

Type of coworker or boss	What they do	Fear/hurt	What you want to do	What you need to do
Micromanager	Control everything, create bottlenecks, shut people down	Fear a lack of control, lack of self confidence, fear of a punishing boss above them	Withhold information and fly under the radar	Overshare, over communicate, ask for help, compliment, and appreciate
Lazy coworker	Nothing LOL	Fear of failure, lack of knowledge, fear of being wrong	Get them fired, complain, tell them what to do	Set clear expectations, give them small wins, find their motivation, encourage them, and celebrate small successes
Arrogant, know it all	Interrupt, interject, overrule, advise when not consulted	Lack of confidence, fear of being useless	Search for opportunities to catch them being wrong	Ask them for help, praise them when they're helpful and right, celebrate small successes when they point out good things in others
Busy body	Asks lots of questions, shows up where they don't belong	Fear of being useless, fear of not being needed, fear of being left out, lonely	Push them further away and keep secrets from them, make them feel small for asking	Include them, ask for their input, share information with them, invite them to participate, have more conversations and make more decisions as a group
"At my last job..."	Starts every sentence this way, acts superior than	Feeling like their experience isn't respected	Put them in their place, call them out, make them feel small, roll your eyes, do what they say and hope it fails	Listen, try things when it works, ask for their input when solving problems, don't say "we've always done it this way!"
Possessive	Has a lot of their own projects and doesn't want other people working with them	Fear of disappointment, fear of loss of control	Not give them their own things to work on, not help them with anything	Celebrate what they do well, ask for their help, ask if you can help, share your excitement about their projects

Defensive	Snaps back, can't do anything wrong, closed off to feedback	Fear of exposure, fear of failure	Not give them feedback, stay out of their way, or the opposite, call them out more often	Work hard to make feedback not personal, use "I notice" and "I prefer" refer to a third object in the room like a checklist, protocol, photo etc., ask if they want feedback, point out their successes
Bossy	Tells others what to do, interrupts, interjects, criticizes	Fear of disappointment, fear of not being needed	Snap back, put them in their place, go to HR, call them out	Point out their positives, say thank you, ask, "If I do that, I won't have time for ____." Over communicate
Backstabber	Goes behind your back to discredit you or speak poorly of you	Lack of confidence, fear of not being needed	Get them back, retaliate, report, go on the defense, make them look bad	Be kind, ask them how they are doing, try to connect with them,
"We've always done it this way."	Shuts down your ideas, doesn't want to change	Fear of not being needed, fear of not being relevant, fear of change	Change everything, push harder, give up and be miserable	Seek to understand, acknowledge the work that has been put in, ask lots of questions before you make a suggestion so you know it's a novel one, when you make a suggestion and get shut down with this answer, ask "what's different now that might cause different results?"
Martyr	Works harder and longer than anyone else and make sure everyone knows that	Fear of not being needed, usually suffering from a lack of acknowledgment	Avoid, roll your eyes, work harder to match them/measure up, don't ask them for help	Set boundaries and explain your why, acknowledge what they do, encourage them to set boundaries and work to set team expectations that everyone can agree on and stick to those, don't skip things for miss deadlines

Passive-aggressive	Leaves mean notes or makes underhanded comments but when confronted claims everything is fine	Fear of conflict, fear of not being liked	Catch them doing things wrong, retaliate, report them	Use crucial conversations to confront, ask them how they would like to be confronted and tell them what you would like, when they don't do it that way calmly and non-emotionally point that out
Hypocritical	Says one thing but does another	Usually not triggered by fear but more of a seniority mindset "I know rules and exceptions you don't know yet"	Catch them, call them out, expose them	Seek to understand, ask lots of questions, work to understand why they feel the rules are different in different situations and for different people, set team expectations that everyone agrees to
Mansplainer	Got in to gross detail usually about things the listener already understands, uses condescending tone	Fear of not being needed, fear of being useless	Avoid at all costs, tell them that you know, shut them down	Ask them for help when you have time to listen, thank them for their input, show them what you know in the form of a question
Brown noser/boss's pet	Tattle tells, takes unnecessary credit, overshares, spends extra time with supervisor	Lack of confidence, raised to believe that success and approval must come from authority	Make them look bad, isolate them, lobby against them	Join them, sing your praises and your team mates, encourage them, ask them for help and support, if it's working for them, it can work for you too, they might just know how to work with your boss!
Overcommit and underdeliver, empty promises	Makes promises they don't keep, seems very helpful but not always reliable	Wants to be helpful, lacks time management skills, fear of not being needed	Get frustrated, call them out, don't ask for things/help	Let them help when you need it, but always make deadlines clear and ask multiple times if they have the ability or the time. Have a plan B
The asshole "I know it and I like it."	Proud of being seen as a jerk or unkind, brags about being mean, refuses to change	Fear of not fitting in, fear of exposure, lack of confidence	Report them, fight back, avoid them, make them look bad, get them in trouble, lobby against them	Take care of yourself, try to find common ground and focus on that, don't push them to change, ask them questions, seek to understand

Negative nelly	Always plays devil's advocate or the contrarian, nothing positive to say	Fear of disappointment, fear of exposure	Get sucked in, avoid them, not share information with them	Thank them for their perspectives, ask them for solutions, appreciate the challenge to your proposals it will make your ideas stronger
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