



# Managing Problem Employees

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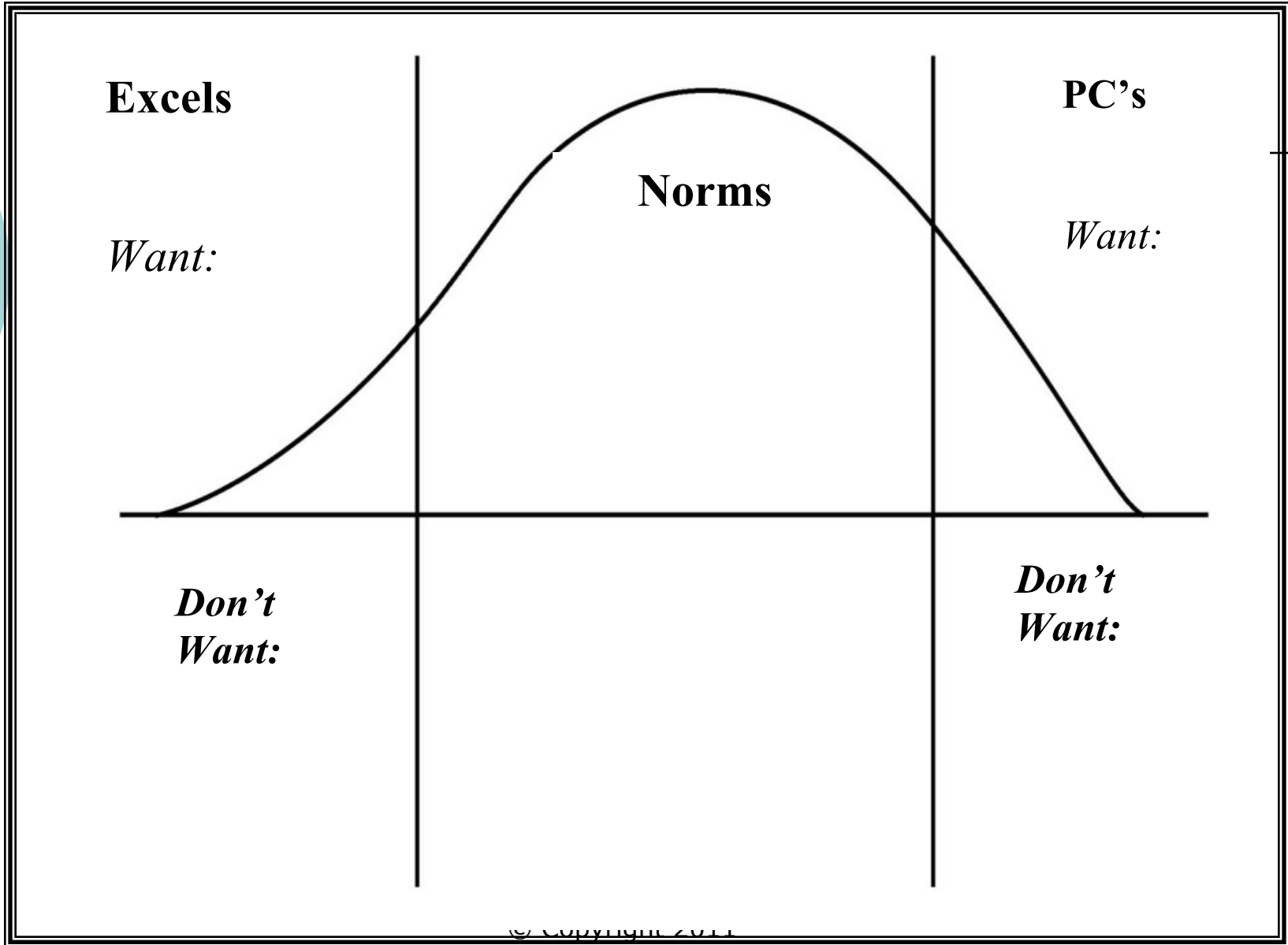


# PC's: Behaviors and Their Impact

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On:

- The team.
- The customers.
- The organization.
- You!



# PC's Behavior

Here is what supervisors say:

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Chronic complainer	Territorial
Not productive	Dumps work on others
Never steps up to help others or do new tasks	Competitive, especially for glory or credit
Plays power games	Negative
"Me" oriented vs. "Team" oriented	Never accepts authority or direction
Bully	Know it all
Passive resistant	Passive aggressive

# PC's Behavior

Here is what supervisors say:

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Works hard at doing the job than it takes to get the work done	Undermines others including the team leader
Mean	Lazy
Gossips constantly	Divide & conquer attitude
Emotionally unstable	Manipulative
Eye rolling	Time wasters
Never shares information or anything	Judgmental of others but not ever self-critical

# PC's Behavior

Here is what supervisors say:

