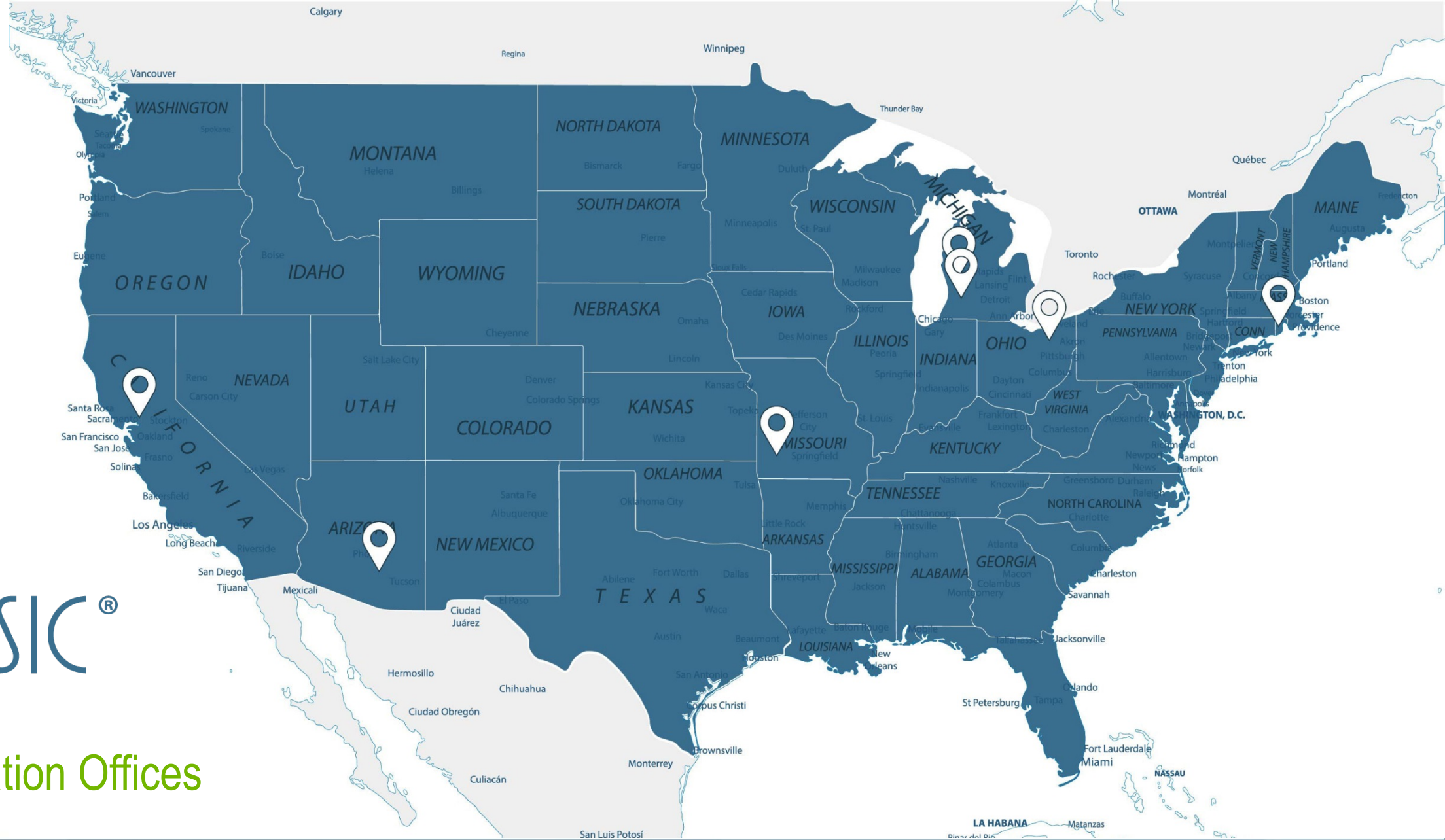




Employee Engagement Strategies



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➤ Presenter



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BASIC Vice President

Joe provides Business & HR client advisory services and HR out-source services nationally. He is a Human Resource professional with over twenty five years business management and HR consulting experience. He has worked with multi plant International Tier I Automotive Manufacturing, retail, food processing, health care, legal administration and professional services.

Mr. Aitchison is recognized as a leader in human resources and has obtained a lifetime certification as a senior professional in human resource management, SHRM – Senior Certified Professional and Healthcare Reform Specialist by the Healthcare Reform Center & Policy Institute. Mr. Aitchison serves on several for profit and not for profit boards.

