



Key Factors for Difficult Behaviours

Managing Difficult Employees

19-20 October 2015
Ljubljana









Programme, day 2 morning



- 9.00** Welcome, outline
- 9.15** The story so far...
- 9.40** GPG, part 1...
- 10.00** GPG, part 2...and review
- 10.30** Break
- 10.50** Arnie's alphabet, part 1
- 11.40** Workshop 1
- 12.30** Lunch

Programme, day 2 afternoon



- 1.30** **Your role and responsibility**
- 2.15** **Arnie's alphabet, part 2**
- 3.00** **Break**
- 3.20** **Workshop 2**
- 3.40** **Arnie's alphabet, part 3**
- 4.15** **Workshop 3**
- 4.30** **Round up and feedback**
- 5.00** **End of programme**

FAB/DRAB



- **Case studies (5)**
- **Specific situations**
- **Good examples**
- **Case simulation**
- **Practical information**
- **Real cases**
- **Exchange experience**
- **Small groups**
- **Too much group work**
- **Being bored**
- **Theory**
- **No children's games**
- **Explaining UK law**

X FACTORS



1. Where to draw the line between too formal and too casual?
2. How to stop someone talking?
3. Treating different employees without having different criteria
4. How to motivate someone who doesn't want to do what s/he is required to do
5. How to go beyond the 'evil' (?)
6. How to resolve problems that can't be resolved...
7. Bad internal communication
8. Define 'problematic behaviour'
9. Effective conflict solving
10. Leadership styles (!)
11. What are difficult cases?



The story so far....

- **What key messages did you get yesterday about 'managing difficult employees' ?**

The story so far.....



Key messages:

- How to deal with difficult people – recognise and deal
- Attitude is important
- Effectiveness in successful collaboration
- Keep own positive thinking – not a therapist – not there to do that
- Legal and ethical corporate behaviour is important

The story so far.....



Key messages:

- **Communication is crucial , esp important conversations**
- **Good to know basic legal regulations**
- **Different types of behaviour demand different approaches**
- **Attitude is key**

The story so far.....



Key messages:

- Professional communication needs a strategy
- Be empathetic to problematic people
- Mediation is an important tool
- Legislation too complex, need a lawyer...
- Keep calm, don't give up
- Keep in mind: nothing is wrong with me
- Do not delay - deal immediately



The story so far.....

Key messages:

- The legal position is not hopeless
- Try to get common regulations
- Know rules and codes, framework
- Need to have different approaches
- Need for positive attitude and communication
- Legal system doesn't help



