes blowing in, makes a complete disaster of everything you’re trying to do and then blows out again, leaving a mess for the team to clean up.

3. Before any of the problematic behaviors shown in this course can be corrected, they must first be recognized. True or False?

   Feedback: True - In the video segment you just saw, Jasmine pointed out this fact. The purpose of this series of courses is to raise awareness to these Terrible Team Members and make it possible to then correct the situation.

Key Points - Close

- Terrible Team Members exhibit toxic behaviors and negatively impact an organization.
- Before problems can be corrected, they must first be recognized.
- Consider how all the issues presented in this series can become opportunities for improvement.
A Call To Action!

Experts say that it takes a minimum of 21 days to change a behavior. Your level of readiness to change will determine how successful you are, and how much time it will take. But you need to be ready, able and willing to make change happen in 21 days. Habits are hard to break.

Consistency is key. Be aware of these topics both in the workplace as well as at home.

What will you commit to change in 21 days? Which Terrible Team Member topics will be challenging to you and how do you intend on making the change?

1. __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

2. __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

3. __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

It’s Fun To Be Good!

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Before They Go

In order to reinforce the skills and techniques that have been addressed, choose one or more of these reinforcement options:

**Suggested Methods of Review**

- Discussion questions are provided in this Leader’s Guide for your use.
- The companion PowerPoint presentation is a useful way to reinforce the Key Points made during the course.
- After viewing the program, consider using the Buy-In Activity from *How To Be A Terrible Team Member*, then assemble for group discussion questions and evaluate the different responses.

**For Continued Success**

- Change is more likely to occur if participants commit to implementing skills and techniques discussed during this course. Various resources are available illustrating commitment exercises. We have included “A Call to Action” exercise in this Leader’s Guide.
- In order to evaluate training success and identify areas to improve, provide participants with the opportunity to evaluate the training by using an evaluation survey. (See sample below.) This is a prime opportunity to identify future training needs.
- Hand out the Key Points in the back of this guide. They provide participants with a quick reference of important Key Points discussed in the course. This enables participants to have an ongoing reminder of skills needed for improvement.

**TRAINING EVALUATION**

*Thank you for attending a Telephone Doctor workshop today! Please take a minute to let us know your feelings.*

*Rate the following: 1 - 5 (5 being the best)*

- This course was useful & I enjoyed it
- Material related to my job
- Topics were clear & easy to understand
- I will use these skills
- Please rate the instructor
- Overall rating for this class

Comments are appreciated: __________________________________________________________

_________________________________________________________________________

Your Name: __________________________________________ Date: ____________________

Instructor: ___________________________________________
Buy-In Activity ~ Quiz Answers

Before watching the DVD program: How To Be A Terrible Team Member, ask participants to answer the quiz questions below to the best of their ability. Then, review answers as a group.

1. People who question things in the workplace are automatically behaving like “The Downer.” True or False?

   Answer: False - There’s a difference between being a positive and passionate skeptic and someone who is always quick to find the negative in every situation.

2. Which of the following is characteristic of “The Gossip?”
   A. Spreads half-truths.
   B. Discloses private information on social media.
   C. Undermines the spirit of the team.
   D. All of the above.

   Answer: D - All of the above - each of these characteristics are “The Gossip.”

3. “The Gossip” deals in ____________.
   A. Office politics and the rumor mill.
   B. Private information and half-truths.
   C. In-person and social media gossip.
   D. All of the above.

   Answer: D - All of the above - each of these characteristics are “The Gossip.”

4. “The Change Allergic” is really mostly a problem to himself/herself and doesn’t really have much effect on team morale. True or False?

   Answer: False - “The Change Allergic” hurts not only himself/herself, but will usually have quite a negative impact on team morale.

5. Working alone is a poor habit and should never be encouraged. True or False?

   Answer: False - Some people do work better on their own, but nearly everyone is a part of a team at some point in time. And, even as a part of a team, there are times when each member has an individual project to complete.

6. “The Socially Inept” team member often ignores _________________.
   A. Nonverbal cues.
   B. Personal and social boundaries.
   C. The discomfort of others.
   D. All of the above.

   Answer: D - All of the above - “The Socially Inept” team member certainly tends to ignore each and every one of the items listed above.
Buy-In Activity ~ Quiz Answers (continued)

7. Which of the following behaviors is typical of “The Prima Donna” and can negatively impact the team?
   A. Poor social boundaries.
   B. Selfishness.
   C. An aversion to change.
   D. All of the above.

