• **Team Members who do great work but leave "dead bodies" in their wake.**
  
  • **Why?** It occurs because the environment in the organization rewards this Team Member for leaving “dead bodies”, and rewards others for staying silent. What is the reward? Nothing bad happens. Even leaders get rewarded for not addressing it. Their reward comes from the fact that other Team Members do not complain to them. This means if a leader addresses the behavior, the offending Team Member makes work life miserable for all other Team Members by refusing to communicate, by sulking, by being passive/aggressive, etc. The result is a level of discomfort that Team Members view as worse than the “dead bodies”.

  • **Suggested Solution?** If the offending Team Member’s undesired behavior is the same in all other areas of their life, they need direct, one-on-one coaching in order to build skill in interpersonal interactions and communication. However, if this behavior is episodic – meaning it only happens at certain times, and/or with certain people, but there is clear evidence that they behave with and/or treat others (Team members and customers) appropriately – this is not a coaching situation, but a counseling situation. This means the leader needs to have a one-on-one meeting with the offending Team Member using the following as a guide:
    
    • “This meeting is not a dialogue. I will talk and you will listen. Over the last ____ (days, weeks, months), I have received multiple complaints about your behavior (briefly describe said behavior in fact-based terms, avoiding opinions). For example, _____ asked you for help on Tuesday. Your response was that you were too busy to help them, and even if you weren’t too busy, you would not help. The complaints are averaging 4-5 times per week. I am confident you know how to behave appropriately because I have seen you do it with _____ and with ____. I need for this to stop today. I want an immediate reduction of these complaints by at least 50% the rest of this week. The following week that should be reduced by at least 80%, and by week three I should receive none. If you succeed, great. If you do not, you and I will meet again to discuss your future with our organization. You will not, under any circumstances address any Team Member about this conversation. This meeting is concluded.” (Use your own style/wording.)

  • Do not ask if they understand. They do. Do not entertain questions. This would imply that what you have said is open for negotiation. Immediately hand-write your notes about the meeting – date/time, what you said, and your intended follow-up date. File this for future reference. Change your performance measures to a 360-degree feedback process that not only includes how well people do their job, but also measure Team Member skills – how well people do at being a good Team Member.