CHALLENGING EMPLOYEES

readysetpresent.com

Be able to locate and identify difficult employees.

Learn that every employee has a unique way of completing tasks, and learn how to gel everyone's abilities.

Learn how to deal with a continually troubling employee.

Ready
Set
Present

Understand what is expected and how to work more effectively in the office environment.

Learn the tools that allow for constructive feedback and more productive employees.

A CHALLENGE

Please write your definition of a
PROBLEM and CHALLENGING EMPLOYEE

Definitions

Someone who, whether consciously or subconsciously, disrupts or hinders the advancement of productivity in the work place.

Etymology – Challenge

The word, "challenge" came from the French word, "chalonge" in the late 13th century.

It originally meant "calumny" or "slander."

In legal use, it meant "accusation, claim," or "dispute."

Etymology – Challenge

The word "employ" came from the early 15th century from the Middle French word, "employer" and the Old French word, "emploiier."

It originally meant "make use of, apply; increase; entangle; devote."

It later came to mean to "hire" in English in 1580.

The word "employee" came from the combination of "employ" and the suffix, -ee.

Ready
Set
Present

People Aren't Difficult, They Are Different

Employees at all levels may feel insecure and under pressure to perform.

More dissatisfaction amounts to more difficult people.

Dissatisfaction:

- Can cause the loss of clients.
- Can slow down productivity.
- Can cause absenteeism to increase.

Ready
Set
Present

Being Objective

Being objective is very important because…

It prevents favoritism.

It ensures that personal dislike is not affecting judgment.

It ensures that the employee is evaluated on the basis of performance standards.

It prevents legal issues.

It prevents emotions from clouding judgment.

Ready
Set
Present

How to Ensure Objectivity

Analyze your personal history with the employee.

Analyze any biases you have that may be affecting your perceptions.

Try to separate your emotions and personal feelings from your work.

Do not allow other people to influence you with their opinions.

Ready
Set
Present

How to Ensure Objectivity

Make sure your expectations are reasonable.

Do not play favorites.

Hold every employee to the same standards.

Ready
Set
Present

Problem of Difficult People

Each of us has certain needs that must be satisfied if we're going to feel good about ourselves.

Some people need to have people like them, while to others, the most important thing is to make sure that all the i's are dotted and the t's are crossed.

Individual Strengths

We all complement each other. Where one person is weak, somebody else is strong, and vice versa.

We have to find a way to allow people to use their strengths.

If we don't, those strengths may turn into weaknesses, and those weaknesses aren't a pretty sight to see.

Intentions

Remember, every type of behavior or action has an intention or motivation behind it.

Trying to figure out what that intention is can be helpful in solving the problem.

According to "Coping With Difficult People" by Dr. Robert Bramson and "Dealing With People You Can't Stand" by Dr. Rick Brinkman and Dr. Rick Kirschner, there are **four general intents**.

Ready
Set
Present

Intentions

1 To get the job done.

2 To get the job done right.

3 To get along with people.

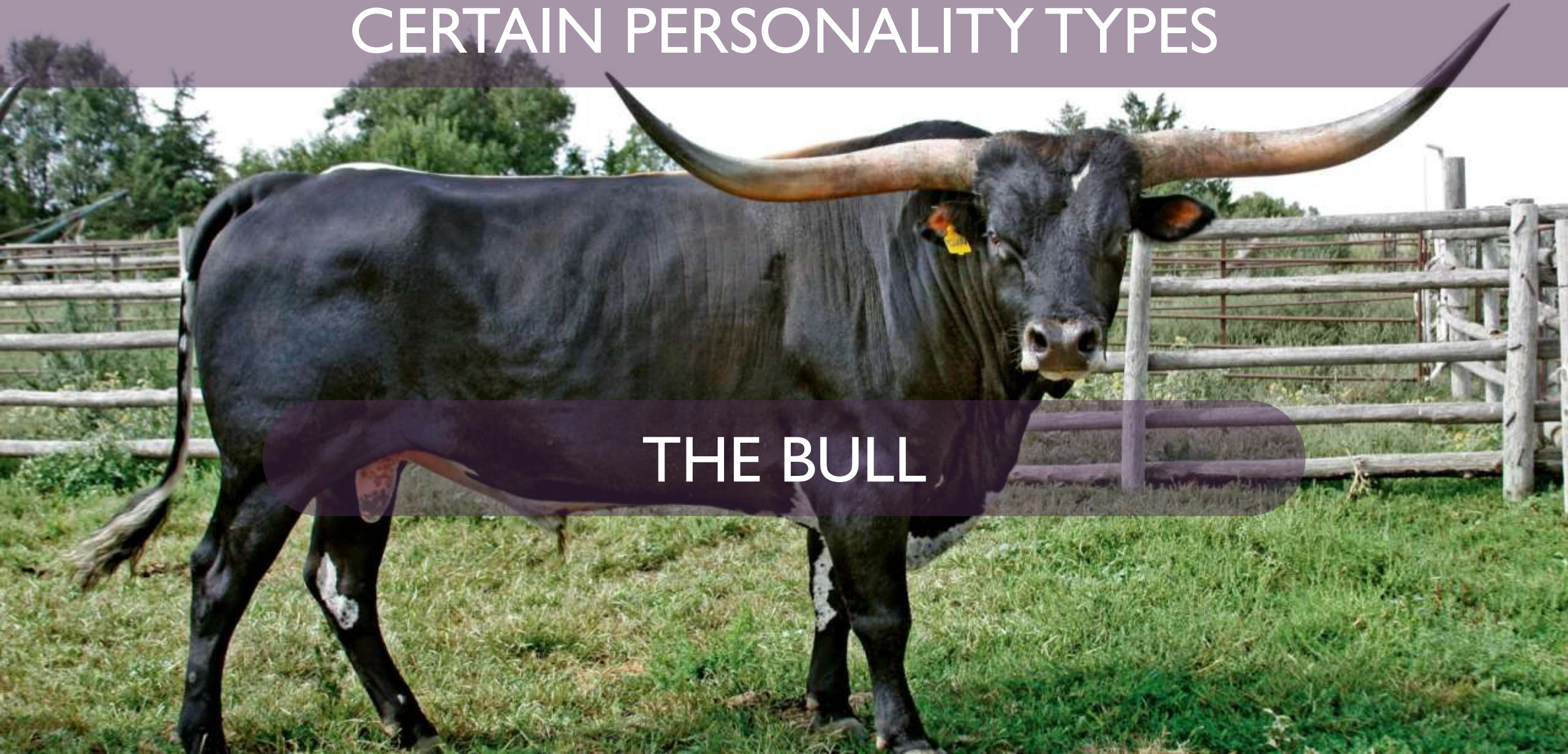**4** To get appreciation from people.

