



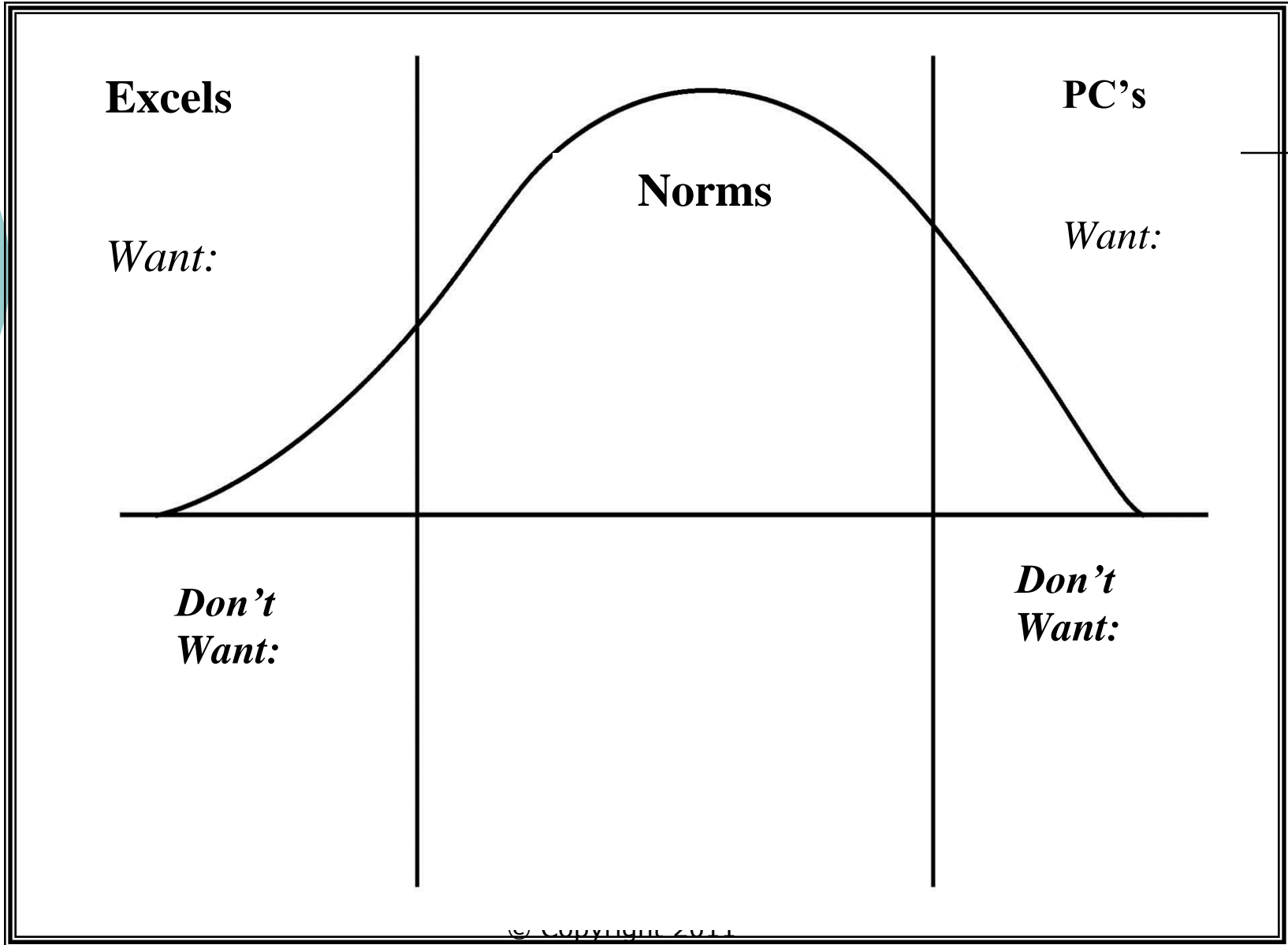
Managing Problem Employees

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PC's: Behaviors and Their Impact

On:

- The team.
- The customers.
- The organization.
- You!



