

HANDLING DIFFICULT EMPLOYEE ISSUES

COMPARING TO OTHERS: “I DO MORE THAN HER.”

- ✚ **Help Find Their Triggers:** Help them identify why this upsets them. Help them see that we are often kinder to others than ourselves so they can feel gratitude for what they have and who they are.
- ✚ **Help them Reframe:** Encourage them to rephrase to the specific issues.
- ✚ **Focus on Their Strengths:** Discuss what they like about themselves and how you believe those traits can help others.
- ✚ **Help Them Stop Comparing:** Have them compare to their goals, not others.
- ✚ **Celebrate Wins:** As they progress and improve, make sure you recognize the small wins along the way.

REFUSING TO FOLLOW DIRECTIONS OR INSTRUCTIONS

PEOPLE WHO THINK THEY KNOW EVERYTHING

LONG TERM EMPLOYEE NOT HAPPY OR DISGRUNTLED

- ✚ **Don't take it Personally:** Most likely they treat everyone this way. Typically there are other factors involved in this behavior and your job is to find out if it is something you can help with.
- ✚ **Check the Records:** Their pride may not allow them to admit they don't know how to do the tasks or they may actually lack the confidence and use their ego to hide this. Offer training support (how to do the job correctly).
- ✚ **Stay Engaged with the Employee:** Use open ended questions to find out what is bothering the person or why they are not following directions. There may be issues outside of work that you do not understand.
- ✚ **Understand common causes and needs of different individuals:**
 - Need to be right: Need to be recognized, OR Need to be listened to.
- ✚ **Use their Strengths:** Know what they are good at and incorporate it into the conversation when possible.
- ✚ **Remain Calm and Maintain Perspective:** Decide what is really important. Understand the difference between legitimate reasons or excuses. You can express disappointment rather than becoming aggressive or pushing them. Realize that you cannot make everyone happy.

- ✚ **Keep it Private:** Whenever possible, take the employee to the side or isolated area so there are no distractions.
- ✚ **Clearly Explain Responsibilities:** Detail what needs to be done as clearly as possible. Ensure the workload is reasonable for the situation. Be sure to outline what, how and when the job needs to be done.
- ✚ **Explain the Impact (why it needs to be done):** It could be causing others more work, may require rework of tasks or even delay in the customer results.
- ✚ **Outline the Consequences:** The employee needs to understand what will happen when they do not follow directions for not valid reason.
- ✚ **Use 3 strikes You're Out!:**
 - First Time I assume you didn't know, so I will help you understand
 - Second time I assume you didn't understand so let's go over it again
 - Third time I know you know, and you understand. Now is time for discipline.
- ✚ **Set expectations:** Document and Followup on progress.
- ✚ Don't worry about people liking you: You want them to respect you.
- ✚ Be consistent and persistent in followup and get support higher up if you need.

INDIFFERENCE, WON'T TAKE INTIATIVE, DOING THE MINIMUM, ALWAYS NEGATIVE ABOUT NEW THINGS

- ✚ **Shift Your Mindset:** You need to believe they can be motivated. Realize not everyone sees things like you do.
- ✚ **Show you Care:** They may not feel their leaders care about them.
- ✚ **Be Curious:** Find out what others are saying compared to what this person views are. Don't focus on bringing a bad person to justice but rather be curious about possible issues and future solutions. Be sure not to badger or ignore them but help them see what is blocking them. Sometimes it can be something personal so be prepared to show empathy.
- ✚ **Find Their Energy:** Have informal conversations first, talk about things in general first then go deeper. Leverage what they care about and take charge to help resolve it with them.
- ✚ **Use Active Listening:** What does the world look like from their shoes?
 - *How have their experiences or desires shaped their thinking?*
 - *What passion governs their choices?*
 - *What styfles their passion at work?*
- ✚ **Narrow Down the Problem:** Is the behavior the cause or effect of the issue?

- ✚ **Make Improvement Possible:** Provide opportunities for their input and notice any positive things they speak about. Help them set realistic goals by breaking down work into smaller pieces.
- ✚ **Celebrate small wins.**

PROCRASTINATOR

- ✚ **Discuss The Roadblock:** Procrastination is generally caused by a feeling or resistance to something. Help them see what is holding them back.
- ✚ **Clear Out Distractions:** Eliminate anything that may interrupt their focus. For example teach them to put their phone in another room when they need to get a task done.
- ✚ **Focus on Manageable Tasks:** Break down tasks into smaller actionable steps creating milestones more often. Create a schedule or to-do list.
- ✚ **Stay Close:** Work together to get the work done and have regular followup meetings to discuss progress.
- ✚ **Use Pomodoro Method:** Set a timer for 25 minutes and focus on one task. Then take a 5-10 minute break. Repeat.
- ✚ **Define Celebration:** Help them identify how they will reward themselves when they complete the task. It could be an extra long break, it could be a treat or even an activity they enjoy.

EMOTIONAL PERSON ALWAYS LOOKING FOR EMPATHY TAKES ANY FEEDBACK PERSONALLY LIKE BEING ATTACKED FEELS THEIR WORKLOAD IS TOO MUCH

- ✚ **Be patient:** Allow them to vent while you stay positive, honest but kind. Don't try to fix them.
- ✚ **Actively Listen:** Stay neutral and acknowledge their feelings. Use open ended questions to fully understand their viewpoint.
- ✚ **Help De-Escalate:** Adjust your communication style to their needs. Help them understand what triggers their emotion and to focus on helping them find solutions.
- ✚ **Focus on performance:** Have one on ones more often to increase communication.
- ✚ **Show Compassion:** Model self care and make mental health a priority. Refer them to help if needed.