Leaders are tasked with health of teams

**What make employee difficult?**

One important part of being a leader, is dealing with the tough situations. One of the toughest,is effectively dealing with difficult employees.

A difficult employee is a person who creates consistently unacceptable work. Or consistently shows inappropriate behaviors, that harm productivity and moral for you and your team.

1. Leaders are paid to face chanllenges
2. Leader are judged on their ability to deal with difficult situation

(managing difficult employee effectively will be on of factor to be consider to future promotion ) look seriously as people skill include

You ablity to work with difficult employee

1. Leader are tasked with health of team

Reason to cause under performace employee

1. Poor fit for position(bad attidude and underperformace)
2. Doesn’t fit with the culture

 If you wish to deal with difficult employees effectively, you have to start getting honest about your team and how you interact with them

Excuse like I don’t have time to deal that right now

It not that big of deal

**Four steps to address a difficult employee**

1. Observerg

Difficult situation does not means difficult employee, difficult employee consistently difficult, it means you need look for a pattern, not one incident

1. Gather data

On work performance

From observers

Directly from employee

(If the difficult behavior affects their work, you'll want to be prepared to address details if needed.

Next, realize that your perceptions aren't always accurate. That's why speaking to others withknowledge of the situation might be useful.

But there's no reason to start by telling them how difficult they are. Many times, just you stopping by in this manner **sends the needed signal**. Makes them **more aware of your observation and puts the difficult behavior back in check**. Now if the behavior isn't quickly corrected, its time for step 3, an intervention. If the issue isn't extremely disruptive, consider an informal intervention. But this time, you'll be far more specific about the problem you've observed. If however, the behavior is very disruptive(破坏性对的), you'll have to formally intervene and stipulate how their job might be affected moving forward.)

1. Intervene(干涉 介入)
2. Monitor and follow up
3. Casual observation
4. Review work
5. Speak with other observers
6. Brief check-in
7. Scheduled meeting

The main goal here, 以上目标是为了is to ensure the person is genuinely(真诚的) trying to deal with the behavior in question .Try not to be overintrusive(过分侵入的), and remember to remain positive and helpful

You are not try them difficult ,you are try to help them see a productive path move forward

**Determining the appropriate intervention**

Once you've observed a pattern of behavior that is unacceptable, you have to make a decision **about how to interact with the person in a manner that gives you the highest odds of success.**

Here is the unacceptable approach

1. Avoid an unplanned intervention
2. Avoid a heavy-handed response that could embarrass the

Employee

(Okay, so let's start thinking about informal versus formal interventions.Informal simply refers to an interaction that is more casual. Not involving paperwork, or other formalities.)

Here is great rule to get started ,if you ever in doubt ,going to the informal approach ,that give you employee of benefit of it, and it is less risky options, you goals it is always to help ,once you formalize the conversation even it completely properly, the person can become so angry, or distant(冷漠的), that repairing the relationship becomes very difficult.

**Use an informal intervention when**

* The person is unaware others seem them as difficult
* Past experience indicates the person effectively receieves And uses feedback
* The difficult behavior is modest

Stay positive and meet in a neutral area

Discuss your observations, importance of issues, and request behavior

Change

Be casual and allow them to talk(the more you allow them to talk

the more you learn, whether or not they understood how their be perceived, the more you learn about what’s driving their behavior,

your goal is understand and help not simply reprimand)

**Use an informal intervention when**

* Other employee have come to you about the problem,
* The behavior can harm the group,or you ‘ tried two or more interventions,

Focus on delivering feedback not having a discussion

**Working with slacker**

They constantly slow and always strive to as little as possible.

1. Slacker lower team productivity,
2. They hurt team morale(when they consistently under perform ,other can notice ,sometimes slackers can actually increase others to slacker too) and they reflect poorly on you.

You need help them to improve productive

Gather data ,professionally and discreetly(谨慎小心的)

1. Ask question to gain understanding
2. Accept some responsibility for allowing the behavior to exit
3. Provide an exact and measureable goal
4. You have to address consquecnces

(Paul let me asking if you doing ok, you seem to a little off of last 3 month you productive is really down, do you anything want to talk about it, then pause give them chance to response, I just want you know you productive have been too low for about six month)

I want to you understand this change has happen no later than next quarter, otherwise we may take consider other types of changes

**Reactivating**

Adverse to risk and change

Bored

Feel defeated

Remind them that they server as role models for newer employees

Put them in charge of new project to rekindle their spirt

**Latecorner**

Allowing late behavior can

Hurt productivity

Irritate timely employees

Inspire others to develop late behavior,

Is everything ok? It there anything you want me to know?

**Focusing**

**This behavior can only exist when there’s zero accountability**

**Don’t accept excuses**