Leaders are tasked with health of teams

1. [**Understanding Employee Performance Problems**](http://www.lynda.com/Business-Business-Skills-tutorials/What-makes-employees-difficult/144199/156725-4.html)**16m 52s**
2. **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 challenges （it's no longer acceptable to look the other way and avoid the conflict. In a literal sense, you're being paid to deal with any and all difficult employees who report to you. ）
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 ability to work with difficult employee

1. Leader are tasked with health of team

Reason to cause under performance employee

1. Poor fit for position(bad attidude and under performace)
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

1. **Four steps to address a difficult employee**
2. Observer

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 with knowledge 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 condifendtial with other observers
6. Brief check-in
7. Scheduled meeting

The main goal here, 以上目标是为了i**s to ensure the person is genuinely(真诚的) trying to deal with the behavior in question .T**ry 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**

1. **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(Before any tough conversation ,you plane how to make successful)
2. Avoid a heavy-handed response that could embarrass the

Employee

(The other unacceptable approach, is to engage too strong or too heavy, as your first move. If you see a problem behavior and react by publicly embarrassing the person 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

[**2. Employees with Productivity Problems**](http://www.lynda.com/Business-Business-Skills-tutorials/Calming-dramatic-employees/144199/156740-4.html) **19m23s**

**Working with slacker(**[Refocusing slackers](http://www.lynda.com/Business-Business-Skills-tutorials/Refocusing-slackers/144199/156730-4.html)**)** 懒鬼；逃避兵役者

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

1. Slacker lower team productivity,
2. They hurt team morale(士气，斗志)(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,** **Find the best way to positively intervene(摄入，介入) and redefine(重新定义) standards to get them moving again.**

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 consequence

(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** [**the coasting employee**](http://www.lynda.com/Business-Business-Skills-tutorials/Reactivating-coasting-employee/144199/156731-4.html)

 These are the employees who have stopped striving (停止努力)and are just coasting along(只是按步就前). They typically meet standards, but barely（仅仅是达到标准）.they are not advocate for change

The reason to adverse to risk and change,

1. Bored(if they are role hasn’t been change for long)
2. Feel defeated (no one ever fixed)

The solution for this situation

* You job is to remind them that they server as role models for newer employees
* Put them in charge of new project to rekindle their spirit

**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

They’re not necessarily last just poor planner

Monitor their performance closely and step in when

needed

**Clingy**

What really behind the clingy employee

(Have you ever seen an employee lose productivity because they weren't able to dive into the work for an extended period of time without asking a million questions?)

Lack of skill or ability

Low self-esteem (尊重；尊敬)or confidence

Poor instructions from supervisor

Chance to demonstrate their knowledge

Are they aware of the behavior?

What’s behind the behavior?

**Complainer**

Don’t ignore this behavior-manage it.

Complaining causes negative emotions to spread like wildfire

Complaining can be contagious

Their motivations is sympathy and emotional validation.

I’d like to hear more about what you’re thinking, the are like to heard

And listening

**Resisters**

Resisters lay roadblocks to progress

Steer clear of negativity(控制 引导 负面)

Influence people to shut down

Make others think the odds of success are low

1. Don’t provide an emotional response;
2. Don’t try to change their personality
3. Don’t ignore the behavior

Schedule a private meeting for the intervention

I want to talk about a pattern of behavior I’ve seen over the last few months

Provide concrete example of the negative behavior use multiply examples to proof

Simply being critical without helping is no longer acceptable

**Bullies**

“This policy is ridiculous”

Someone who yells only occasionally is not a bully.

They have outbursts when feeling threatened of defensive.

Choose an informal intervention

**Dramatic()**

You job is create and use positive motion an dumping negative motion, To do this, you have to get a grip on(抓住敲门) managing overly dramatic employees.

Dramatic employees tend to be very defensive.

They may complain when pushed to do more.

They often believe the whole team is out to get them.

Get support from the team before confronting the dramatic employee.