A GPG.....part 1

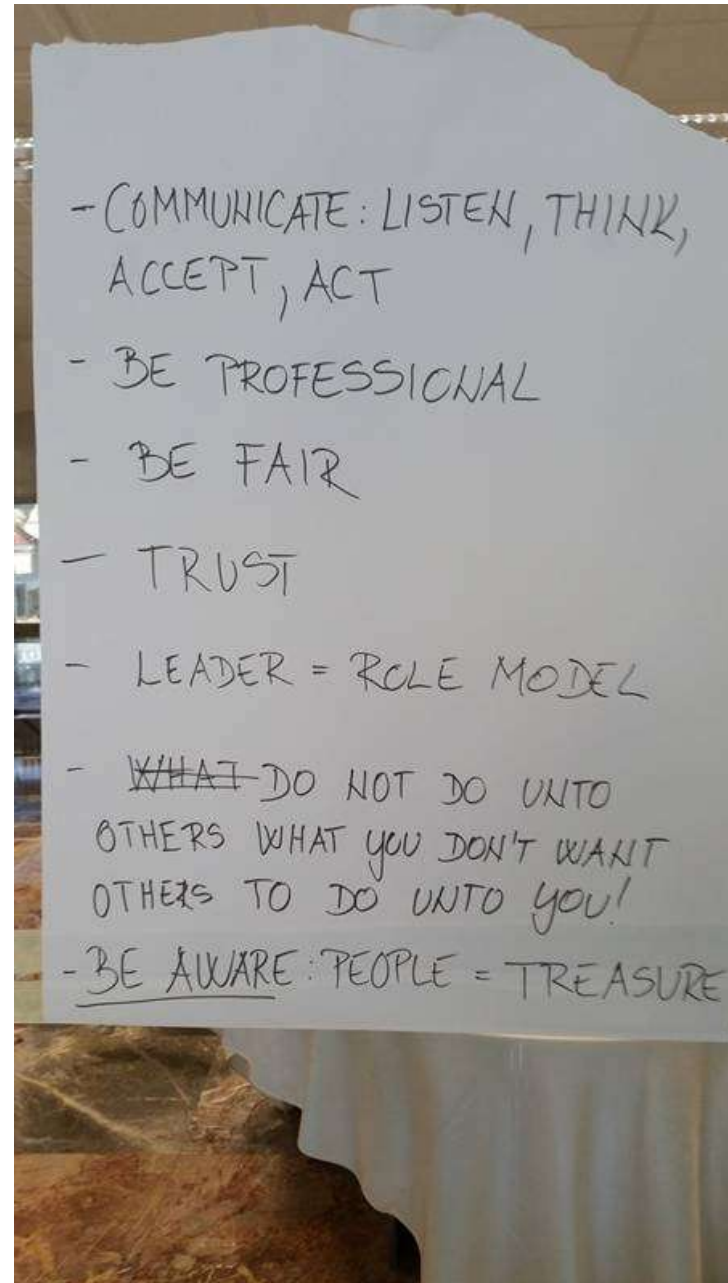
- **In your group, create a Good Practice Guide, for all managers.**
- **Up to 10 bullet points....list on flip chart**

