

*How to Manage and  
Work Effectively with  
Difficult Employees*

Presented by:

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# OPENER

**Effective Leaders—Good Communicators**

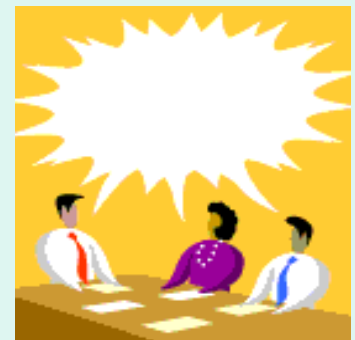
**Tells SPECIFICALLY what is needed and communicates effectively to others on the TEAM!**

**GETS THE RESULTS WANTED**

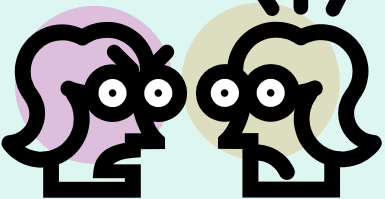
**COMMUNICATIONS ACTIVITY**

**Colored paper and**

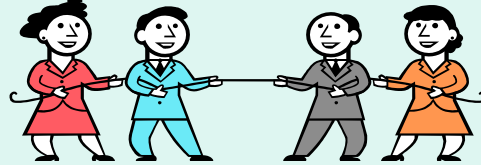
**follow verbal directions**



# MANAGING PEOPLE!

When you enter a room does the conversation continue? 

Do employees freely voice conflicting opinions on issues?



When a decision is made, do staff members faithfully carry it out?

# MANAGING PEOPLE!

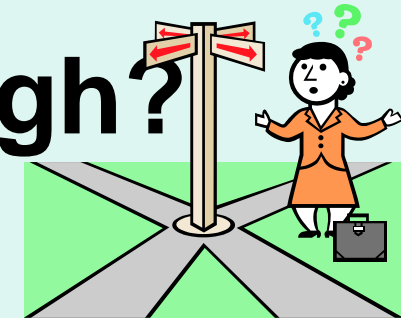
**Is employee turnover high?**

**Are your meetings**

**interactive, lively and honest?**

**How are your communication  
skills?**

**Do you value your employees?**



# WHAT KIND OF BOSS ARE YOU?

**Control Master**—heavy emphasis on results, little emphasis on relationships

Always works very hard;

Seeks to control teachers' and staff's behavior;

## **MICOMANAGES**

Communicated downward in the form of instruction;

Creativity and risk taking are discouraged!



# WHAT KIND OF BOSS ARE YOU?

**Buddy/Comrade—little emphasis on results and heavy on relations**

Is not inclined to work overly hard and believes teachers and staff work best when the Director is happy and friendly;

Allows teachers to establish own goals, and implement and evaluate their own curriculum;

Discuss center problems with teachers and staff and actively seeks their advice but **fails to follow through and act decisively.**



# WHAT KIND OF BOSS ARE YOU?

**MOTIVATOR**—places heavy emphasis on both results and relations

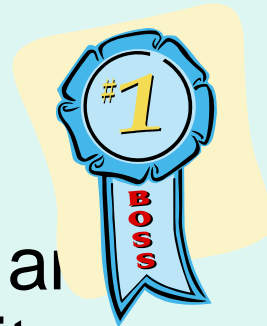
Places heavy emphasis on both results and relationships;

Develop together with teachers a set of goals and objectives and evaluation process to monitor their progress;

Address center problems promptly and decisively and utilizes the knowledge and skills of staff

Facilitates an open two-way communication flow;

Encourages sharing of non-judgmental feedback



# WHAT KIND OF BOSS ARE YOU?

**The Non-Leader**—places little emphasis on either results or relations

Is not inclined to work very hard and believes teachers and staff are also inclined to avoid hard work;

Seeks to maintain control through rules and procedures but is lax and inconsistent in enforcing them;

Not effective in promoting communication

**Hides** in the office to avoid making decisions





# EFFECTIVE LEADERS...



**Make others feel strong,**

**Allow employees, TEAMS to be part of the decision making process;**

**Develop goals and objectives together as a TEAM that are clearly defined and compatible with personal goals—*What's in for me?***

**Make the TEAM feel responsible and accountable to all its members through constructive and regular feedback.**

# A GREAT PLACE TO WORK

## A Great Place to Work will HELP YOU...

- Understand why organizational climate is so important to program's success;