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Never listens	Pouts
Plays power games	Doesn't follow rules
Abused and exploited	Victim
Critical and condescending	Brings home problems to work
Not dependable	Blames others
Constantly stirring up "Stuff"	Never takes responsibility
Disruptive	Argumentative

# PC's IMPACT THE TEAM

Here is what the supervisors say:

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Negative morale	Divides the team
Lack of mutual team trust	Disrespect for team leader (lack of action)
Stress and distress on everyone.	Team members lose job satisfaction
People apprehensive about going to work	Team members avoid trying new things or going the extra mile
Sense of unfairness within the team	Walk on egg shells to not "set them off"
Conflicts are common	

# PC's IMPACT THE CUSTOMERS

Here is what supervisors say:

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- Poor customer service
- Attitudes that breed hostile reactions.
- Reinforce negative public view of the organization.
- Play silly games with customers.
- Make it hard to satisfy or appease customers.
- Hamper productivity and service.





# PC'S IMPACT ORGANIZATIONS

Here is what supervisors say:

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- Creations of restrictive and defensive policies.
- Cause embarrassment.
- Promote union and management tensions.
- Put unions and management in tough spots.
- Cause defensive thinking.
- Distract from service orientation.
- Waste everyone's time.



# PC's IMPACT TEAM LEADERS

Here is what supervisors say:

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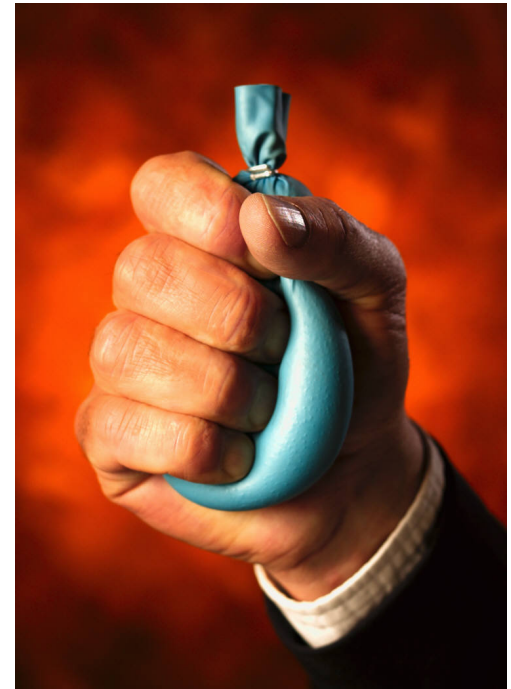
- They get in your head on Sunday afternoon.
- They cause "Reactive and defensive thinking."
- They cause team leaders to miss the positive performers in the team.
- Stress.

# PC's IMPACT TEAM LEADERS

Here is more about what supervisors say:

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- They waste the team leader's productive time.
- Make them look bad in the chain of command.
- Cause frustration.
- Cause the team leader to do the job of the PC.
- The PC tries to take control of the team.



# Sociopath?

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- 4% of the US population
- According to the American Psychiatric Association “antisocial personality disorder” may exist with at least three of the following:
  1. Failure to conform to social norms
  2. Deceitfulness, manipulativeness

# Sociopath?

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3. Impulsivity, failure to plan ahead
4. Irritability, aggressiveness
5. Reckless disregard for the safety of self and others
6. Consistent irresponsibility
7. Lack of remorse after hurting, mistreating or stealing from another person.

Source: Martha Stout The Sociopath Next Door quoting diagnostic and statistical Manual of Mental Disorders IV

# Other Prevalent Characteristics of Sociopaths

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1. Superficial charm
2. Glib
3. Grandiose sense of self worth
4. Need for stimulation
5. Frequent risk taking – social, physical, financial, legal
6. Lack of empathy – shallowness emotions – including marriage
7. No conscience

# Workplace Bullies

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1. 35% of Adults report being bullied in their career National Valid Survey (Zogby 2010)
2. Reasons for Lack of Corrective Action:
  - Victims keep quiet
  - Intervention can take time
  - Discipline can be subjective
  - Legal recourse isn't clear-cut
  - Witnesses are scared to come forward
  - Bull bosses work the system – kiss up and kick down



Source: [www.workplacebullying.org](http://www.workplacebullying.org) USA Today 12/28/10

# Survival Strategies with a Bully boss

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- Have a heart to heart talk
- Get help – document facts, behaviors and events
- Insulate – zone out
- Update your resume



Source: USA Laura PetreccaToday 12/28/10





Thoughts about modifying the  
behavior of others.

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# Consequences that increase behavior

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1. Give them something they want.

**1. Positive Reinforcement**

2. Avoid something they don't want

**2. Negative Reinforcement**

Behavior

3 Give them something they don't want.

**3. Punishment**

4. Take away something they do want.

**4. Extinction**

# Consequences that decrease behavior



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Eight ideas for dealing with  
problem employees and  
strengthening your team.