GPG Team 1

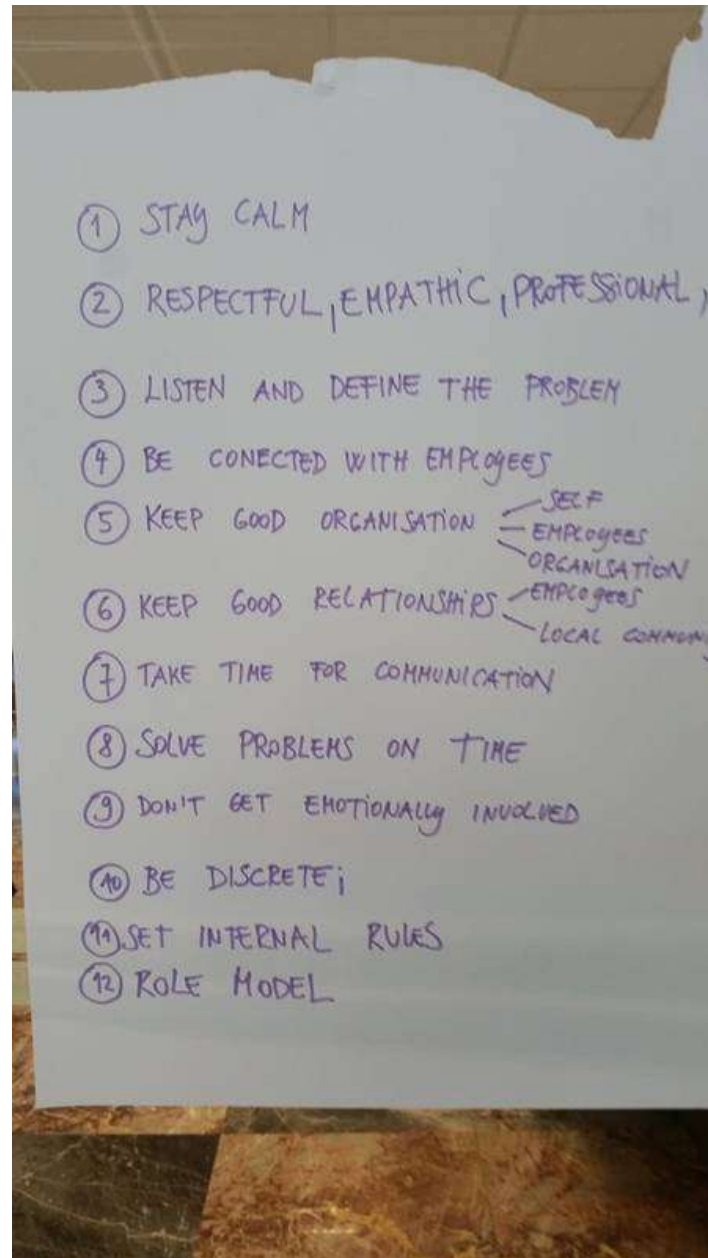


1. NE VPLETAJ ČUSTEV
DO NOT SHOW YOUR EMOTIONS
2. POSTOPAJ RAZUMNO
ACT REASONABLY
3. VZEMI SI ČAS, A BODI UČINKOVIT
TAKE YOUR TIME, BE EFFICIENT
4. IZNAJDLJIVOST JE BISTVENA
BE INVENTIVE - IT IS CRUCIAL
5. ZBIRAJ INFORMACIJE
COLLECT INFORMATION
6. POSLUŠAJ IN DOKUMENTIRAJ
LISTEN AND DOCUMENT (THE MEET)
7. INFORMIRAJ KOLEKTIV O POSTOPkih
INFORM THE COLLEAGUES
8. BODI RAZLOČEN / NE DOLGOVEZ
BE CLEAR / DO NOT ELABORATE ...