Ready
Set
Present

CERTAIN PERSONALITY TYPES

CERTAIN PERSONALITY TYPES

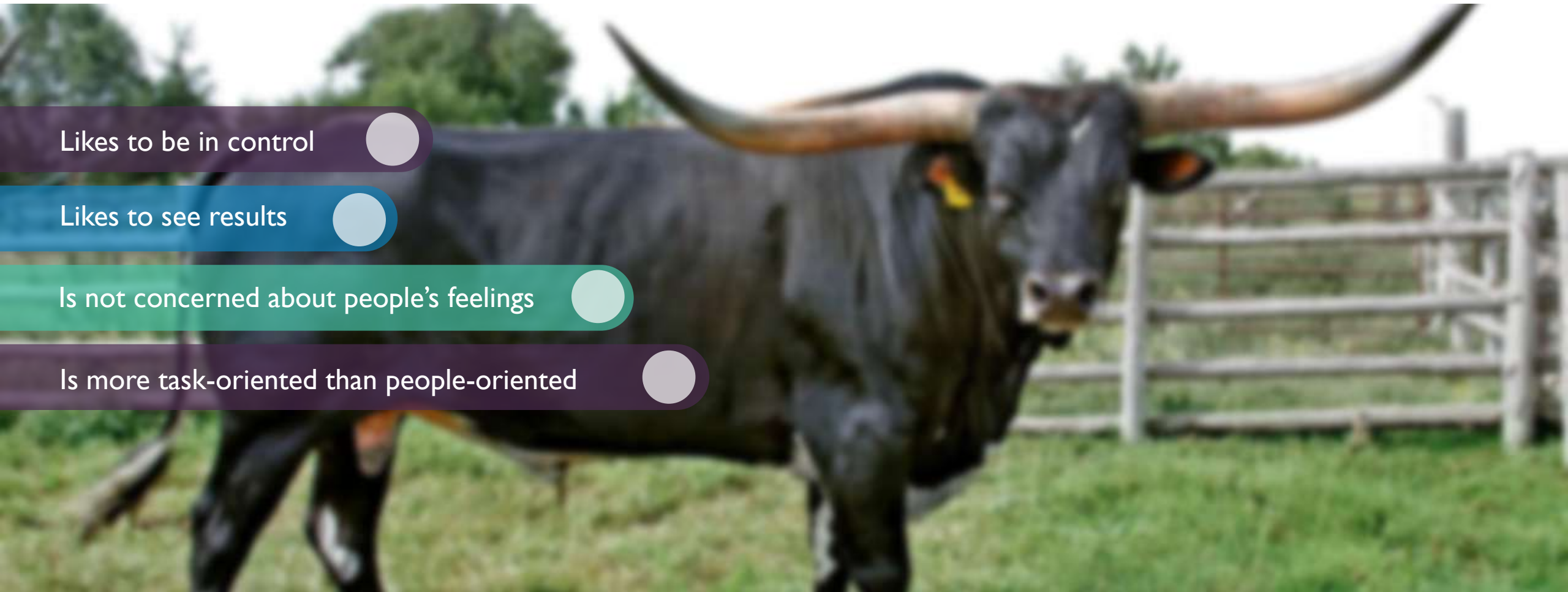THE BULL

Qualities of the Bull

Likes to be in control

Likes to see results

Is not concerned about people's feelings

Is more task-oriented than people-oriented

Ready
Set
Present

Strategies for the Bull

(1 of 2)

Do not show fear.

Look them in the eye, and stay calm and collected.

Do not move away from them.

Ready
Set
Present

Strategies for the Bull
(2 of 2)

If the Bull is a co-worker…

Do not interrupt; just let them have control.

When the charge is over, ask open-ended questions.

CERTAIN PERSONALITY TYPES

THE FOX

Qualities of the Fox

- Likes to be in the limelight
- Does not like to be around negative people
- Likes people
- Needs an audience
- Becomes sarcastic when under stress

Ready
Set
Present

Strategies for the Fox

If the Fox is a co-worker…

Take them aside, and tell them that you won't be the brunt of their jokes anymore.

If it continues, confront them in front of others.

Confront them in private, and hope for the best.

CERTAIN PERSONALITY TYPES

THE TIME BOMB

Qualities of the Time Bomb

(1 of 2)

Are pleasant and eager to please others.

Are people whom you can always count on.

Go off all of the sudden when they feel threatened.

Ready
Set
Present

Qualities of the Time Bomb

Have concrete answers
for everything.

Strongly oppose
any variations.

Strategies for the Time Bomb

(1 of 2)

If the Time Bomb is a co-worker…

Do not do anything – just listen.

Do not create signs of aggression.

Do not try to defend yourself.

Ready
Set
Present

Strategies for the Time Bomb

Let them know that you understand and accept their anger.

Apologize, and assure them you will try harder in the future.

Do not take their behavior personally.

CERTAIN PERSONALITY TYPES

THE WHINER

Qualities of the Whiner

Need to be taken care of.

Are unchangeable because behavior was learned as a child.

Gripe with no intention of improving upon complaint.

Strategies for the Whiner

If the Whiner is a co-worker…

Listen to them.