### PERCEPTION VERSUS REALITY

- Learn how to gather data to measure and monitor the program's climate;
- Appreciate and **learn the different perspectives** of teachers and support staff;
- Implement strategies to guarantee bright and sunny days ahead!
- **STAFF SURVEY—last time?**

# **EFFECTIVE WAYS FOR BEST RESULTS WITH SURVEYS**

**Distribute at staff meeting when  
everyone/most everyone in attendance**

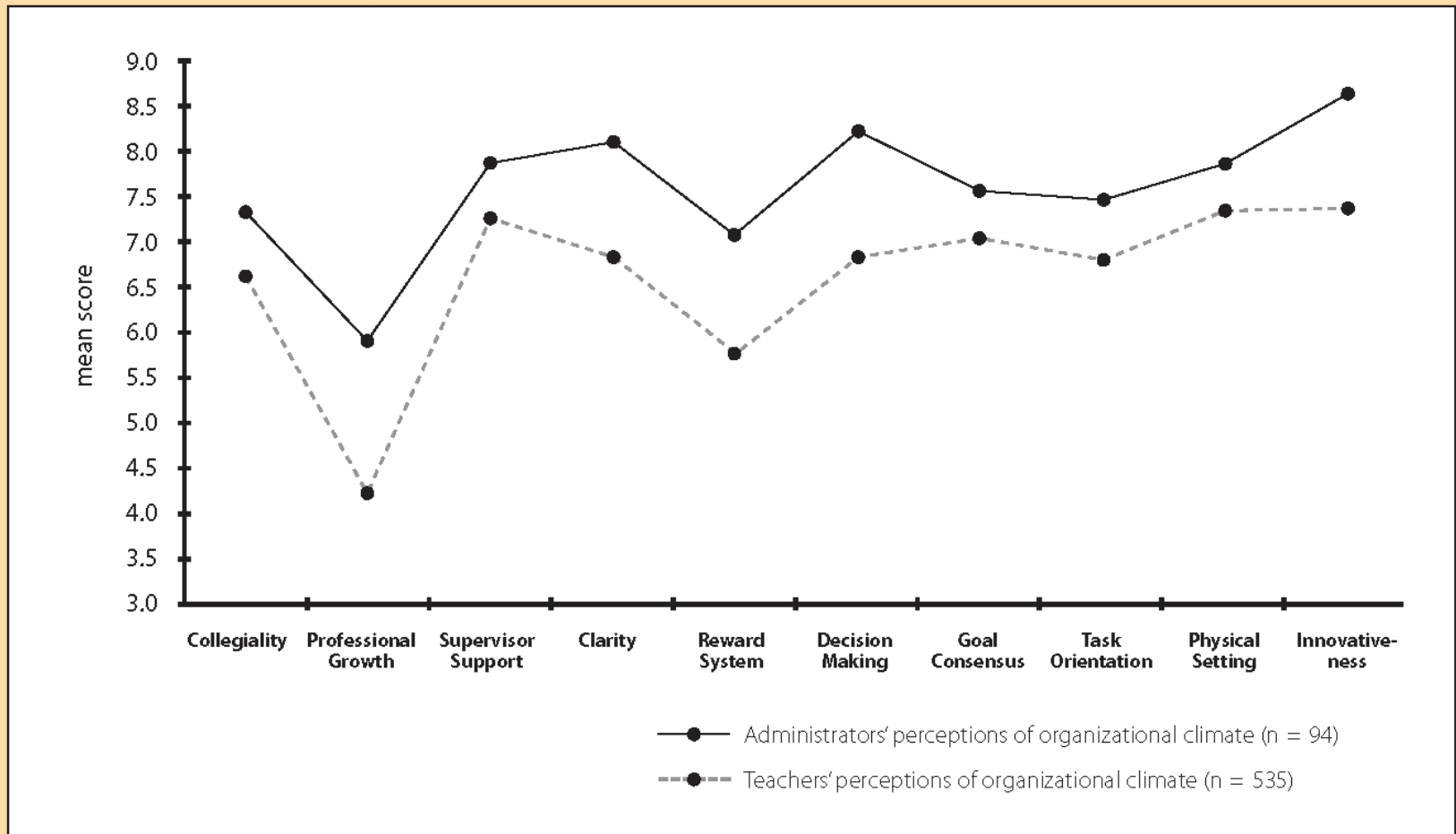
**All are asked to complete survey  
together—no questions or discussions**

