

Current online resources for addressing defensiveness in employees:

If you can ignore 'some judgmental language' in this article, you may find some good advice:
<https://uniquedevelopment.com/blog/dealing-with-the-dysfunctionally-defensive/>

Other resources:

<http://www.techrepublic.com/blog/career-management/how-to-deliver-criticism-to-a-sensitive-employee/>

<http://money.usnews.com/money/blogs/outside-voices-careers/2009/10/19/how-to-handle-defensive-coworkers>

<http://www.mediate.com/articles/eddyB6.cfm>

<http://www.managementcenter.org/article/give-feedback-defensive-staff-member/>

With a perspective that this might be more about 'easily taking offense,' these might be helpful:

http://www.nationalseminarstraining.com/managersminute/MGRMIN_0212/article2.cfm

<http://www.forbes.com/2009/10/15/overly-sensitive-offense-criticism-forbes-woman-well-being-personal.html>

Intuitively, I suggest that you recommend the employee read The Four Agreements, by Don Miguel Ruiz. (I once had an entire department benefit by reading this book – their relationships improved tremendously because of the awareness that the book brought to each of them as individuals. It simplifies life and it gave readers a language to better work with others.) If this material is new to you, The Four Agreements are: (<https://www.amazon.com/Four-Agreements-Practical-Personal-Freedom/dp/1878424319>)

- 1. Be Impeccable with your Word:** Speak with integrity. Say only what you mean. Avoid using the Word to speak against yourself or to gossip about others. Use the power of your Word in the direction of truth and love.
- 2. Don't Take Anything Personally**
Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.
- 3. Don't Make Assumptions**
Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness and drama. With just this one agreement, you can completely transform your life.
- 4. Always Do Your Best**
Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse, and regret.

Leaning into The Four Agreements, my colleague David Dibble has created a valuable body of work based on his book, The New Agreements in the Workplace (<http://www.4newagreements4leaders.com/>).