Ask for specifics about the problem. They prefer to deal in generalities.

Do not give in, and fix it yourself.

Help them to work it out.

CERTAIN PERSONALITY TYPES

THE STONE WALL

Qualities of the Stone Wall

Like to be in control.

Love to gather information.

Under stress, they refuse to give information.

Ready
Set
Present

Strategies for the Stone Wall

If the Stone Wall is a co-worker…

Ask questions that require an extended answer.

If you do not receive an answer, sit expectedly waiting for one.

Be attentive, and remember not to fill the silence.

According to "Coping With Difficult People" by Dr. Robert Bramson and "Dealing With People You Can't Stand" by Dr. Rick Brinkman and Dr. Rick Kirschner, **there are several other personality types**…

Ready
Set
Present

The Tank:
- Is confrontational and angry.
- Exhibits pushy behavior.

The Sniper:
- Makes rude comments.
- Uses biting sarcasm.
- Attempts to make others look foolish.

Ready
Set
Present

Other Personality Types

The Grenade (Much like the Time Bomb):
- Explodes into uncontrolled ranting and raving after an initial calm.

The Know-it-All:
- Has a low tolerance for correction and contradiction.

Ready
Set
Present

The Think-They-Know-it-All:
- Attempts to fool people and get attention.
- Provides false information.

The Yes Person:
- Says "yes" without consideration.
- Attempts to please people.
- Avoids confrontation.

Ready
Set
Present

Other Personality Types

The Maybe Person:
- Procrastinates and is indecisive in hopes that a better choice will be presented to them.

The Nothing Person:
- Provides no verbal or nonverbal feedback.

Other Personality Types

The No Person:
- Can oppose and put an end to ideas just by saying "no."
- Is deadly to morale.

The Whiner (The same as the previous "Whiner"):
- Feels overwhelmed by an unfair world.
- Brings their problems to anyone and everyone.

Ready
Set
Present

Dealing with Specific Employees

Once you know the personality type of the employee, use that knowledge to accurately assess and manage the situation.

Here are some tips….

Ready
Set
Present

KEYS TO DEALING WITH PEOPLE

Keys to Dealing with People

(1 of 2)

1 Don't try to change people.

2 Ask yourself, is the person difficult or is the situation?

3 Establish boundaries, and let others know when to stop.

4 Stay in control of your emotions.

Keys to Dealing with People

5 Present all issues in the open.

6 Determine the needs not met, and find a way to fix them.

7 Keep a positive attitude.
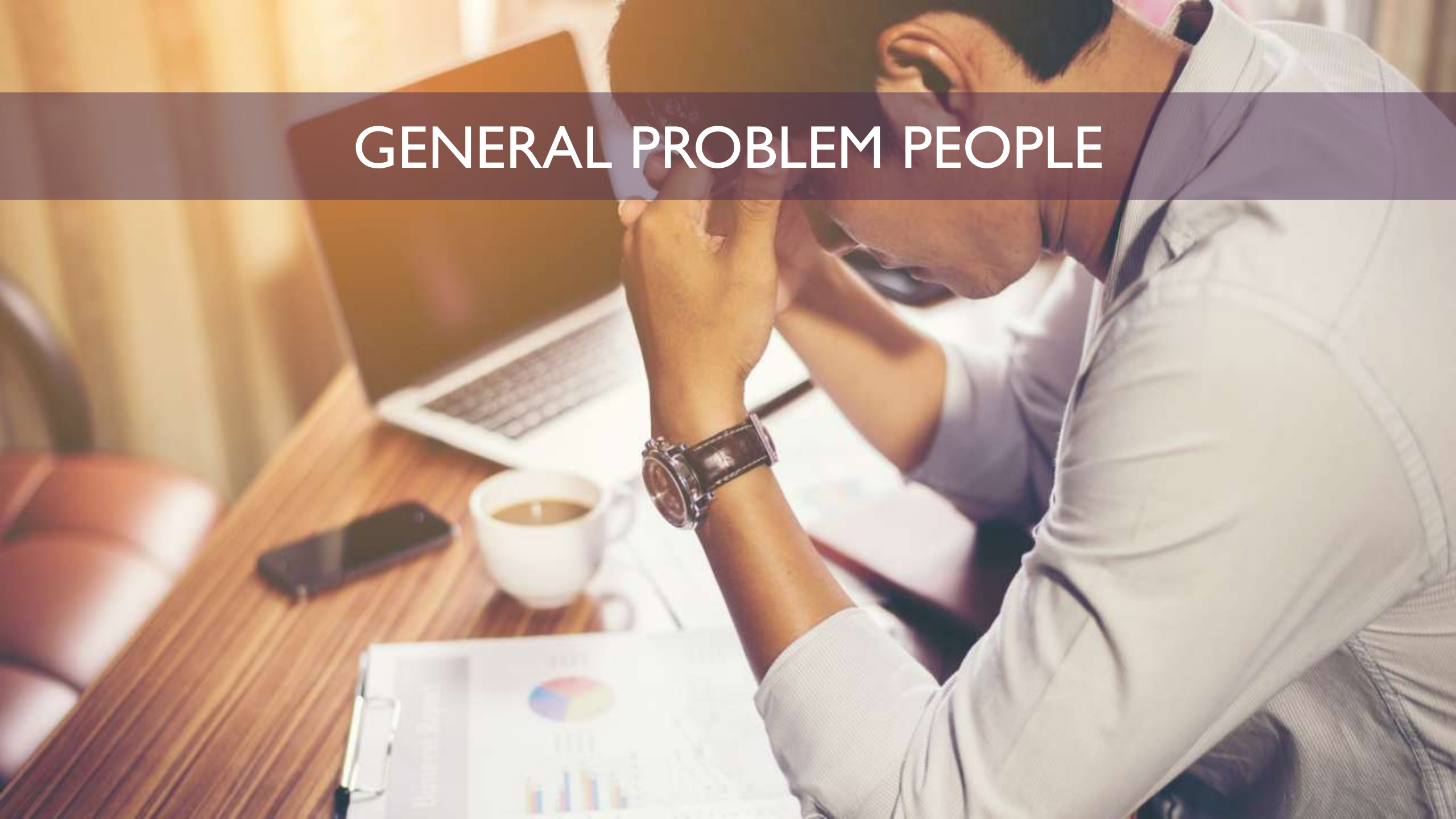
8 Believe in yourself and your ability to deal with difficult people.