GPG Team 2



GPG Team 3

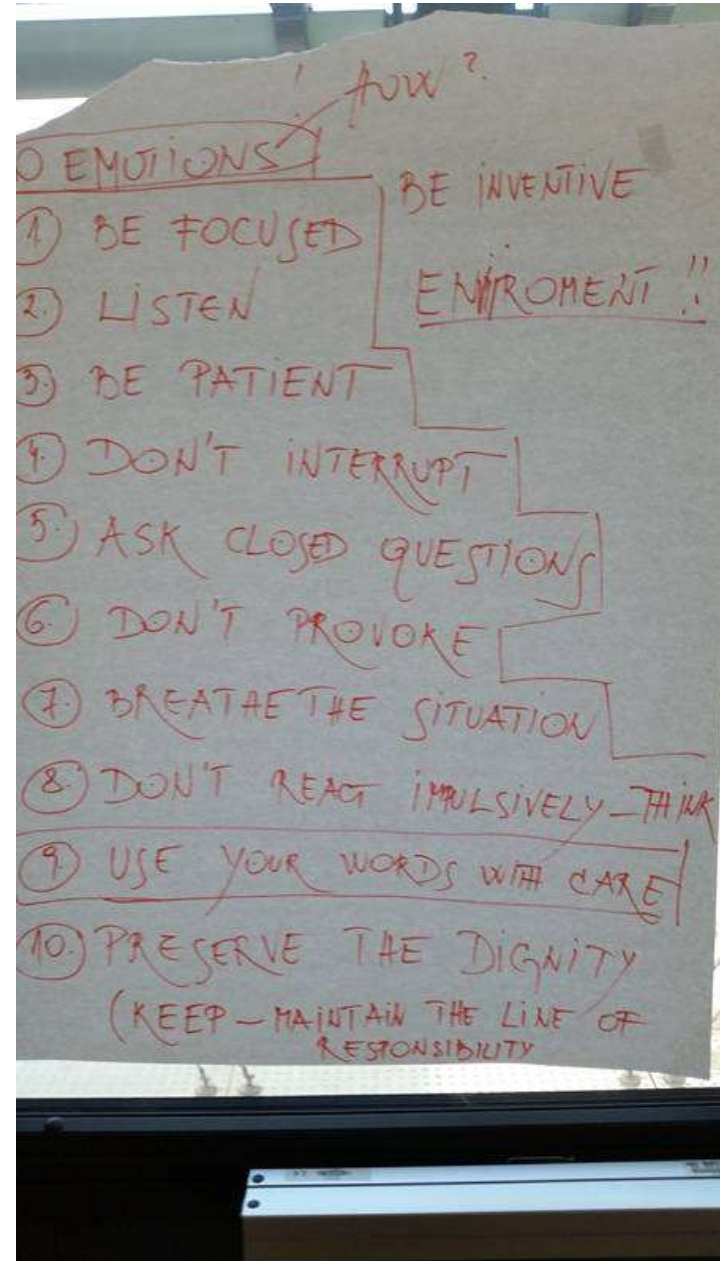


GPG Team 4



- 1) NEUTRALISE SITUATION IF ITS NECESSARY
- 2) CHOOSE MOST EFFECTIVE WAY OF COMMUNICATION / PERSONAL, WRITTEN...
- 3) MAKE THE MEETING IN THE PRESENCE OF RESPONSIBLE PERSON
- 4) SHOW THE RIGHT WAY / BALANCE OF AUTHORITY & EMPATHY
- 5) SETTLE INTERNAL DOCUMENTATION
- 6) ORGANISE THE HIERARCHY OF THE INSTITUTION

GPG Team 5





A GPG...part 2:

- Managers must be able to put the GPG principles into practice
- So check that each of your principles can be put into practice, through
 - **what** you say, and **what** you do
 - **how** you say it, and **how** you do it

So – what next?



Mixture of

- **Arnie’s Alphabet – in 3 sessions**
- **Small group workshop**



So – what next?

Arnie's Alphabet

- 26 suggestions, skills & techniques
- 3 sessions (9 each session)
- 26 postcards
- key message on each (at end of each session)

- Small group workshop



So – what next?

Small group workshops (x3)

- **Decide in your group one or two case studies – difficult behaviour (real or imaginary)**
- **No role play...(unless....?)**
- **Discuss the Alphabet ideas in general – which do you like/not like?**
- **How would you apply any of your ideas to the case(s)?**

POSSIBLE CASES...



- 1. Someone who under-performs consistently in one area, despite this being addressed**
- 2. Someone whose behaviour is poor, but who is excellent technically at their job – and their specialism is difficult to replace**

POSSIBLE CASES...



- 3. Dealing with someone you personally find intimidating, who makes you feel uncomfortable, so you avoid tackling them or their issue**
- 4. Someone who is more senior than you who behaves in a bullying, oppressive or belittling manner**

POSSIBLE CASES...



- 5. Someone who will not take responsibility or ownership for their work, and constantly blames others or ‘circumstance’**
- 6. Someone who, when tackled, raises issues of their own that you seem forced to address**

POSSIBLE CASES...



- 7. Two team members who don't get on, and their constant needling of each other is upsetting the other team members and distracting from work**
- 8. Tackling a poor performance or behaviour issue with someone who is a close friend....**

POSSIBLE CASES...



9. **Someone who seems to take great delight in winding people up...**
10. **Someone who is cleverer than me, who I manage, but who always seems to out-argue me or get the better of any discussion...**

Arnie's Alphabet



1. Avoidance
2. Blind spot
3. Consequence
4. Distortion
5. Emotion & feelings
6. Facts
7. Generalisation
8. 'How' (IPS & strategy)
9. Internal self

Workshop: your notes



Your role and responsibility



The Job Description should say:

- **What you are supposed to do (tasks, steps, functions, actions)**
- **How you are supposed to do it (style, approach, key behaviours) (see GPG)**

Your role and responsibility



- My suggestions – LITS:

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MINE

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THEIRS

Your role and responsibility



- **My suggestions – LITS:**

- address all poor behaviour – act rather than avoid
- consult the policy, HR and your line manager before acting
- gather relevant evidence
- meet to discuss evidence, consequences, causes and action
- be clear about the necessary and desired outcomes
- create an action plan
- follow up and act as appropriate

