

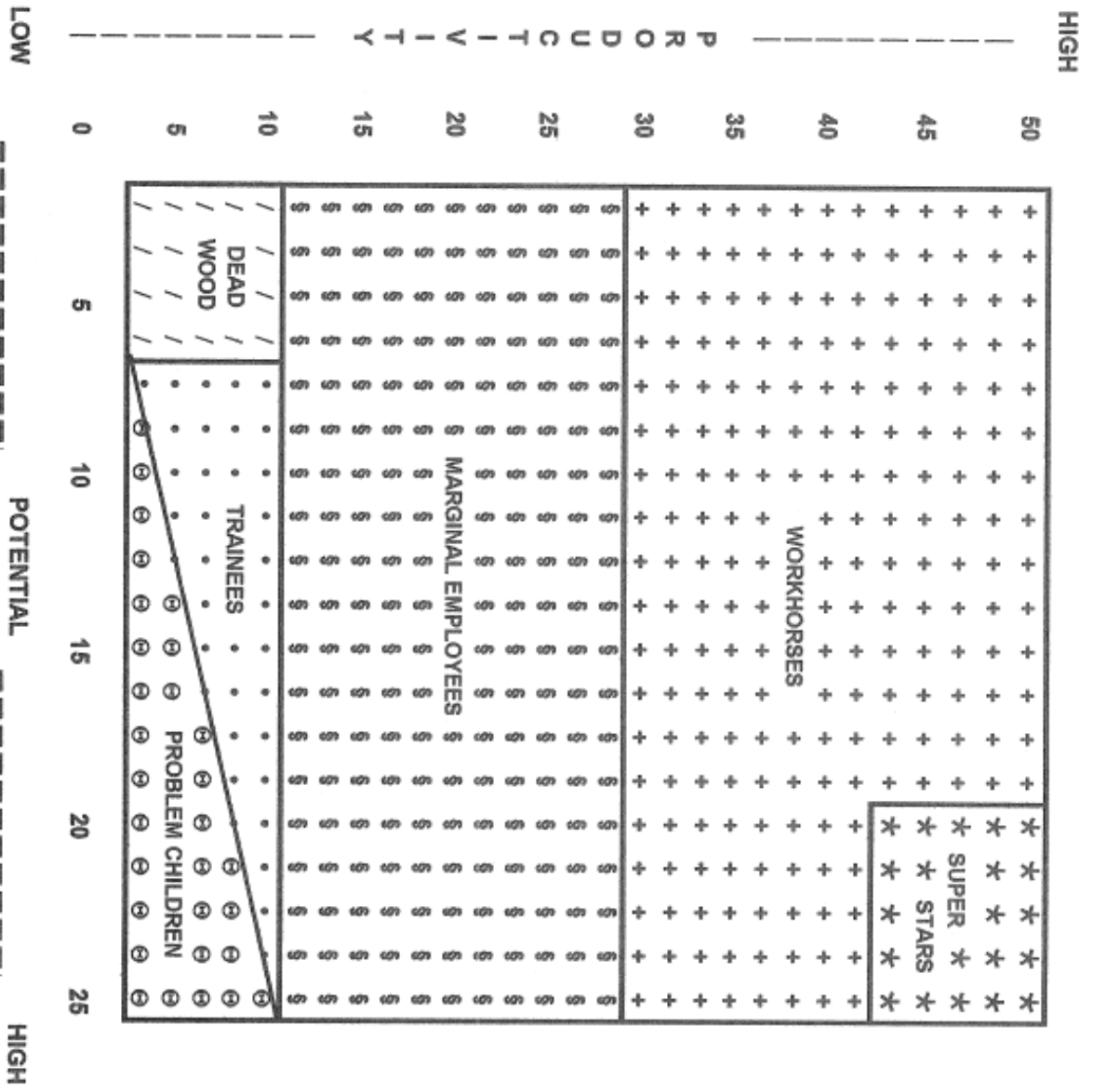
MANAGING CHALLENGING EMPLOYEES

D DeGROOT MGMT. SERVICES, INC.