**MAKE CERTAIN COLLECTED  
ANNOMOUSLY**

**Ask to rate all information HONESTLY**



# A Comparison of Administrator and Teacher Perceptions of Organizational Climate





*The road to success  
is always under construction.*

**Chinese Proverb**



# **DEALING WITH CONFLICT**

**Evaluate your strengths and weaknesses**

**Problems do not go away even when you try to ignore them!**

**Learn how to effectively approach and deal with the unacceptable behavior**

# UNACCEPTABLE BEHAVIOR



**Little Miss Gossip** —Ringleader for the group going on about everyone and anyone



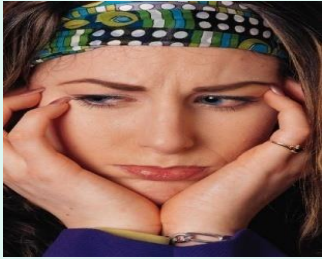
**Miss Polly Primadona:** Has a high opinion of herself and believes only certain things are her job and her favorite saying is “This in not part of my job”



**Never on Time Nancy** —Shows up late or not at all. So surprised and always has a valid excuse—DAILY!



**Blameless Barbara** –Always has an excuse for everything and it is never her fault



**Amy Attitude**—has negative attitude about everything!  
Never happy about anything!



**Ellie the Early Retiree**—retired but comes to work every day!  
She can't learn anything else— *“I have already done that and I know it all too!”*



**Nan the Needy**—carries the world on her shoulders and  
brings these burdens to school—brings everyone down!

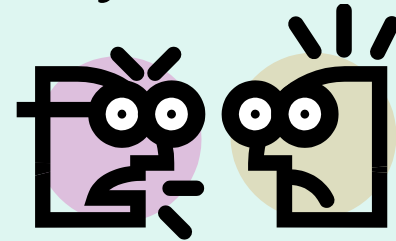


**Wenday the Whiner**—whines no matter what she is asked to do.  
Whining is her normal conversation!



# HOW TO DEAL WITH CONFLICT?

Don't ignore—**CONFRONT** when you are **NOT EMOTIONAL** and/or **ANGRY**



**GLOWS AND GROWS!**

**GLOWS**--Begin with positive things about that person

**GROWS**—Concerns and unacceptable behavior discussed

**HAVE A PLAN** and have it written so you will not forget--Plan well

# DEALING WITH CONFLICT

When **“GROWING”** with an employee, do not use such words as:

***ALWAYS***

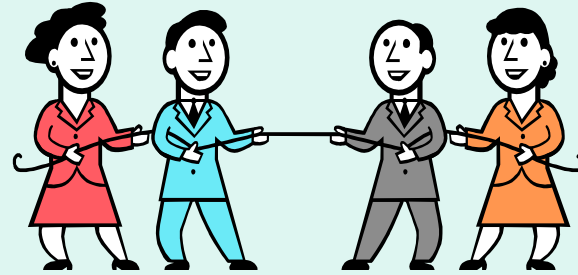
***NEVER***

***EVER***

***PERPETUALLY***

# DEALING WITH CONFLICT

Have systems in place to communicate concerns, conflicts and suggestions



Have a Plan on how to approach

Confrontation efforts **“GLOWS & GROWS”**

Natural consequences of behavior

# DEALING WITH CONFLICT

**Pick your time and place—PLAN WELL**

**Talk about strengths FIRST**

**“I would like to talk to you about some changes that may make our job more effective”**

**“I have some concerns about....**

**“We need to accomplish this, what are your ideas?”**

**Make the person involved be a  
part of the solution!**

# **7 SINS OF LEADERS**

- 1. Trying to be liked rather than respected**
- 2. Not asking your employees for advice and help**
- 3. Not developing a sense of responsibility in your employees**
- 4. Emphasizing rules rather than skills among employees and thwarting personal talent**

# **7 SINS OF LEADERS**

- 5. Not keeping criticism constructive**
- 6. Ignoring employee complaints;**
- 7. Keeping people uninformed—  
not respecting their right to know.**
- 8. CONFRONTING TOO LATE!**

# DEALING WITH CONFLICT

*PRACTICE, PRACTICE, PRACTICE*  
*and*  
*WALK THE WALK*

**GO FORTH AND BE SUCCESSFUL!**

# TAKE CARE OF YOURSELF! CLOSER

Activity—ARE YOU TAKING CARE OF YOU?

What have you done TODAY to take care of yourself?



Before we can deal effectively With  
Unacceptable Employee Behavior—WE  
MUST take good care of ourselves!



# TAKING CARE OF YOURSELF

You are a STAR  
Handout



Describe YOU—list 5 GREAT THINGS  
ABOUT YOU!

What do you PROMISE TO DO **EACH DAY**  
FOR YOU?