➤ Today's Topics

Providing Difficult Employee Feedback & Managing Tough Conversations

- Identifying Challenging Employees
- The Psychology of it
- Workplace Behaviors
- Characteristics of Problem Employees
- Workplace Conflict Resolution
- Dealing With Difficult Employees
- Manager Roles
- Summary



➤ Poorly Managed Conflict

Causal Affect - Adverse Impact on Employer /Employee Relations

What happens if not addressed

- Reduced Productivity
- Lower Morale
- Increased absenteeism
- Higher turnover
- Increased Risk of violence
- Hostile work environment
 - Emotional distress of coworkers

➤ Difficult Employees ~ Let's just fire them...

- Firing may affect morale
- Replacement costs are high
- Even difficult workers may be turned around
- Other costs may occur
- Reassignment may work
- When all else fails or employee does not modify behavior ... *let them go*

➤ Challenging Employees and the Law

Be Mindful.... Legal Risk

- EEO Laws
 - Consistency and Fairness
 - EEOC
 - DCR
 - NLRA
 - FLSA
 - Retaliation
 - Wrongful Discharge



➤ Challenging Employees ~ *who are they?*

Employees who:

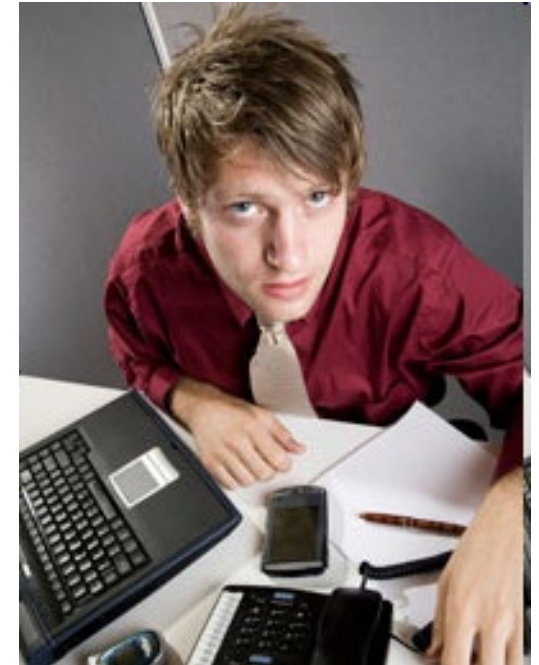
- Complain
- Goof off
- Refuse to cooperate
- Have a bad attitude
- Think they know best
- Spread rumors
- Make others look bad

➤ Challenging Employees ~ *what do they do?*

Challenging Employees

- See things negatively
- Expect failure
- Undermine authority
- Create hostile work relationships
- Break the Rules (Policy/Procedures)

Typically challenging employees represent less than 5% of the employee population.... Create 80% of the disruptive behavior and account for up to 20% or more in lost productivity



➤ Problem Employees ~ Challenging Personalities

Personality Tendencies / Traits

What are the different types and symptoms of personality disorders? ... According to the American Psychology Association there are 10 specific personality disorders:

1. **Paranoid personality** disorder – a pattern of distrust and suspiciousness such that others' motives are interpreted as malevolent.
2. **Schizoid personality disorder** – a pattern of detachment from social relationship and a restricted range of emotional expression.
3. **Schizotypal personality** disorder – a pattern of acute discomfort in close relationships, cognitive or perceptual distortions, and eccentricities of behavior.
4. **Antisocial personality** disorder – a pattern of disregard for, and violation of, the rights of others.
5. **Borderline personality** disorder – a pattern of instability in interpersonal relationships, self-image, and affects, and marked impulsivity.
6. **Histrionic personality** disorder – a pattern of excessive emotionality and attention seeking.
7. **Narcissistic personality** disorder – a pattern of grandiosity, need for admiration, and lack of empathy.
8. **Avoidant personality** disorder – a pattern of social inhibition, feelings of inadequacy, and hypersensitivity to negative evaluation.
9. **Dependent personality** disorder – a pattern of submissive and clinging behavior related to an excessive need to be taken care of.
10. **Obsessive compulsive** personality disorder – a pattern of preoccupations with orderliness, perfectionism, and control.

➤ Problem Employees ~ Their Actions

- Personality Traits/tendencies often create behaviors
- Frequently late to work but easy to work with
- Questions decisions, sometimes argumentative .. But not always
- Does not like to work others – prefers to work alone ...
Refuses to cooperate with others in a group project
- Disrespectful/challenges authority



➤ Problem Employee Behavior

Supervisor or Human Resource nightmare... what is he or she going to do next.
Sometimes but not all of the time....