MINE

- take ownership of your own behaviour (response)
- behave in a professional manner (follow code of practice...?)
- in difficult situations, be self aware and self controlled
- if unsure, seek advice (line manager or HR)
- if ever inappropriate – apologise, put right, and learn

THEIRS

Your role and responsibility



Cross of expectations:

- Two people:

- A (eg the manager)



- B (eg employee)



Your role and responsibility



Cross of expectations:

- In their relationship,

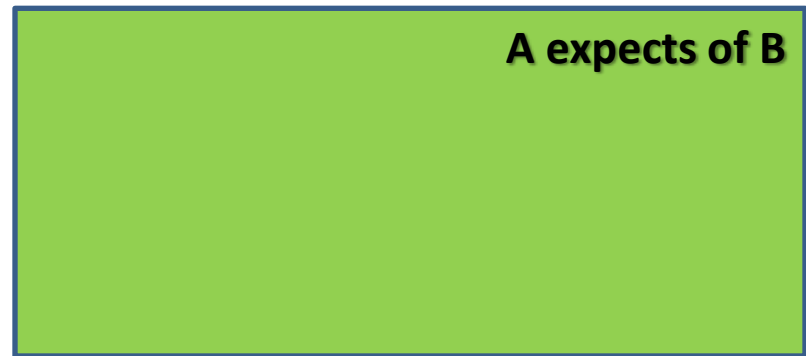
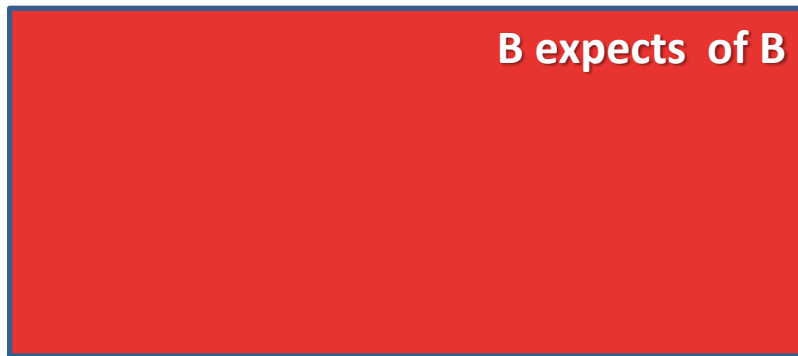
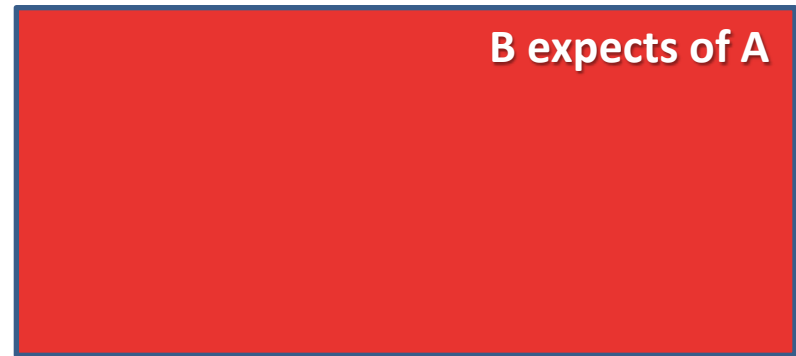
- A and B need to know
 - - what they expect of themselves
 - - what they expect of the other person

- So:

Your role and responsibility



- **Cross of expectations:**



Your role and responsibility



- **Cross of expectations:**

- Give clear brief ✓ **A of A**
-
-
-
-
-

- Give clear brief ✓ **B of A**
-
-
-
-
-

- **B of B**
-
-
-
-

- **A of B**
-
-
-
-

Your role and responsibility



- **Cross of expectations:**

- **Give clear brief ✓** **A of A**
-
-
-
-
-

- **Give clear brief ✓** **B of A**
-
-
-
-
-

- **Delivered when ready ☹️** **B of B**
-
-
-
-

- **Delivered to deadline ☹️** **A of B**
-
-
-
-
-

Arnie's top tips



10. Joint problem solving

11. KILN

12. LTMABD

13. Meanings (see picture)

13. Negativity

14. Options

15. Personal responsibility

16. QP/R

17. Rapport





Arnie's top tips

19. Selfies (A + C)

20. Tension

21. Up front (no BATB and what's N/NN)

22. Voice

23. "What would it take?"