PC's Behavior

Here is what supervisors say:

Chronic complainer	Territorial
Not productive	Dumps work on others
Never steps up to help others or do new tasks	Competitive, especially for glory or credit
Plays power games	Negative
"Me" oriented vs. "Team" oriented	Never accepts authority or direction
Bully	Know it all
Passive resistant	Passive aggressive

PC's Behavior

Here is what supervisors say:

Works hard at doing the job than it takes to get the work done	Undermines others including the team leader
Mean	Lazy
Gossips constantly	Divide & conquer attitude
Emotionally unstable	Manipulative
Eye rolling	Time wasters
Never shares information or anything	Judgmental of others but not ever self-critical

PC's Behavior

Here is what supervisors say:

Never listens	Pouts
Plays power games	Doesn't follow rules
Abused and exploited	Victim
Critical and condescending	Brings home problems to work
Not dependable	Blames others
Constantly stirring up "Stuff"	Never takes responsibility
Disruptive	Argumentative

PC's IMPACT THE TEAM

Here is what the supervisors say:

Negative morale	Divides the team
Lack of mutual team trust	Disrespect for team leader (lack of action)
Stress and distress on everyone.	Team members lose job satisfaction
People apprehensive about going to work	Team members avoid trying new things or going the extra mile
Sense of unfairness within the team	Walk on egg shells to not "set them off"
Conflicts are common	

PC's IMPACT THE CUSTOMERS

Here is what supervisors say:

- Poor customer service
- Attitudes that breed hostile reactions.
- Reinforce negative public view of the organization.
- Play silly games with customers.
- Make it hard to satisfy or appease customers.
- Hamper productivity and service.



PC'S IMPACT ORGANIZATIONS

Here is what supervisors say:

- Creations of restrictive and defensive policies.
- Cause embarrassment.
- Promote union and management tensions.
- Put unions and management in tough spots.
- Cause defensive thinking.
- Distract from service orientation.
- Waste everyone's time.



PC's IMPACT TEAM LEADERS

Here is what supervisors say:

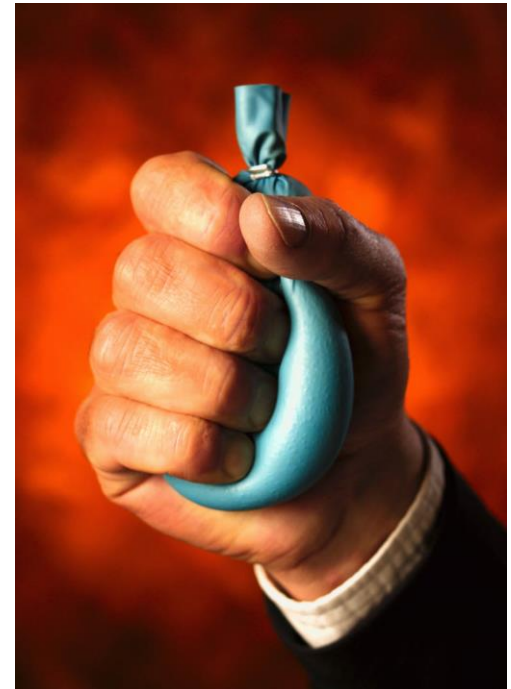


- They get in your head on Sunday afternoon.
- They cause "Reactive and defensive thinking."
- They cause team leaders to miss the positive performers in the team.
- Stress.

