

Managing the “Unmanageable”: Tough People, Tough Situations

Learning Objectives

- Troubleshoot the problem and reframe it as a challenging opportunity
- Separate out what’s critical from “noise”
- Uncover best practices for resolving the challenge
- Manage to reduce risks (legal, retain good employees)
- Manage performance with clarity, frequent feedback, coaching, consistency, and fairness
- Apply progressive discipline to lay the groundwork for next steps
- Plan and conduct tough conversations
- Strategize a solution to resolve your unmanageable challenge

Your Workplace Challenge: Articulate, Clarify, and Evaluate

- Articulate and define the problem
- Clarify
- Evaluate the impact on all stakeholders and understand their needs
- Make a commitment to turn the problem into an opportunity

The Proactive Manager: Lead with Objectivity, Backbone, and Heart

- Manage your own reactions and stress
- Avoid seeing oneself as victim
- Use proactive leadership strategies
- Look at the wider context of who you are as a leader
- Strengthen your ability to think critically about an issue, challenge assumptions, and consider new approaches

Employment Law 101

- Gain knowledge of employment law and legal risks
- Prepare to handle physical security risks. (For cyber security risks, consult with your IT department)

Mastering Progressive Discipline and Securing Terminations for Cause

- Proactively manage performance
- Distinguish between feedback and coaching
- Learning better verbiage to use in order to get your point across in a respectful way
- Plan to use the Situation-Behavior-Impact Feedback model
- Understand when and how to apply progressive discipline principles
- Recognize the importance of the written record

When Differences Are at the Root of Workplace Challenges

- Assess your own communication style
- Recognize how people with other styles need to receive information
- Assess the impact differences can have when people are working together
- Recognize the different needs of remote, virtual employees

Tough Conversations for Performance, Conduct, and Discipline Challenges

- Clarify your goals and needs for the conversation
- Plan how you will invite the employee(s) and set positive tone
- Plan what you will say or ask to achieve needed action
- Practice conducting tough conversations
- Involve the employee(s) in a two-way conversation
- Handle resistance and defensiveness effectively

Conclusion of Seminar: A Plan to Go Forward and Participant Feedback

- Review what you found most valuable
- Finalize your Action Plan for applying strategies to your “unmanageable” challenge
- Report highlights of your Action Plan