- Bullying
- Aggressive
- Demeaning
- Arrogant
- Untrustworthy
- Demanding
- Unproductive
- Rude

➤ Types of Difficult Employees

Difficult employee may have a personality or behavior problem

There are **5 personality types** that most often create chronic workforce problems ...

- **The Bully** - Personality traits for the Bully often include physical and verbal intimidation, shouting, profanity, throwing objects, blaming others and threats.
 - This behavior is often caused by low self-esteem and from seeking control.
- In order to deal with a bully, manager should be firm; use open-ended questions; not compete, take notes, and require their cooperation to sit down and talk.
 - If there are frequent outbursts, it is critical to address the issues immediately to ensure a safe workplace.

➤ Types of Difficult Employees

The Procrastinator has trouble starting/completing tasks and lacks motivation. This is caused by a fear of humiliation, rejection, and failure.

- Managers should create timetables or schedules for procrastinators, with required “check in” dates / updates
- Managers should be prepared to assign the project to someone else if the procrastinator is falling short on the timeline / completions.

The Passive Aggressive is friendly to your face and negative behind your back. Not a team player, they agree with everything but end up doing what they want. The passive aggressive is angry but dislikes confrontation.

- The manager should be specific; concrete in expectations; clear about consequences; and try not to over supervise this type.

➤ Types of Difficult Employees

The Gossip - talks to everyone about anything due to an extreme need to be liked and accepted.

- Managers should never participate in gossip and immediately identify it while using disciplinary action if necessary.

The Constant Critic - falsely accuses and undermines others behind closed doors, including the boss and company decisions.

- This type also humiliates others in public settings in order to control the emotional climate at work.

➤ Employee Behavior Change

Modifying Employee Behavior in the workplace ... *What skilled managers and supervisors need to know and do...*

- Understand different personality traits
 - Not all employees think and work the same
 - What affects one may not affect others
 - **How one behaves does affect others**

➤ What Managers need to do

Prepare for the challenge

- Understand the problem(s)
- Manager should analyze their own feelings
 - Set aside emotions
 - Maintain professionalism
- Demonstrate behavior you want others to follow
 - Attendance / punctuality / work organization
 - Model job performance and work behaviors

➤ Manager Problem Assessment / Prepare

Don't think about the person ... think about cause and affect.

- Focus on specific behavior or attitudes
- Identify why it's a problem
- Think solely in terms of the job
- Be objective

Investigate the Situation *(Is this a recurring situation?)*

Who	What
Where	When
Why	How

➤ How to Resolve Conflict

- Manage
- Identify Opportunities
 - Improve Behavior
 - Transfer employee to more suitable position
 - Terminate – causal based on employee actions
- Meet Challenges Head-On
- Communicate
- Pay Attention to the People
 - Problem employee
 - Peer group
 - Others affected



➤ Manager's Role

- Prevention through good company culture, training and education
- Proactive and responsive to complaints
- All reasonable steps necessary to prevent
- **Prompt, thorough and effective investigations**
- **Appropriate follow-through**

➤ Manager Responsibilities

- Be a positive force/influence on others
- Communicate Effectively
- Uphold Performance Standards
- Model Appropriate Workplace Conduct
- Filter issues to determine what needs to be raised with HR or management



➤ Manager Responsibilities

- Remember ... it's what you are (your title) while at work... not who you are (as a person)... *employees are responding to.*
 - You are the face of the company
 - Negative attitude/interactions reflect on the entire organization
 - Most employee disputes can be dealt with early or avoided through positive communication

➤ Manager Responsibilities

“Positive Communication” requires that you actively engage your employees ... As a manager, it is not okay to ignore issues in the workplace.”

Meeting with Difficult Employees

Respond Positively to Challenging workers

- Explain your concerns
- Give specific examples
- Offer suggestions
- Avoid criticizing
- Stay focused
- Be firm
- State your willingness to help
- Agree on an action plan

➤ Manager Responsibilities

Two sides to every story...

Unusual behavior change in an otherwise consistent employee...