Ready
Set
Present

GENERAL PROBLEM PEOPLE

General Problem People

Many times, your reaction to people will tell more about you than about them.

Steps to analyze your reactions:

Write down details of what annoys you.

Speculate why it annoys you.

Analyze how that person gets emotionally involved.

General Problem People

Many times, your reaction to people will tell more about you than about them.

Steps to analyze your reactions:

Consider your response.

Analyze how you would like to respond.

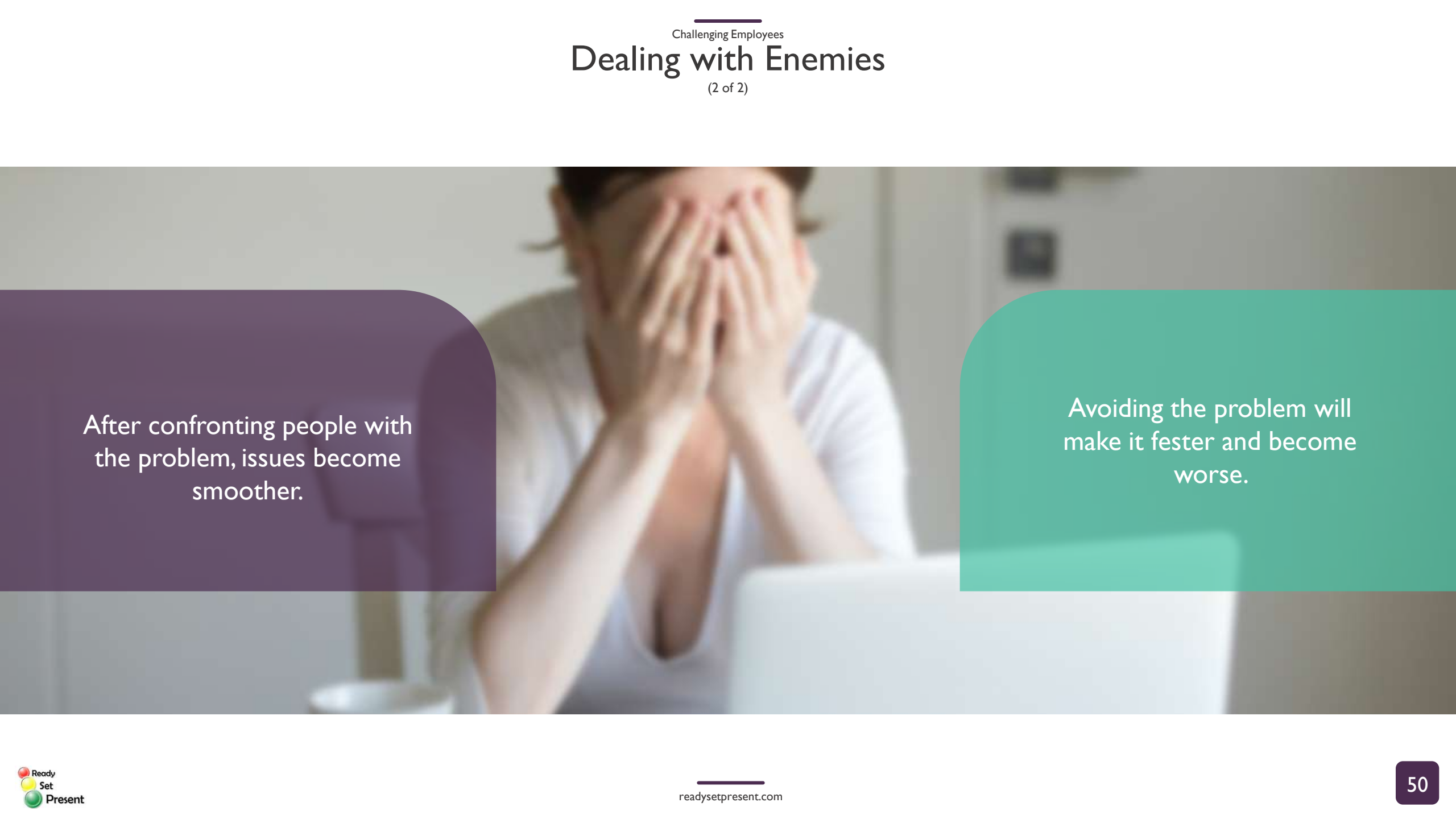Monitor yourself, and give feedback.

Ready
Set
Present

Dealing with Enemies

Speak up, and stand up for yourself when attacked.

Provide information to the person about how good your performance has been.

After confronting people with the problem, issues become smoother.

Avoiding the problem will make it fester and become worse.

Dealing with Difficult People

Difficult personalities need to be examined in terms of what is offered – both the positive and the negative.

Separate the person from the substantive issue so that progress can be made.

Ready
Set
Present

Dealing with Difficult People

Call attention to factors that bother you.

If multiple people have a problem with one specific co-worker, a group needs to discuss how to deal with the "difficult" person.

Ready
Set
Present

Dealing with Difficult People

Make sure you differentiate between the employee's professional role and their difficult personality.

You need this person to be productive; you do not need them to be your best friend.

IDEAS

Quick Tips

Stay Calm:

When dealing with the employee, do not engage on a personal level.

Do not get into arguments, allow your buttons to be pushed, or be goaded into a heated confrontation.

Quick Tips

Be Funny:

Self-deprecating humor is potentially one of the best methods to disarm a situation. The ability to laugh at yourself eases tensions.