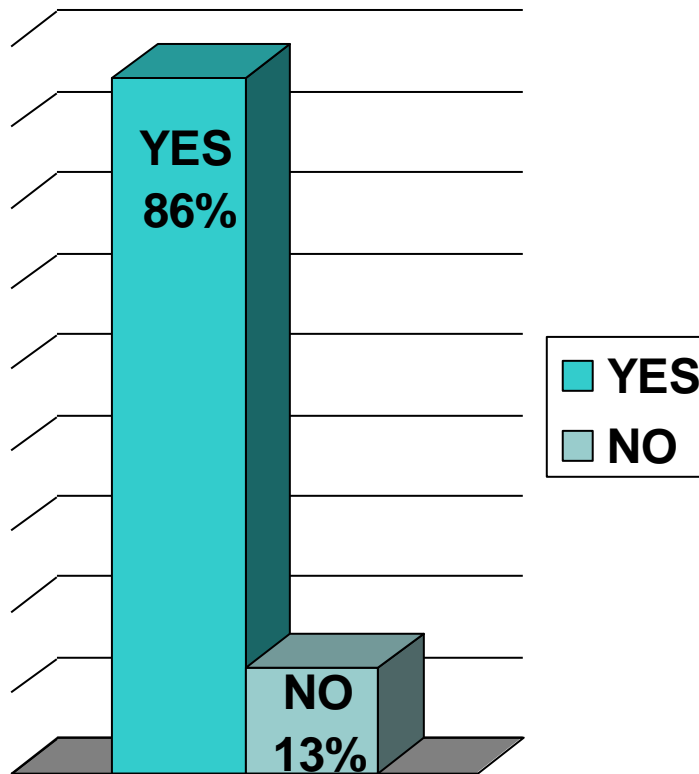
PC's IMPACT TEAM LEADERS

Here is more about what supervisors say:

- They waste the team leader's productive time.
- Make them look bad in the chain of command.
- Cause frustration.
- Cause the team leader to do the job of the PC.
- The PC tries to take control of the team.



Do you work with one or more annoying co-workers?



○ Source: Hotjobs survey of 11,2251 adults 18 and over. Margin of error 23 percentage points. Note: Total doesn't add up to 100 due to rounding.

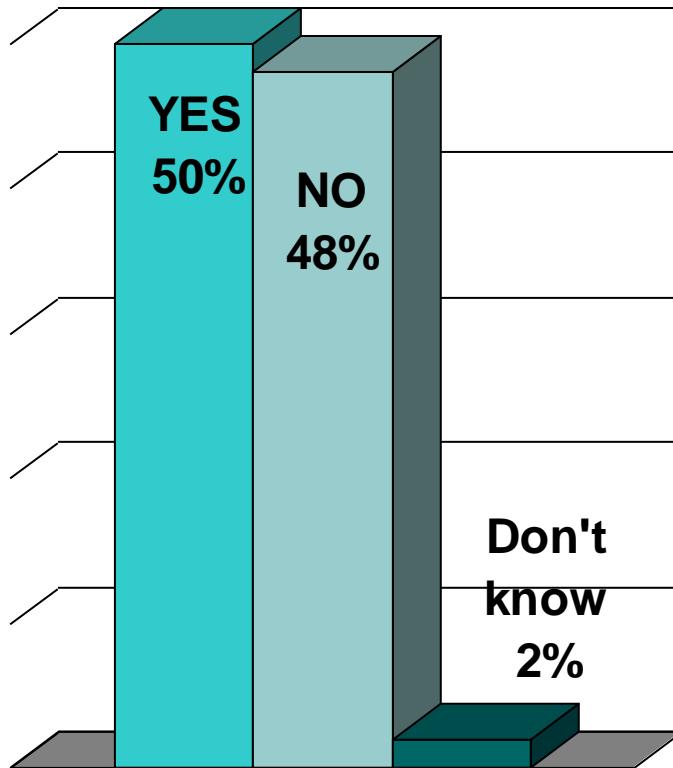
Professionalism over competence

As long as they are good at their jobs, should rude and unprofessional co-workers be tolerated?

- 84% No
- 15% Yes
- 1% Don't know

Source: Jae Yang and Keith Simmons, USA Today

Friend or foe?



Has a colleague ever tried to make you look bad on the job?

Source:
Creative
Group
study of
250
executive
s.



How do you deal with office politics?

- 54 % Know what's going on but do not participate
- 29 % Stay out of them completely
- 15 % Participate directly
- 1 % Don't know

Source: Accountemps survey of 522 workers. Margin of error 1.3 percentage points



Who appreciates you most at work?

54 % Colleagues
30 % Supervisor
16 % Executives
1 % Don't know

Source: Cornerstone
Ondemand survey of 1,025
adults 18 and older



Biggest Workplace Pet Peeves?

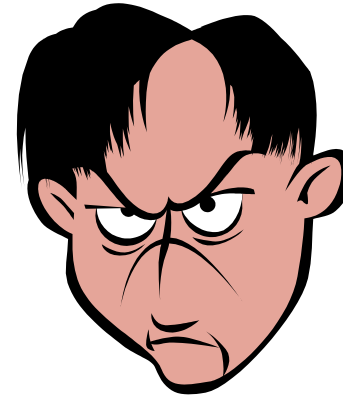
43 % Poor time management

36 % Gossip

25 % Messiness

21 % Loud noises

20 % Potent scents



Source: Ipsos Public Affairs-Randstad survey of 1,037 works, April 13-16

Boss as a Friend?