- Feeling unappreciated
- Having a legitimate concern
- Experiencing stress
- Having legitimate issues
- Outside work influences



➤ Ongoing Manager Responsibilities

Manager's Daily Role

- Communicate Effectively
 - Give clear notice of expectations
 - Create opportunity to meet standards
 - Provide feedback on performance
 - Follow through with performance evaluations
 - Issue disciplinary actions when necessary
 - Positive praise where appropriate

➤ Ongoing Manager Responsibilities

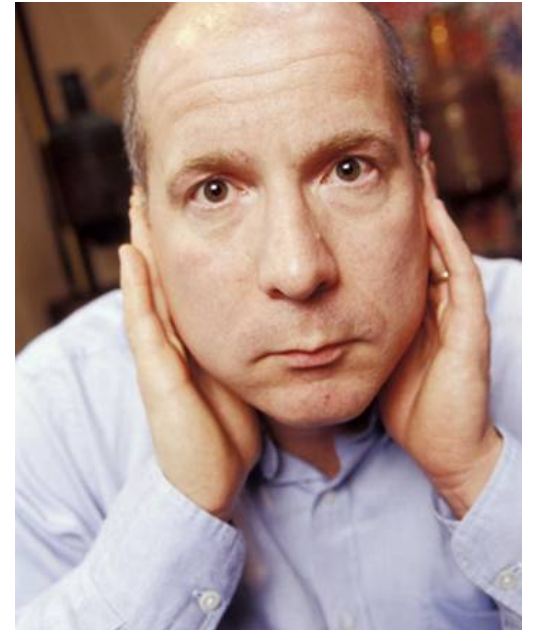
Model Appropriate Workplace Conduct

- The manager's conduct is the standard for employees
 - Employees will not conform to policies if manager does not conform
 - *Do as I say not as I do!!! Won't work.....*
 - **Ignoring issues undermines the policies**

➤ Ongoing Manager Responsibilities

Meet Challenges Head-on

- Avoiding a problem is not likely to make it go away
- More likely to grow out of control if not addressed



➤ Manager's Understanding

Filtering Issues/Disputes

- Not every workplace dispute needs to be reported to HR or senior management
- Look at the totality of the circumstances
 - Is a protected status implicated?
 - Are factors other than one's ability to perform a job at issue?
 - Not sure whether to involve HR?



➤ Manager Communication

- Consistent
- Personal (maintain privacy) – *not all need to know ...*
- Positive
- Respectful
- Motivational

➤ Managing Employees ~ *The Meeting*

Treat Employees With Dignity And Respect

- Find an office or conference room for privacy
- Start with general, open-ended questions
 - Do you know why we are here?
 - What do you think could have been done to avoid the situation?
- Avoid questions that suggest a bias
- Avoid editorial comments or legal conclusions
- Any matter that is potentially significant (such as harassment, discrimination, family leave, retaliation, wage and hour or workplace safety) must be reported to HR

➤ Manager - Resolving Workplace Issues

Discussions/meeting – One on One or Formal with witness(es)

- Be Direct
- Be Professional
- Deal with issues
 - There is a problem
 - We've got a problem
 - You've got a problem
- Avoid traps (*we will talk about these later*)
- Goal setting
- Common benefits
- Or else – Termination
 - Legal



➤ Managers ~ Dealing with Difficult Employees

- Direct
- Professional
 - **“Those that speak softly are heard”**
- Deal with issues
- Avoid traps
 - Excuse / blaming others
 - Personal (attacks) / confrontation

➤ Managers ~ Dealing with Difficult Employees

Emotional Response –

- Tearful,
- Apologetic
- Not my fault

The Challenging Employee

- I had no choice had to defend myself
- I did it for the company
- What do you expect from me!!!!
- It's not my fault –
- you never liked me (*because I'm Black, Hispanic, other protected class*)... always out to get me... I'm going to sue you and the company!!! **(THE TRAPS)**

➤ Managers / Employees ~ *Why am I here meetings?!*

Employee work day issues

More frequent types of occurrences ... Equally (if not more) important

- Excessive gossip
- Inappropriate dress
- Personal hygiene
- Work Performance issues
- Attendance
- Personality conflicts
- Safety infractions – *you should know better*
- ***“I didn't mean to but.....” Issues***

➤ Manager Responsibilities

- Supervisors need to be skilled and understand what is appropriate to say....
- Supervisors need to know:
 - How to begin the conversation
 - How to confront difficult employees
 - How to create an atmosphere that engages employees
 - How to discover the truth and learn what is really the cause
 - **Not react emotionally**

➤ Manager's Responsibility

Managers must

- Address the facts
- Understand the circumstances that created the events
- Have “zero” tolerance for threats, accusations and defiance
- Create productive ways to counsel employees
- Focus on the problem, not the person

➤ Documentation ~ Legal Risk

- All actions subject to review
- Document:
 - Circumstances
 - Events
 - Corrective action required /taken
 - Discipline
 - Performance Improvement plan

➤ Discipline Policy & Procedure...