Furthermore, it enhances the ability to communicate positively with others.

Ready
Set
Present

Listen:

When the conversation is getting heated, focus on listening rather than arguing.

When you listen, it lets the difficult employee know that you are concerned and shows them that you care about the issues at hand.

Quick Tips

Clarify:

Clarify to help ensure clear and efficient communication.

Clarification assists you to "get right to the point" instead of having to mull over issues in the past.

Be Available:

Let employees know that you are available for conversation.

If employees understand that you are approachable, it fosters enriched communication.

When you address issues early, it reduces the number of serious problems you will encounter later.

Ready
Set
Present

Quick Tips

Stand By:

In a stalemate, work to delay the argument until the emotions have settled down.

Failure in doing this only creates relationships that are generally more scared, complex and hard to fix.

Ready
Set
Present

Once is Enough:

Do not repeat yourself unless its asked of you.

"Driving your point home" can be demeaning and also takes too long.

Once will do the trick and reduce the opportunities for an argument.

Feedback and Recap:

Ask for additional feedback.

If you are in a long conversation, periodically ask if the employee has understood everything, and ask for a recap from them.

A recap keeps everyone on the same page and prevents feelings of being overwhelmed.

Ready
Set
Present

QUESTIONS AND ANSWERS

Question 1:

What do you think makes a co-worker, or person in general, "difficult?"

Answer 1:

There may be multiple reasons: They may be a bottleneck in the decision-making process, or they may be insecure around the workplace – enough so that they feel inclined to treat you improperly.

Ready
Set
Present

Question 2:

Why do you think it's important to learn the skill of dealing with difficult co-workers?

Answer 2:

The basic reason for learning how is to keep from going crazy.

You are more likely to accomplish other objectives if you come up with a good strategy for dealing with co-workers.

Ready
Set
Present

Question 3:

What do you consider to be the fundamental steps in the process of communicating with a "difficult" person?

Ready
Set
Present

Answer 3:
There are three steps you must follow:

1. Figure out if you have an alternative.

→

2. Listen carefully if you do not.

→

3. Consider both long-term and short-term priorities.

FEEDBACK
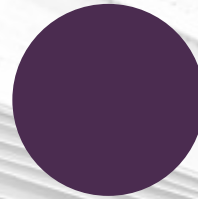
Feedback

Definition:

Open, direct, honest dialogue in which two people exchange perceptions and observations of one another for the purpose of enhancing communication and building relationships.

Feedback is a Skill

Can be positive as well as negative.

Is not "venting".

Is based on perceptions, not evaluations or judgments.

Ensure your intention is to be helpful and supportive.

Check that the group/individual wants feedback.

Deal with things that can be changed.

Ready
Set
Present

Describe the situation or event.

Describe specific, observable behavior.

Explain the impact this behavior has on you.

Ready
Set
Present

Use "I" statements.

Confirm for understanding, and ask for them to respond.

When applicable, suggest an alternative.

Ready
Set
Present

Receiving Feedback

Ask for feedback when and if you want it.

Look at feedback as an opportunity.

Avoid being defensive.

Ask questions, and paraphrase to check for understanding.

Consider carefully if and how you want to change your behavior. Let others know.

Ask for support to help you change.

Ready
Set
Present

Offer thanks for taking the risk to support your growth.

CONSTRUCTIVE FEEDBACK

Now that I know the problem, how do I give constructive feedback?

Question

What is constructive feedback?

Answer

CONSTRUCTIVE:
Serving to advance a good purpose; helpful.

FEEDBACK:
Any information about the result of a process.

KEY ASPECTS

1 What three elements that are needed for feedback to be constructive?

2 What four components make up the structure of constructive feedback?

3 What is meant by "levels of feedback?"

Ready
Set
Present

1. What three elements are needed for feedback to be constructive

Ready
Set
Present

Key Aspects

FIT:
Feedback must be individualized for the specific person with whom you are speaking.

FOCUS:
Feedback must focus on the action or behavior you are trying to change, rather than the person.

TIMING:
Feedback must be given as soon as possible or, at a minimum, prior to the next task in question.

2. What <u>four components</u> make up the structure of constructive feedback?

Ready
Set
Present

The CLIMATE Setting.

The OPENING STATEMENT about the topic of discussion.

EXPLORATION of the issue.

CLOSURE of the discussion with a commitment to action.

3. What is meant by "levels of feedback?"

Ready
Set
Present

Key Aspects

The amount of feedback needed varies depending on the function, position, and experience level of the employee.