   Answer: B - The selfishness displayed by “The Prima Donna” can certainly have a negative impact on the other team members. His/her self-centeredness prevents her from even catching a glimpse of how he/she might be hurting the organization.

8. “The Knowledge Hog” may secretly fear that others learning what they know could somehow devalue their importance to the team. True or False?

   Answer: True - One possible explanation for the information hoarding you see with “The Knowledge Hog” is that he/she does worry that their value as an employee might decrease if others know everything they know.

9. “The Excuse Maker” has little effect on team morale. True or False?

   Answer: False - In the video segment you just viewed, you heard Jasmine point out that “The Excuse Maker” has the effect of eroding team morale and frustrating coworkers.

10. “The Tornado” could better help the team if he/she __________________________.

    A. Didn’t say anything.
    B. Offered useful insight on how to improve.
    C. Pointed out mistakes.
    D. All of the above.

   Answer: B - This would be the best thing “The Tornado” could do. It’s not likely that it will happen, but it’s the way he/she could actually be a helpful contributor to the team.
Key Points: How To Be A Terrible Team Member

1. Introduction
   - The behavior of individual team members can have an effect on the entire team.
   - Negative or questionable behavior by certain team members can result in:
     - Low morale
     - Dysfunctional teams
     - High turnover
     - Poor performance

2. The Downer
   - The type that finds the negative in every situation.
   - Brings everyone down and affects the energy of the team.
   - Honesty is important, as false optimism isn’t any better than being a downer.
   - There’s a difference between being an honest, compassionate skeptic and someone who manufactures negativity.

3. The Gossip
   - Is more concerned with office politics and the rumor mill than they are with the quality of their work.
   - Deals in confidential information or half-truths.
   - Doesn’t care if a story is accurate, just as long as it’s juicy.
   - Spreads private information or misinformation and undermines the spirit of the team.
   - Can spread their stories either in person or through social media.

4. The Change Allergic
   - Is averse to new ideas or ways of doing things.
   - Often tells stories of “how things used to be” or gets nostalgic about their previous jobs.
   - Quickly shoots down new ideas.
   - Drags down team morale.
   - Often becomes a problem to the situation rather than a solution for the team.

5. The Lone Wolf
   - Is also known as “The Office Martyr.”
   - Doesn’t work with teams, brags about how much time they put in, and seems to be on a never-ending self-promotion tour.
   - Even “The Lone Wolf” sometimes needs the help of others on his/her team.
   - Has a terrible tendency to isolate himself/herself in negative ways.
   - Often promotes his/her accomplishments by unnecessarily competing with others.
   - Is out to prove how much harder they have it than everyone else in the company.
Key Points: How To Be A Terrible Team Member (cont.)

6. The Socially Inept
   • Manages to be inappropriate, nosey or just plain creepy.
   • Shares too much and often in unnecessarily graphic detail.
   • Crosses or ignores personal and social boundaries.
   • Makes others uncomfortable and that immediately impacts how the team functions together.

7. The Prima Donna
   • Is an entitled (in their own mind) and disengaged team member.
   • Isn't mentally present in meetings or work engagements.
   • Impacts the overall health of the team with his/her selfishness.
   • Doesn’t consider how his/her actions impact team morale.

8. The Knowledge Hog
   • Gains power by being an obstruction to a critical part of process flow.
   • Guards information defensively.
   • Is a process bottleneck.

9. The Excuse Maker
   • Avoids responsibility.
   • Doesn’t give actual information to solve a problem.
   • Gives justifications and alibis for not getting his/her job done.
   • Erodes team morale and frustrates coworkers.
   • Often puts nearly as much energy into making excuses as he/she does in actually helping the team.

10. The Tornado
    • Is often a manager or supervisor in a position of authority.
    • Blows into meetings, destroys everything in his/her path, and leaves chaos in their wake.
    • Leaves the damage for team members to deal with.
    • Might mean well by identifying problems and pointing out weaknesses, but he/she could help team members by using his/her managerial insight on how to improve.

11. Close
    • Terrible Team Members exhibit toxic behaviors and negatively impact an organization.
    • Before problems can be corrected, they must first be recognized.
    • Consider how all the issues presented in this series can become opportunities for improvement.