Percentage who said:

61 % I consider my boss a friend

67 % But I don't spend time with my boss outside the office

Source: Adecco Group North America
Best Boss survey of 1,000 employed
adults 18 and over



Single-earner married couple households

- 66 % in 1950
- 25 % in 2000
- 17 % estimated in 2030

Source: Employment Policy Foundation's
Center for Work and Family Balance



'Underpaid' for the work we do?

- When asked whether they, are overpaid, underpaid or paid about right for the work they do.
- 51% Underpaid
- 46% Paid the right amount
- 3% Overpaid



Source: Gallup pool of 557 adults employed full or part time, Aug 7-10

Sociopath?

- 4% of the US population
- According to the American Psychiatric Association “antisocial personality disorder” may exist with at least three of the following:
 1. Failure to conform to social norms
 2. Deceitfulness, manipulateness

Sociopath?

3. Impulsivity, failure to plan ahead
4. Irritability, aggressiveness
5. Reckless disregard for the safety of self and others
6. Consistent irresponsibility
7. Lack of remorse after hurting, mistreating or stealing from another person.

Source: Martha Stout The Sociopath Next Door quoting diagnostic and statistical Manual of Mental Disorders IV

Other Prevalent Characteristics of Sociopaths

1. Superficial charm
2. Glib
3. Grandiose sense of self worth
4. Need for stimulation
5. Frequent risk taking – social, physical, financial, legal
6. Lack of empathy – shallowness emotions – including marriage
7. No conscience

Workplace Bullies

1. 35% of Adults report being bullied in their career National Valid Survey (Zogby 2010)
2. Reasons for Lack of Corrective Action:
 - Victims keep quiet
 - Intervention can take time
 - Discipline can be subjective
 - Legal recourse isn't clear-cut
 - Witnesses are scared to come forward
 - Bull bosses work the system – kiss up and kick down



Source: www.workplacebullying.org USA Today 12/28/10

Survival Strategies with a Bully boss

- Have a heart to heart talk
- Get help – document facts, behaviors and events
- Insulate – zone out
- Update your resume



Source: USA Laura PetreccaToday 12/28/10



Thoughts about modifying the
behavior of others.

Four steps relevant to creative problem solving

- 1. Know What the Problem/Goal is**
 - *Analysis: Causes – Effects*
 - *Multiple perspectives*
 - *Consensus re: Problem – Causes*
- 2. Discover/Explore Options - Ideas for Resolving Problem**
 - *Brainstorm the options (wide open)*
 - *Weigh the options/impacts*
 - *Consensus on direction*
- 3. Create the Contract for Implementation**
 - *Who, What, When, Where, How*
- 4. Monitor – Evaluate – Adjust Progress**
 - *Retain group/don't disband*

What you can do to guarantee failure in changing your team member's behavior.

1. Don't get the team member involved, just talk at him or her.
2. Don't give specific feedback; talk in generalities.
3. Concentrate on attitude, rather than behavior.
4. Assume they understand that a problem exists.
5. Assume they understand what has to be done to solve the problem.
6. Don't follow up to ensure that the agreed upon action has been taken by the person.
7. Don't acknowledge or praise the person when he or she corrects the problem.

Consequences that increase behavior

1. Give them something they want.

1. Positive Reinforcement

2. Avoid something they don't want

2. Negative Reinforcement

Behavior

3 Give them something they don't want.

3. Punishment

4. Take away something they do want.

4. Extinction

Consequences that decrease behavior

Four Stages of Learning

1. **Unconscious Incompetence**
2. **Conscious Incompetence**
3. **Conscious Competence**
4. **Unconscious Competence**

Unconscious competence is the goal of learning.

It allows us to process more information to be processed through the conscious mind.

To **improve skills** it may (and frequently will) require going through a process of **unlearning and relearning**

Unlearning is 4 to 2

Relearning is 2 to 4 with more choices

Steps in the behavior modification process.

- Specify the behavior to be changed.
- Identify the circumstances under which the behavior occurs.
- Specify a goal behavior, the behavior you want the child to exhibit.
- Determine appropriate reinforcements to be used, based on the surroundings, needs and interests of the child.

Steps in the behavior modification process, continued.