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The Pfeiffer Model



SUPERSTARS

Managers create problems when they...

- Shower with public recognition.....
- Fail to give personal attention & praise
- Abandon them
- Provide too little direction
- Allow them to pursue tangents, then criticize them

Suggestions

- Temper focus on “doing”
- Help find comfortable profile
- Keep standards high for routine tasks as well as challenging ones
- Help them define their goals in writing

WORKHORSES

Managers create problems when they...

- Take them for granted
- Fail to note their consistent pattern of average to above average performance
- Pay attention only to faults & failures

Suggestions

- Positive reinforcement
- Give them half your energy genuinely respond to them as individuals
- Drop by
- Introduce to a visitor
- Include in a task force
- Special creative assignments
- New challenges

MARGINAL EMPLOYEES

Managers create problems by...

- Being caught in a dependency
- Relationship

Suggestions

- Coaching and counseling
- See ideas on “plateaued performers”
- Comprehensive orientation
- Your personal involvement
- 15 – 30 hours total investment
- Close monitoring and feedback at first
- Initial assignments brief, clear, challenging
(no “busy work”)

TRAINEES

Managers create problems when they...

- Abandon them too soon
- Allow them to learn “the ropes” from poor models
- Make too many assumptions about their skill level

Find out...

- Do they know?
- Is it a matter of ability?
- Is it a matter of training?
- Is it a matter of desire?
- Impact of “organizational culture”
 - ~management doesn't monitor
 - ~management doesn't care
 - ~rewards for poor performance
 - ~punishment for good performance

DEADWOOD

Managers create problems when they...

- Avoid responsibility
- Want to be “good guys”
- Ignore negative impact
- Fail to have clear positions

Key Understanding

- Tolerance for retaining, is it a function of ...
- Economics?
- Legal barriers?
- Kindheartedness?
- Manager’s discomfort with termination?

Suggestions

- Help the organization generate clear guidelines and stick to them!

PROBLEM CHILDREN

Managers create problems when they...

- Get caught in their web
- Allow a build up to “the last straw”
- Invest way too much time and effort
- Think they can be THE SAVIOR
- Ignore the negative impact on others

Suggestions

- Unemotionally respond to incidents
- Document, document, document
- Stop waiting for the BIG mistake
- Coaching and Discipline

Plateaued Performer

Before “Marginals” become “Deadwood”

- Carelessness
- Lack of interest in work
- Defensive or hostile behavior
- Extreme passivity
- Frequent absenteeism, tardiness
- Inability to accept constructive feedback
- Withdrawal from others
- Strained relationships with colleagues
- Depression

Structural Plateauing

Unavoidable for most employers

- Renewed pride in professionalism
- Opportunities to mentor others
- Special projects
- The right measure of appreciation from colleagues
- A supportive organizational culture

Content Plateauing

No excuses – should never happen

Preventions:

- Lateral moves
- Job rotation
- Job enrichment
- Enforced standards
- Development programs
- Teaching others