1.
Inform the employee of the error.

➡

2.
Identify the specific error.

➡

3.
Work with the employee to reach a solution.

⬇

6.
Provide instruction.

⬅

5.
Demonstrate a corrective action.

⬅

4.
Suggest a corrective action.
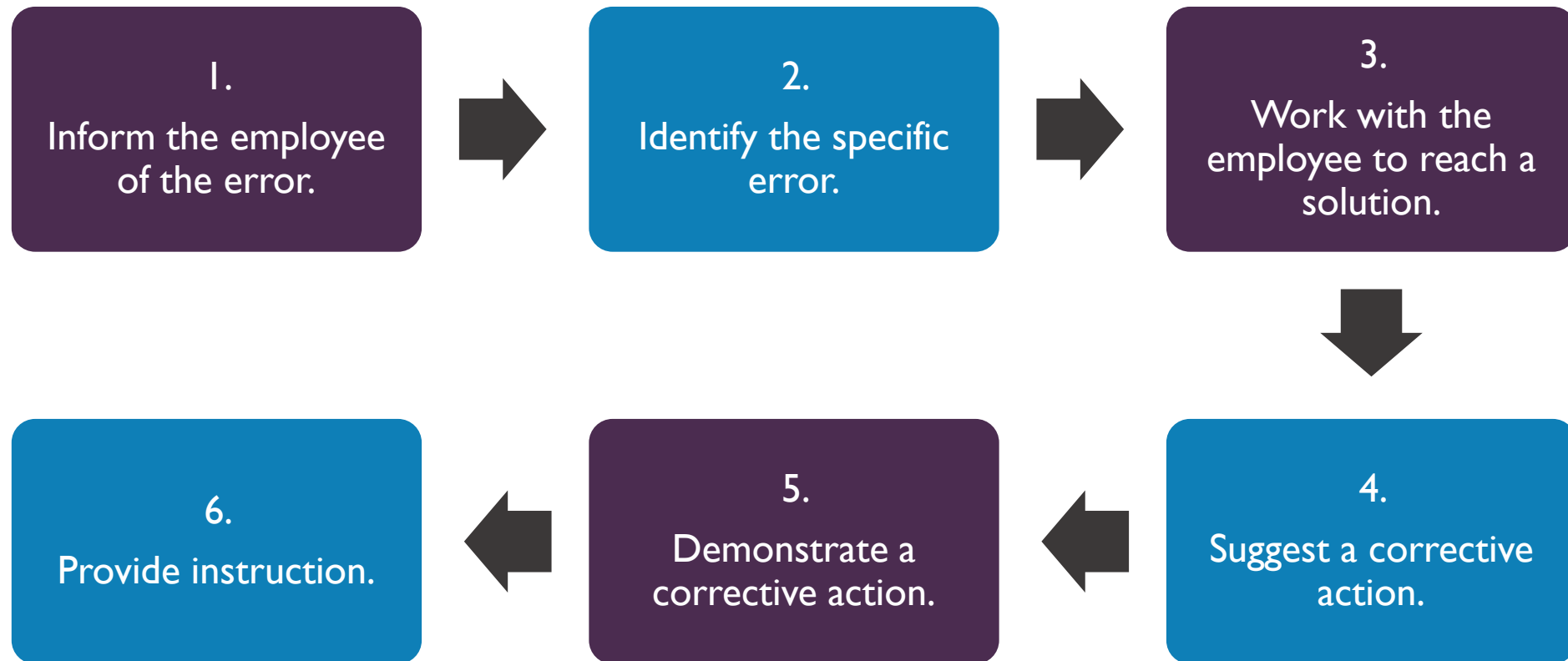
BENEFITS OF GOOD FEEDBACK

Benefits of Good Feedback

Overcomes the barriers of confrontation and defensiveness.

Strengthens trust, improves morale, and increases productivity.

Recruits employee participation in setting future goals.

readysetpresent.com

Benefits of Good Feedback

O + S + R

Only

Superior

Recommendations

General, Evaluative Feedback

"You did a lousy job in handling that meeting."

"You totally fouled up that accounting report."

"You don't listen to people."

General, Evaluative Feedback

"You really blew that last complaint call."

"You just don't know how to get things done around here."

"Your organization is full of bad hires."

Constructive Feedback Skills

1. **Climate Setting**:
The verbal or nonverbal steps you take to help establish a positive and cooperative environment for problem solving.
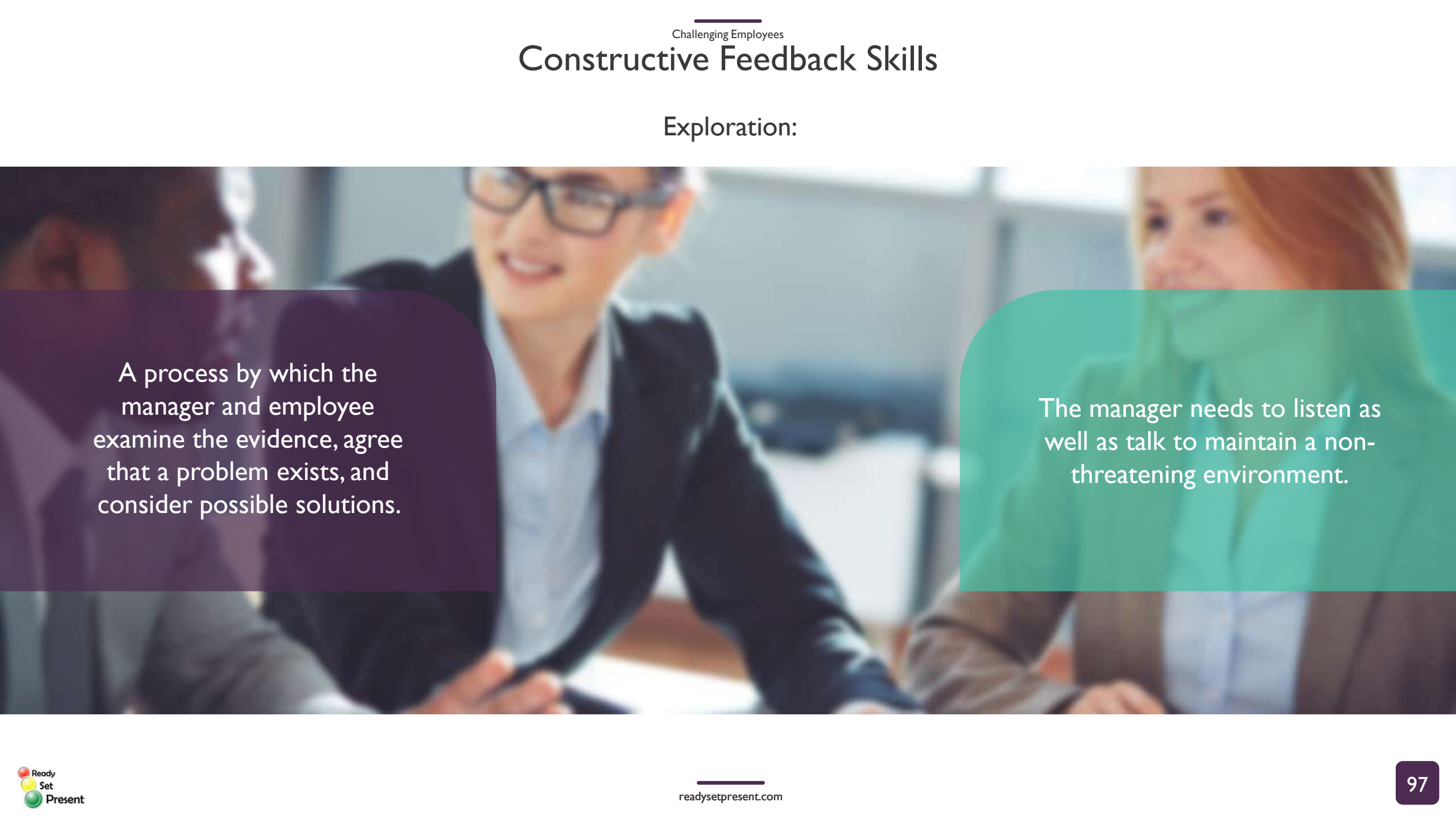
Constructive Feedback Skills