24. Xpectations

25. Your own behaviour (blind spot)

26. Zrtev – don't be, or make them, a victim....

X FACTORS REVISITED...

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X FACTORS

Where to draw the line between too formal and too casual?

- **(This is up to you; different people and situations need different responses. Your consistency is in having a suitable and tailored response to each situation and need)**

How to stop someone talking?

1. **Think first what you are going to say, before saying it**
2. **Use their name, and thank them for their contribution/comment (ie acknowledge them)**
3. **Identify your reason for stopping them, which is about a problem you have – ie your concern, rather than a criticism of them**
4. **Offer your solution to the problem or concern**
5. **Ask the group if they are ok with that (ie move your eyes from the individual to the rest of the group)**
6. **Say ‘thank you’ (as if they have agreed – and they probably will!)**
7. **Then put your suggestion into practice**

Example:

- 1 **(Think – maybe note my thoughts down)**
- 2 **Arnie, thank you for your comments, they’re really helpful**
- 3 **I’ve noticed Jena and Erica are wanting to say something too**
- 4 **So I’d like to bring them in now, and then take it from there...**
- 5 **Is everyone ok with that ?**
- 6 **Thank you....**
- 7 **OK – Jena, what was it you wanted to say...?**

X FACTORS

Treating different employees without having different criteria

- (what you do might be different, but you will do it in a manner consistent with the Good Practice Guide, or policy, or core values (ie what might be different, but done in a way consistent with core 'governance')

How to motivate someone who doesn't want to do what s/he is required to do

- Three answers: firstly, compliance may be acceptable. People are paid to do it, not necessarily to love it. There will be times in your job when you do it because it is part of your job role, not because you particularly love doing it. That is a definition of professionalism: doing something well, that you don't really like doing
- Secondly, find out why they are not motivated; discover reasons and causes; find out what would motivate them, and try to bring that into their job; thirdly, build a positive relationship with them. Spend good time with them, get to know and value them. They may then be more motivated because they feel valued...

X FACTORS

How to go beyond the 'evil'

Not really sure what this means...if how to deal with really difficult people, then see other notes elsewhere. Two key points: a) tackle the difficult behaviour – insist that it stops; b) tackle the reason for the behaviour: why is the person doing what they are doing – work to find out...and address the reason...

How to resolve problems that can't be resolved... If you have come to a decision that there is nothing more you can do, then you are accepting their behaviour. If that is your decision, then you have to do the best you can yourself to live with the difficulty. In other words, your strategy changes from working on the individual, to working on yourself. For example, don't let your own mood be affected/contaminated by their mood or behaviour; learn to focus on all the positives that you get from work, rather than dwelling on this one person and the difficulties they produce. Look after yourself.

Bad internal communication

It's difficult to know where to start with this, because there could be so many factors. Some thoughts: 1) be clear and consistent in your messages; 2) answer these two questions, always: what do they want to know? What do I want to tell them? 3) focus on messages, rather than content. Decide the key points you want to make, then make them. Don't waffle 4) match your communication style to their needs – email, phone, text, poster, video?? 5) close the loop: if you ask for people's views, respond to them – give them an answer; 6) give people a voice – let them have their say – make it easy for them to get their views to you...

X FACTORS

Define 'problematic behaviour' 'problem' = unwanted consequences; 'behaviour' = observable actions/words. So problematic behaviour is: "observed actions or words that produce an unwanted or unhelpful consequence or result"

Effective conflict solving

Another course!

Leadership styles

another course!

What are difficult cases?

See my examples earlier – the 10 I offered for you to discuss

Thank you!



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