Plateauing in Life

The most serious – may lead to severe depression

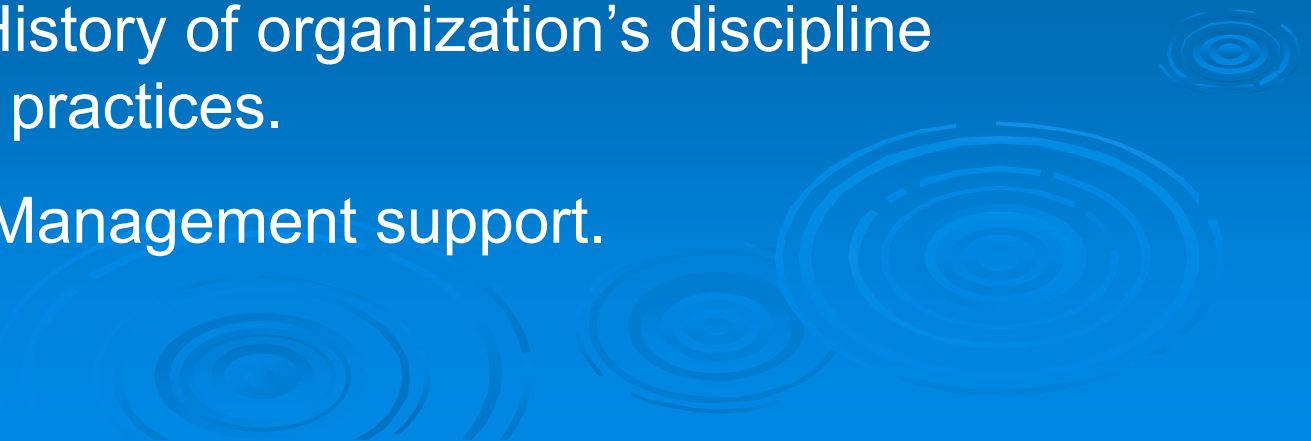
Workaholism:

- No support system
- Poor relationships
- No activities outside work
- Loss of self-esteem
- Alienation

Preventions:

- Face up to it
- Professional help
- Drastically readjust life balance

FACTORS IN ANALYZING DISCIPLINE PROBLEMS

1. Seriousness of the problem.
 2. Time Span.
 3. Frequency of the problem.
 4. Employee's work history.
 5. Extenuating factors.
 6. Degree of orientation.
 7. History of organization's discipline practices.
 8. Management support.
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KEYS TO CONDUCTING AN EFFECTIVE COUNSELING SESSION

1. Meet privately with no interruptions
2. Identify unacceptable behavior or performance problem. Be specific.
3. Allow employee a chance to explain.
4. Identify acceptable behavior or job performance. Be specific.
5. Develop plan of corrective action. Attempt to reach mutual agreement.
6. Advise employee of the consequences of continued unacceptable behavior.
7. Monitor and continue to provide feedback.
8. DOCUMENT ! DOCUMENT ! DOCUMENT !

PROGRESSIVE DISCIPLINE

a policy of employee relations which, if unacceptable behavior or job performance does not improve results in increasing disciplinary action

Key Elements:

1. To be meaningful discipline must be corrective, not punitive.
2. Employees are given a fair and reasonable chance to correct unacceptable behavior or performance
3. Employees are given written notice that failure to correct will result in further disciplinary action
4. Discipline imposed in graduated steps, from least severe to most severe....discharge. Serious cases may result in immediate discharge
5. Discipline is imposed uniformly and consistently for all employees in similar situations

EMPLOYEE EXPECTATIONS

What people think they should be evaluated for

COMPETENCE:

- training
- education
- skill level
- expertise

COMMITMENT:

- showing loyalty & dedication
- ”fitting in” and not “making waves”

EFFORT:

- coming in early / staying late
- working on weekends

RESULTS:

- what they actually accomplish
- attaining goals

Coaching Discussion

Prepare (Have records on hold) Good or Bad
Establish rapport
State problem
Check assumptions
Listen
Diffuse defensiveness
Describe acceptable performance
Focus on facts, the future
Set a goal together
Plan – use their ideas if workable
Timetable
In writing (set down plan in short order)
Signed
Follow up measures
End positively

Steps to Dismissal

Can you answer “yes” to these questions?

Is decision based on facts?
Do reasons reflect policy?
Is evidence strong?
Is dismissal consistent with past
treatment of others?
Has enough data been accumulated?
Has entire record been considered?
Are job requirements unmistakably clear?
Has person received & acknowledged
at least one written warning? (in writing, signed)
Has person had sufficient time to improve?

THANK YOU FOR COMING

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