2. **The Opener**:
A frank and honest statement of why you are speaking to the employee.

Constructive Feedback Skills

Exploration:

A process by which the manager and employee examine the evidence, agree that a problem exists, and consider possible solutions.

The manager needs to listen as well as talk to maintain a non-threatening environment.

Constructive Feedback Skills

Closure :

The point at which the person receiving the feedback chooses a course and action and commits to change.

The receiver, not the sender chooses the course of action.

FIXING THE PROBLEM

What Managers Must Do

The Process

Report the problem.

Identify the problem.

1

2 Define the problem.

Explain the impact of the problem.

3

Ready
Set
Present

The Process

Explore the causes of the problem.

Listen to the employee's thoughts on what you have said, and pay attention to their reactions.

4

5

Analyze the possible causes of the problem.

Discuss the possible causes of the problem with the employee.

6

Ready
Set
Present

The Process

Identify corrective actions.

Define the performance standards.

7

8

Explore possible solutions, and if necessary, disciplinary actions

Identify the course of action to be taken.

9

10

Write a plan for improvement.

The Process

End the conversation.

11 Recap the key points.

12 Review and finalize your plan.

13 Make sure that expectations are clear.

14 Set a follow-up meeting.

Ready
Set
Present

The Process

Explore the causes of the problem.

Follow the course of action.

15

16

Check on progress.

Keep records.

17

Ready
Set
Present

The Process

Have the follow-up meeting.

Discuss progress.

18

19

Discuss improvements and areas that need improvement.

If the behavior is severe enough, and has not improved sufficiently, state the consequences.

20

21

Set another follow-up meeting or enforce the consequences.

Ready
Set
Present

Finding a Solution

The ultimate goal is to agree upon a concrete solution. Otherwise, your problems with the employee will only continue.

Make certain that they understood your request/s and that you clearly communicated the consequences.

Ready
Set
Present

Responsibility

A Manager Has The Authority To:

Direct or control.

Exert control.

Utilize authority, discipline, or persuasion.

Supervise, or carry on.

Distinctive Characteristics

Management

Goals and/or objectives to achieve (effectiveness).

The responsibility of achieving these goals or objectives through employees in a cost conscious manner (efficiency).

Motivating employees to achieve these goals or objectives (management).

Four Tips for Success

1 Allow employees to vent to you.

2 Use humor to help everyone relax.

3 Provide affirming recognition.

4 Use your emotional awareness to connect genuinely with diverse groups.

Ready
Set
Present

Often times, it is impossible to know what your co-workers are going through – make sure you realize that their problems may extend past work and that you are listening to their issues.

Personal issues:
financial difficulties, a divorce, a troubled child, or an ailing parent.

Ready
Set
Present

People often won't "let down their guard" at work. A casual, relaxed setting will help put them at ease.

Take someone out to lunch, and listen to what is bothering them.

Suggest that you and the troubled co-worker get coffee together. This is a great way to get to know the other person and understand the problem better.

Ready
Set
Present

A Little Laughter Helps

Humor naturally eases high tension situations.

Use this fact to help battle angry disputes and interactions that may occur among employees.

Ready
Set
Present

Affirming Recognition

Support is a must for a positive work environment.

Every type of personality appreciates the occasional compliment, although make sure not to overdo it.

Some may react negatively if they feel they are being "babied."

Ready
Set
Present

"Nice presentation!"

"Looking busy today, Steve. Good work."

"Keep up what you're doing. Everyone thinks it's great!"

Be Friends

Use your own emotional awareness to forge genuine bonds with your co-workers.

If people feel you understand them, successful interactions will ensue.

The Persistent Problem

After you have:

Tried to get to know the worker better.

Listened to their complaints and given positive suggestions.

Made every attempt to be friendly.

Let them know there will be repercussions if their attitude does not change.

Ready
Set
Present

Terminating the Difficult Employee:
How Can I Protect Against
Discrimination Claims?"

"In sum, you can't.

Frivolous claims not only persist, but make up the bulk of all filings."

However, there are ways to mitigate the risks…

Termination

Mitigate the risks by being careful about your treatment of the employee during the termination.

How the employee is treated during the termination is often more important to them than the termination itself.

Often, the complaint is not, "I can't believe they fired me."

Instead it is often, "I can't believe *the way they treated me* when they fired me!"

Collins' Principles to Follow:

Don't wing it! You only have one chance!

Witness!

If you would feel uncomfortable explaining your decision in court, it is probably the wrong decision.

Even if an employee should know why they are being terminated, if they ask, they deserve an honest answer.

Thomas G. Collins, Esq.
Buchanan Ingersoll & Rooney PC

readysetpresent.com

Termination

Collins' Principles to Follow:

Never apologize for terminating an employee, even if you feel bad about it.

Remember that anything you say can and will be used against you in a court of law.

Keep it simple, and don't allow a debate.

Don't sugar coat the termination.

Thomas G. Collins, Esq.
Buchanan Ingersoll & Rooney PC

TWO QUESTIONS

Two Questions

Ask yourself:

"Are the problems not that significant?"

