

Unacceptable Employee Behavior

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Material from Fred Pryor/Career Track Seminars

THE ROLE OF A MANAGER

Able to be aware of and understand his/her emotions and responses, and to anticipate and effectively respond to the emotions and responses of others.

- Build rapport
- Effectively address specific difficult/unacceptable behaviors
- Ongoing & effective communication
- Empathy and understanding with employees
- Mgr's behavior impacts employees – need to be self aware of how it effects others
 - Use "I" messages; Effective questions
 - empathy; restate/rephrase; respectful
 - demonstrates receptive body language; eye contact; aware of others' body language; matches msg with body language

Effective Mgrs reframe feedback for improvement in a way that motivates employee to take responsibility for self.

Ordering people around NOT motivational

- Set your expectations of the job
- Communicate them
- Hold accountable
- Separate the person from the behavior
- Consistent with how employees are treated

HIRING

Hire the right person in the first place

Identify what you need in that position; what would a top 10% performer bring to this position?

Rank the desirable traits in order of importance

Hire the person who is the strongest in the greatest # of top ranking items

DEALING WITH COMMONLY ENCOUNTERED PROBLEMS

- Excuse Artist (alibis, extenuating circumstances, always reason for actions)
 - Stay firm/calm; focus on issue; ask for explanation; state expectations
- Short Changer/Minimalist (poor quality; does not take work seriously; overlooks responsibilities; poor work ethic)
 - Firm; state expectations; set deadlines/time limits; ask for explanation
- Intimidator (aggressive; demanding/pushy; argumentative)

- Do not ignore behavior; stand your ground; acknowledge concerns; state expectations
- Gossip (focuses on personal issues; easily distracted from work; enjoys being in the know; seeks attention by talking about others/spreading rumors)
 - Listen selectively; seek facts; set conversation boundaries
- Whiner (complains; tendency to pout; negative perspective; nothing is quite “satisfactory”)
 - Stay calm; firm; open ended questions; focus only on solutions; praise positive response
- Back Stabber (manipulative; use false flattery; seek to undermine others; insincere communications)
 - Stay calm; firm; use “I” messages; focus on behavior issues; state expectations
- Prima Donnas (never appeased; critical; hard to please; fault finder; negative perspective)
 - Stay firm; positive; ask for solutions; give them a problem to resolve

What theme did you notice here?

FEEDBACK

Constructive Criticism and Feedback (3 positives will balance 1 negative)

1. Identify the behavior
2. Determine why it’s a problem
3. Plan effective way to communicate this to employee
4. Discuss in private the changes needed
5. Use “I” messages
6. Seek to build rapport
7. Explain clearly the change that is needed in performance
8. Assume responsibility for legitimate workplace grievances if shared and follow up with the employee
9. Action plan: what are they going to do?
10. Explain consequences
11. Set follow up date to assess

When you have to give negative feedback:

- Find something to praise first
- Preface correction with appreciation for work by specifically noting a contribution
- Focus on performance issue that needs to be addressed
- Encourage employees feedback and reflection on the situation
- Seek mutual ways to resolve
- Discuss action steps
- Follow up

Progressive Discipline

- Informal Talk
- Verbal warning
- Counseling
- Written warning
- Disciplinary layoff/suspension
- Transfer or demotion
- termination