# Eight ideas for dealing with problem employees.

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1. Get members of the management team on the same page.
2. It's about the Norm's and the Excels.
3. Strengthen expectations and understandings between the leader and the team. (5 questions)
4. Agree on decision making ground rules for teams. (Ask – Discuss)
5. Create and use a job-team relevant performance appraisal process.
6. X00X00X00X – Use PIP to raise standards.
7. Reward productive employees – address problem employees.
8. Keep your serenity.

# 1. Get members of the management team on the same page.

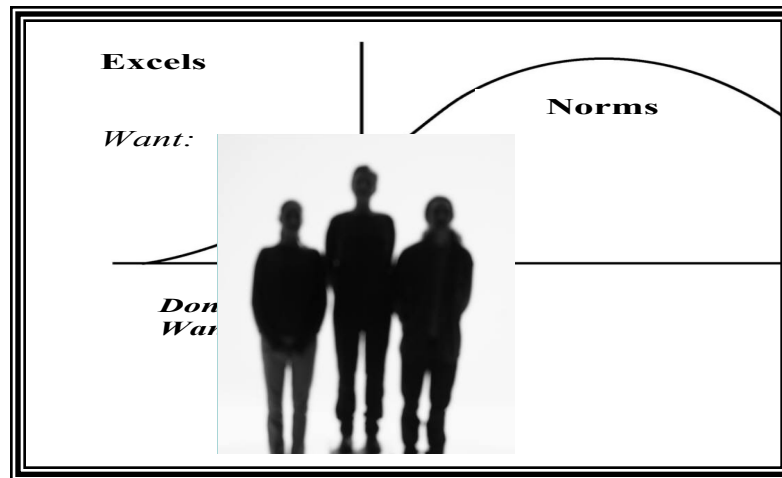
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- Reduce the gap between “hard nose” and “easy rider” supervisors.
- Create consistent expectations and standards for all first line supervisors.



## 2. It's about the Norm's and the Excels.

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- Focus on them – not the PC's.
- Avoid manager's disease.
- Catch them doing it right.
- Keep them informed and valued.

### 3. Strengthen understandings and expectations between the leader and the team.

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- Clarify mutual understandings and expectations of behavior.
- Revisit and reinforce.



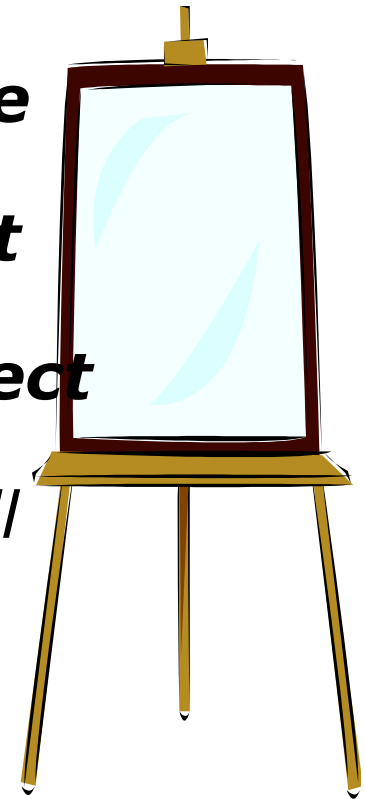
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### 3. Strengthen understandings and expectations between the leader and the team, continued.

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#### **Five questions every team and team leader should discuss.**

- 1. What should the team **expect of the team leader?***
- 2. What should the team leader **expect of each team member?***
- 3. What should all team members **expect of each other?***
- 4. **What are the ground rules** that all members of the team must obey?*
- 5. **What should the team do differently to be more effective?***





## 4. Agree on *decision making ground rules* for teams.

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### ***Team Leader***

- Ask and Discuss
- Decide
- Give Reasons

### ***Team Member***

- Give 100% Follow Through



# *Ask and Discuss*

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- On important matters affecting the team, the team leader is expected to raise the issue or idea with the team.
- Exceptions include emergencies and trivial and irrelevant matters.
- Team members are expected to discuss and contribute.
- Sometimes issues will require two or more discussions.

# *Decide*

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- The leader makes the final decision.
- Teams are not democracies.
- Typically, most decisions will reflect the consensus of the team.
- Some decisions will not be popular.



# *Give Reasons*

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- Team leaders must give reasons behind final decisions.
- Exceptions: personnel decisions, decisions which are required to be kept confidential.



# *Expect 100% Follow Through*

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- Team members are expected to fully support the decision – even, especially if they disagree.
- Decisions must be legal, ethical and moral.
- No games, take ownership.

## 5. Create and use a job/team relevant performance appraisal instrument and process.

- Relevant to the employee's job and the supervisor's expectations.
- Created by supervisor-employee
- Supported by administration.



## 6. XOOXOOXOOXOOX

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- Use PIP
- Don't go away.
- Apply constant, even and fair pressure to produce.

# 7. Reward productive employees and address problem employees

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- Work assignments
- Don't enable negative behavior
- Get support of leadership and HR







## 8. Keep your serenity.

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*Remember it is a game.*