"Is it that you just don't like them, or does the problem actually negatively impact productivity?"

If either of the two questions are true, drop the matter.

If it later develops to something that hurts the work environment, take action.

Firing is not always necessary, issue a written warning – it may be all that is needed to indicate that you are serious.

What Am I Responsible For?

Know it is your job and duty to help the company run as smoothly as possible.

Furthermore, it is important to enforce work rules so that everyone knows there are limits.

Here are some suggestions…

Ready
Set
Present

Enforcing Work Rules

Ask yourself…

Is it a reasonable rule?

Has it been adequately communicated?

Has it been constantly enforced?

Has there been a thorough/ unbiased investigation.

Is there adequate proof or evidence of the infraction?

Is the penalty proper, in the view of all relevant considerations?

The Investigative Process

Review written documentation of the incident.

Interview witnesses.

Review any other physical evidence.

Interview the employee accused of misconduct with a union representative if applicable.

CONTROLLING YOUR ANGER

Controlling Your Anger

Here are some tips to get your anger under control:

Take a "time out."

Count to 10 before reacting, or leave the situation altogether.

Do something physically exerting since physical activity can provide an outlet for emotions, especially if you're about to erupt.

Go for a walk/ run, swim, lift weights or shoot baskets, for example.

Find ways to calm and soothe yourself.

Practice deep breathing exercises, visualize a relaxing scene, or repeat a calming word or phrase to yourself, such as, "take it easy."

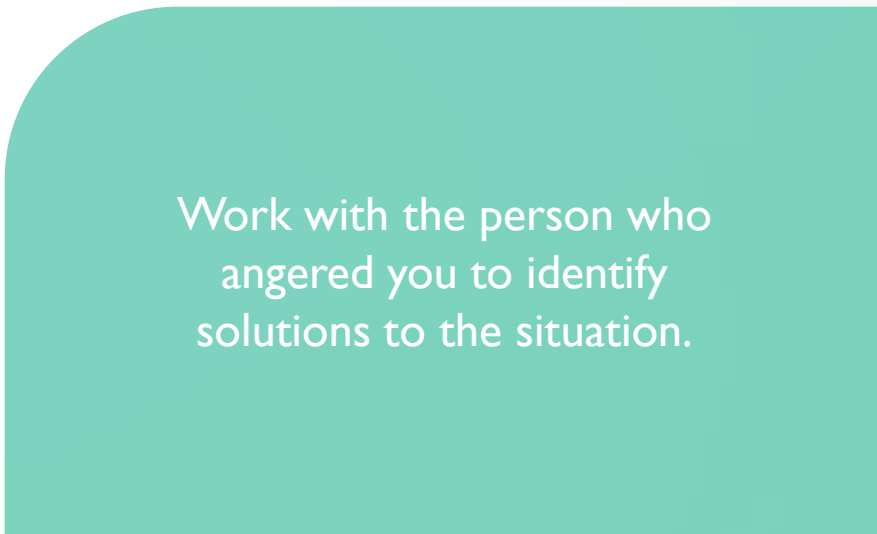You can also listen to music, paint, write in a journal or do yoga.

Ready
Set
Present

Think carefully before you say anything so that you don't end up saying something you'll regret.

Work with the person who angered you to identify solutions to the situation.

Use "I" statements when describing the problem to avoid criticizing or placing blame.

For instance, say "I'm upset that you didn't help with the housework this evening," instead of, "You should have helped with the housework."

To do otherwise will likely upset the other person and escalate tensions.

Don't hold a grudge.

Forgive the other person.

It's unrealistic to expect everyone to behave exactly as you want.

Use humor to defuse your anger, such as imagining yourself or the other person in silly situations.

Don't use sarcasm, though – it's just another form of unhealthy expression.

Ready
Set
Present

Keep an anger log to identify the kinds of situations that set you off and to monitor your reactions.

Ready
Set
Present

Definitions

EMPLOYEES:
The personnel who carry out a specific enterprise.

DISCIPLINE:
Training that is expected to produce a specified character or pattern behavior, especially that which is expected to produce moral or mental improvement or a systematic method to obtain obedience.

Corrective Measures

- Informal warning
- Formal warning
- Disciplinary lay-off
- Discharge

Ready
Set
Present

Lesser Offenses – Considerations

- Seriousness of offense
- Employees disciplinary and work record
- Employees length of service
- Organization's past practice
- Mitigating or aggravating circumstances

INCREASE ENTHUSIASM

Increase Enthusiasm

(1 of 3)

1 — Let go of any negative opinions you may have about your employees.

2 — Make certain that your employees have everything that they need to do their jobs.

3 — Clearly communicate what is expected of employees, what the company vision is, and how the company measures success.

Increase Enthusiasm

4 Get to know your employees, especially their goals, their stressors, what excites them and how they each define and measure success.

5 Make sure they're trained and retrained in problem-solving and conflict resolution skills.

6 Constantly ask how you are doing from your employees' perspective.

Ready
Set
Present

Increase Enthusiasm

Pay attention to company stories and rituals.

7

8 Reward and recognize employees in ways that are meaningful to them.

Be consistent on an ongoing basis.

9

Ready Set Present

Know Your Boundaries

Determine when you are "in over your head."

An employee may have serious problems that go beyond your expertise.

Some may even require medical or psychological treatment, and these are issues that require outside intervention.

In Conclusion

Every worker is unique in their abilities and personality.

Use the suggestions supplied in this presentation to make the workplace as stable as possible.

This will be achieved by successfully combining everyone's talents and personalities in a way that promotes a healthy, high morale environment.

WHAT IS YOUR NEXT STEP

Action Plan

What are you going to take action on?

Start with the three easiest items.

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Ready
Set
Present

Begin with the least difficult behavior.

Advance to a more difficult behavior.

Break difficult behavior down into several smaller behaviors.

Attach time limits to each behavior.

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"