



SOLO ACTIVITY

Difficult Person or Different Process

Name _____

Date _____

The same friction reads two ways, and the reading decides what happens next.

 30 to 40 minutes

 On your own

 Paper and pen

1 Read the two approaches

Approach A

A capable team with a clear shared goal. Meetings run one way, led at one pace, and friction is read as personality. Whoever thinks fastest aloud shapes the decisions. Quieter members are described as disengaged rather than differently timed.

Approach B

The same goal, plus a shared understanding of how people process and contribute. Meetings offer written and verbal routes and separate opening up from deciding. Friction is read as mismatch first, and the leader adapts the process rather than the people.

2 Compare them

	APPROACH A	APPROACH B
How team friction gets explained		
Who shapes the decisions, and who is overlooked		
What happens to both under time pressure		
How much of the team's thinking actually reaches the table		

3 Critique both

Strengths of A

What does one consistent process protect?

Limitations of A

What gets lost when difference reads as difficulty?

Strengths of B

What does shared understanding change about safety?

Questions about B

Could cognitive mismatch become an excuse?

4 Make a judgement

Does this chapter offer a realistic model for improving teamwork, or underestimate how hard behaviour change is? Name one strength and one limitation.

The team does not need less difference, it needs _____



More ways into Chapter 13

This section is also available as video, audio, infographics, mind map, and more, including an opportunity to do a deep dive into reference material. Start with the format that suits you best.

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