- Select a reinforcement schedule.
 - Will approximations of behaviors be reinforced?
 - How often will reinforcements occur?
 - How long will the appropriate behavior be reinforced.?
- Implement the program.
- Evaluate and modify the plan based on its degree of success.
- Implement the revised plan.

1992 by the Center for Applied Research in Education

Eight Ideas for Addressing Workplace Negativity

1. Provide opportunities for people to make decisions about and control and/or influence their own job.
2. Make opportunities available for people to express their opinion about workplace policies and procedures.
3. Treat people as adults with fairness and consistency.
4. Do not create “rules” for all employees when just a few people are violating the norms.

Eight Ideas for Addressing Workplace Negativity

5. Help people feel like members of the in-crowd.
6. Afford people the opportunity to grow and develop.
7. Provide appropriate leadership and a strategic framework, including mission, vision, values and goals.
8. Provide appropriate rewards and recognition so people feel their contribution is valued.



Six Ideas for Dealing With Negative Coworkers

1. Avoid spending time with a negative coworker.
2. If you are forced, through your role in the organization, to work with a negative person, set limits.
3. Avoid providing a sympathetic audience for the negativity.

Six Ideas for Dealing With Negative Coworkers

4. Suggest the negative person seek assistance from human resources or their supervisor.
5. If all else fails, talk to your own supervisor or human resources staff about the challenges you are experiencing in dealing with the negative person. They may have ideas.
6. If negativity among employees is persistent; if the issues are left unaddressed; you may want to consider moving on.



Eight ideas for dealing with
problem employees and
strengthening your team.

Eight ideas for dealing with problem employees.

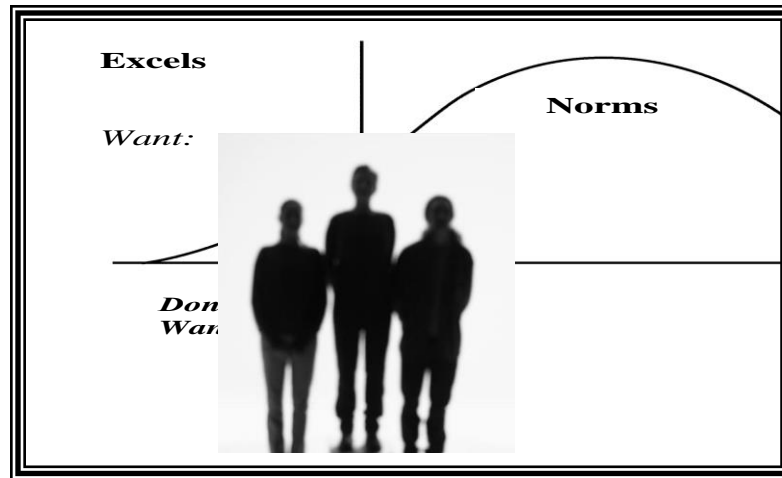
1. Get members of the management team on the same page.
2. It's about the Norm's and the Excels.
3. Strengthen expectations and understandings between the leader and the team. (5 questions)
4. Agree on decision making ground rules for teams. (Ask – Discuss)
5. Create and use a job-team relevant performance appraisal process.
6. X00X00X00X – Use PIP to raise standards.
7. Reward productive employees – address problem employees.
8. Keep your serenity.

1. Get members of the management team on the same page.

- Reduce the gap between “hard nose” and “easy rider” supervisors.
- Create consistent expectations and standards for all first line supervisors.



2. It's about the Norm's and the Excels.



- Focus on them – not the PC's.
- Avoid manager's disease.
- Catch them doing it right.
- Keep them informed and valued.

3. Strengthen understandings and expectations between the leader and the team.

- Clarify mutual understandings and expectations of behavior.
- Revisit and reinforce.

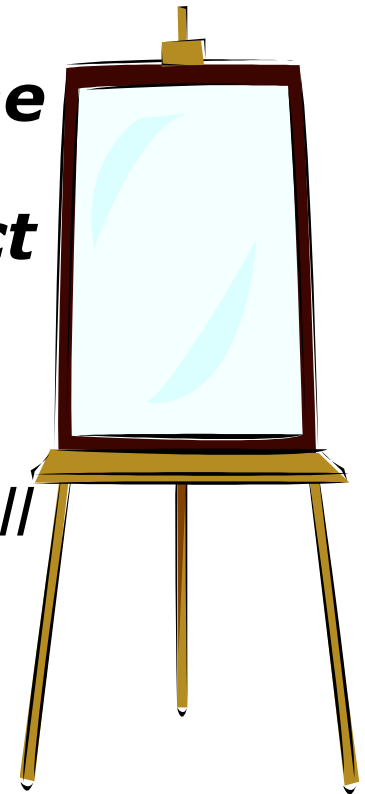


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3. Strengthen understandings and expectations between the leader and the team, continued.

