

# Dealing with Difficult Employees

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### Who is a difficult employee?

Difficult employees are either not doing things you want them to do, or they are doing things you do not want them to do. Difficult employees impact the ENTIRE TEAM and everyone is watching to see how you will handle it!

### REMEMBER

**Everybody is Somebody's Difficult Person!**

### How do you avoid hiring difficult employees?



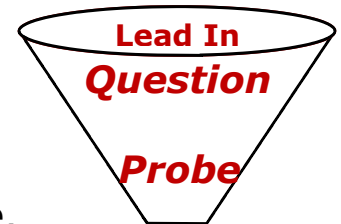
**Take a moment and identify expected behaviors in your workplace.**

**Then**

**Ask questions to identify skills, qualifications and alignment with expected behaviors.**

**Sample Behavioral Question** - Tell me about a time you worked with an employee who was negative and complained all of the time. What did you do to create a more pleasant working environment and work as a team? What was the outcome?

## The 3-Step Behavioral Question



- 1. Lead In** - provides an idea of what the job will require.
- 2. Question** - encourages a description or narrative that compares the candidate's past performance to behaviors required for the job.
- 3. Probe** - delving into the specifics of the behavior you are seeking.

### You have a difficult employee, now what do you do?

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|---|
| ✓ Immediately address the difficult behavior with the employee - small problems become large problems if ignored.       |
| ✓ Ask the employee, "What do you think is causing this behavior"?   |
| ✓ Listen and provide feedback and potential solutions.  |
| ✓ If the employee is not aware of their behavior, describe in detail what you observe and the results of these actions. |
| ✓ Focus on the behavior not the person.   |

### Progressive Coaching

Progressive coaching is a process for dealing with job-related behavior that does not meet expected and communicated performance standards

- ✓ Reminders
- ✓ Verbal Written Coaching
- ✓ Written Coaching
- ✓ Final Coaching
- ✓ Suspension (to gather information & ensure you make the right decision).
- ✓ Termination

### The Script!!

I just (saw, heard) you (respond negatively by saying...) and I wanted to (remind you of the code of honor/and acceptable behaviors...). I need you to (stop speaking negatively about customers as this impacts morale and teamwork, etc.). Thank you.



#### ABOUT YOUR SPEAKER

Glenna Hecht, SPHR-Senior Professional in Human Resources, founded Humanistic Consulting in 2010 after a 30 year career leading HR/Training functions for world renowned brands. She has spoken before Fortune 100 companies, franchise and not for profit organizations. Humanistic Consulting provides outsourced human resource and training solutions to all industries. Glenna is most noted for her energy, passion, expertise, and connection with the audience. To get her monthly informative newsletter sign up at [glennahecht.com](http://glennahecht.com)  
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# Dealing with Difficult Employees Declarations

- . I define the company code of conduct & desired behaviors.
- . I am committed to team success.
- . I don't allow HOPIUM to be my guide; I provide immediate feedback and deal with issues.
- . I am an excellent coach and leader.