

## Scenario 1

A complex proposal has been working its way through multiple meetings and finally seems ready to pass. Then someone who skipped those meetings shows up at the last meeting and brings up a bunch of concerns (e.g., the cost seems too high, the group historically has had weak follow-through on things like this, and so on).

What do you say the moment they are finished speaking?

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## Scenario 2

One of the older members of the group, Charles, is rambling on in the meeting. It's not the first time he's done this, and while he's always tended to be talkative, recently some members have privately started to suspect that he has Alzheimer's. You try giving him a few cues to wrap up, but he continues speaking. Finally you know that you have to step in more directly.

What do you do/say?

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## Scenario 3

It's mid-way through a long meeting and energy is dragging. The discussion has gotten fairly technical, and you can see that most people are not engaged. As Louis drones on, you see one person surreptitiously open a magazine to read, while another is nodding off.

What's your response?

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## Scenario 4

Nadia presents a proposal that isn't well-researched enough. Pat responds with a comment about her lack of preparation that is funny and sarcastic—on target but perhaps a little hurtful.

How do you respond?

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## Scenario 5

The group has a member named Laura who many others find difficult to work with, because she has a negative attitude, a thin skin, and often blows up at people. The meeting is discussing the topic of who serves on what committees, and Laura is not present at the meeting. Roberta says that she won't serve on the kitchen team with Laura, and starts telling the story of a difficult encounter she had. Jan interrupts and says, "I'm really uncomfortable with Laura being talked about behind her back."

Next?