Appeal Policy (Peer Review)

- Provides legal protection
- Reassures “good” employees – *Good employees need not worry... for fear of job loss or discipline*
- Puts potential offenders on notice
- Protects employees from inappropriate actions of co-workers
- Gives violators the opportunity to improve

➤ Summary

Issue/Situation Assessment

1. Respond positively and fairly
2. Consider employee's side of the situation
3. Investigate before taking action against a difficult employee. (*presupposition can be costly*)
4. Follow up on all interactions

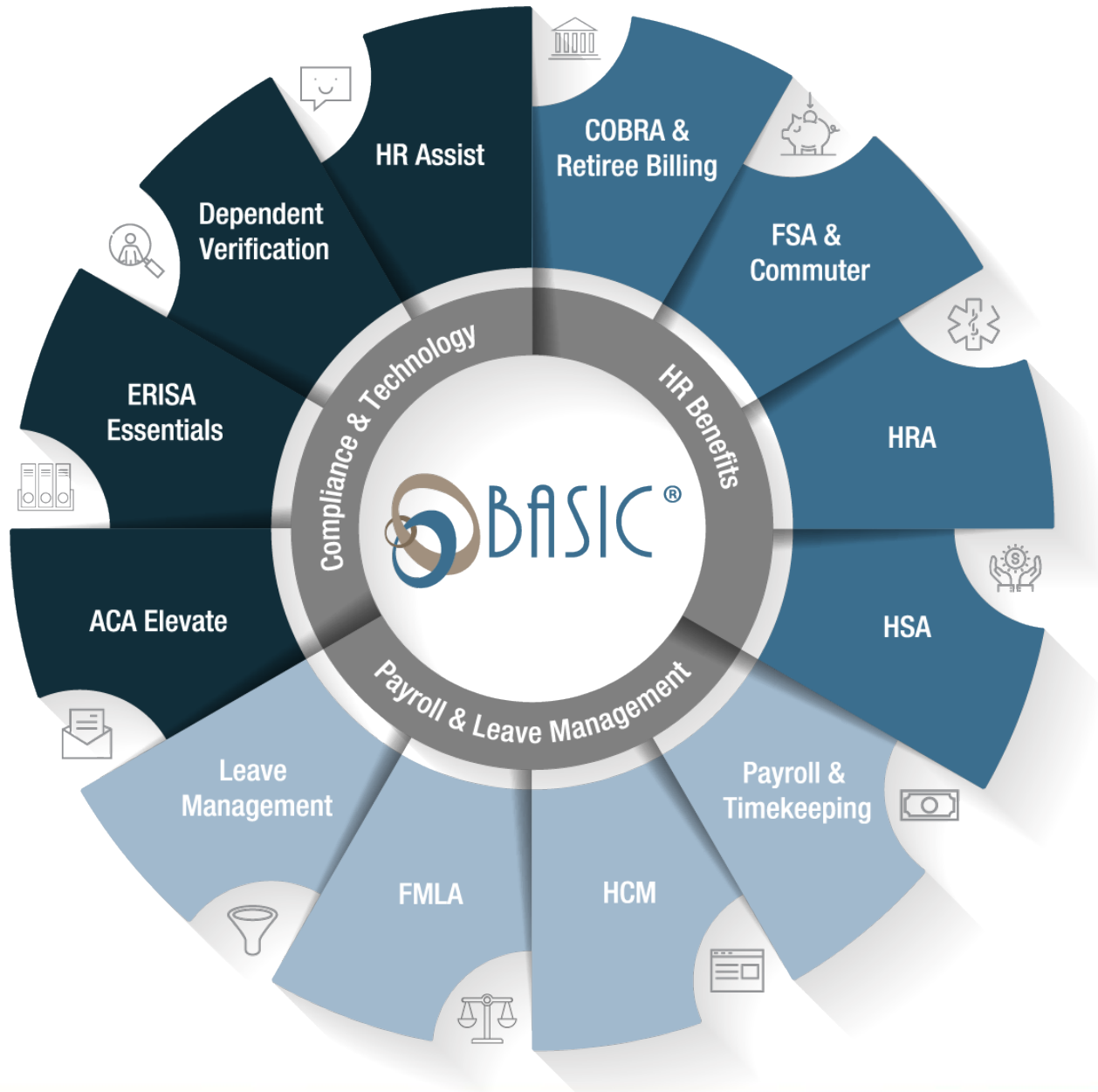
Conflict Resolution Process

1. Call a meeting
2. Establish/ define the rules
3. Define the problem
4. Develop a solution
5. Create and action plan
6. Implement and monitor the plan
7. Evaluate the process.



QUESTIONS





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