Five questions every team and team leader should discuss.

- 1. What should the team **expect of the team leader?***
- 2. What should the team leader **expect of each team member?***
- 3. What should all team members **expect of each other?***
- 4. **What are the ground rules** that all members of the team must obey?*
- 5. **What should the team do differently to be more effective?***



4. Agree on *decision making ground rules* for teams.

Team Leader

- Ask and Discuss
- Decide
- Give Reasons

Team Member

- Give 100% Follow Through



Ask and Discuss

- On important matters affecting the team, the team leader is expected to raise the issue or idea with the team.
- Exceptions include emergencies and trivial and irrelevant matters.
- Team members are expected to discuss and contribute.
- Sometimes issues will require two or more discussions.

Decide

- The leader makes the final decision.
- Teams are not democracies.
- Typically, most decisions will reflect the consensus of the team.
- Some decisions will not be popular.



Give Reasons

- Team leaders must give reasons behind final decisions.
- Exceptions: personnel decisions, decisions which are required to be kept confidential.



Expect 100% Follow Through

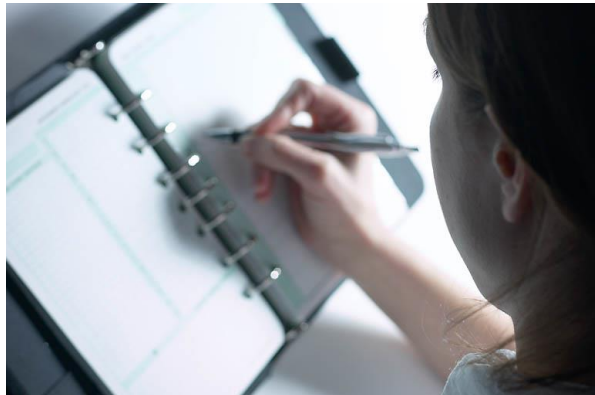
- Team members are expected to fully support the decision – even, especially if they disagree.
- Decisions must be legal, ethical and moral.
- No games, take ownership.

5. Create and use a job/team relevant performance appraisal instrument and process.

- Relevant to the employee's job and the supervisor's expectations.
- Created by supervisor-employee
- Supported by administration.



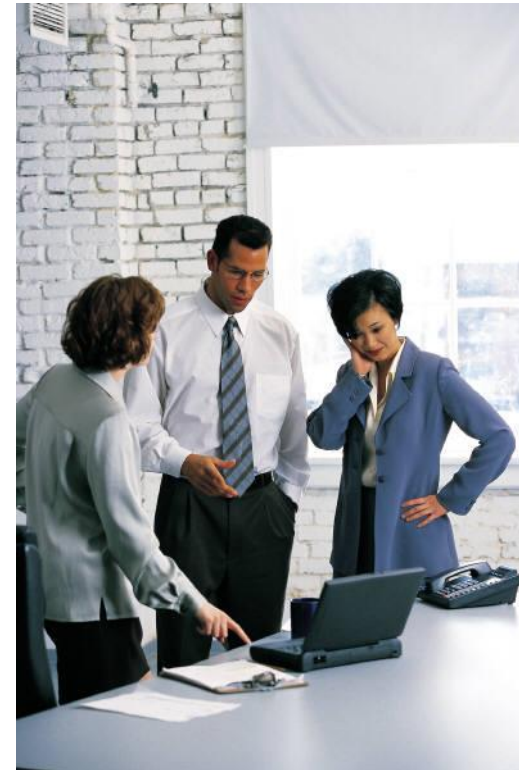
6. XOOXOOXOOXOOX



- Use PIP
- Don't go away.
- Apply constant, even and fair pressure to produce.

7. Reward productive employees and address problem employees

- Work assignments
- Don't enable negative behavior
- Get support of leadership and HR





8. Keep your serenity.

Remember it is a game.