

Is There a Bad Egg in Your Office?



Are You Sure it Isn't You?

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Types of Bad Eggs



1. Control Freak

2. Whiner

3. Bully

4. Passive-Aggressive

Bad Eggs Continued



5. Procrastinator

6. Buck-Passer/Shirker

7. Socializer- Interrupter

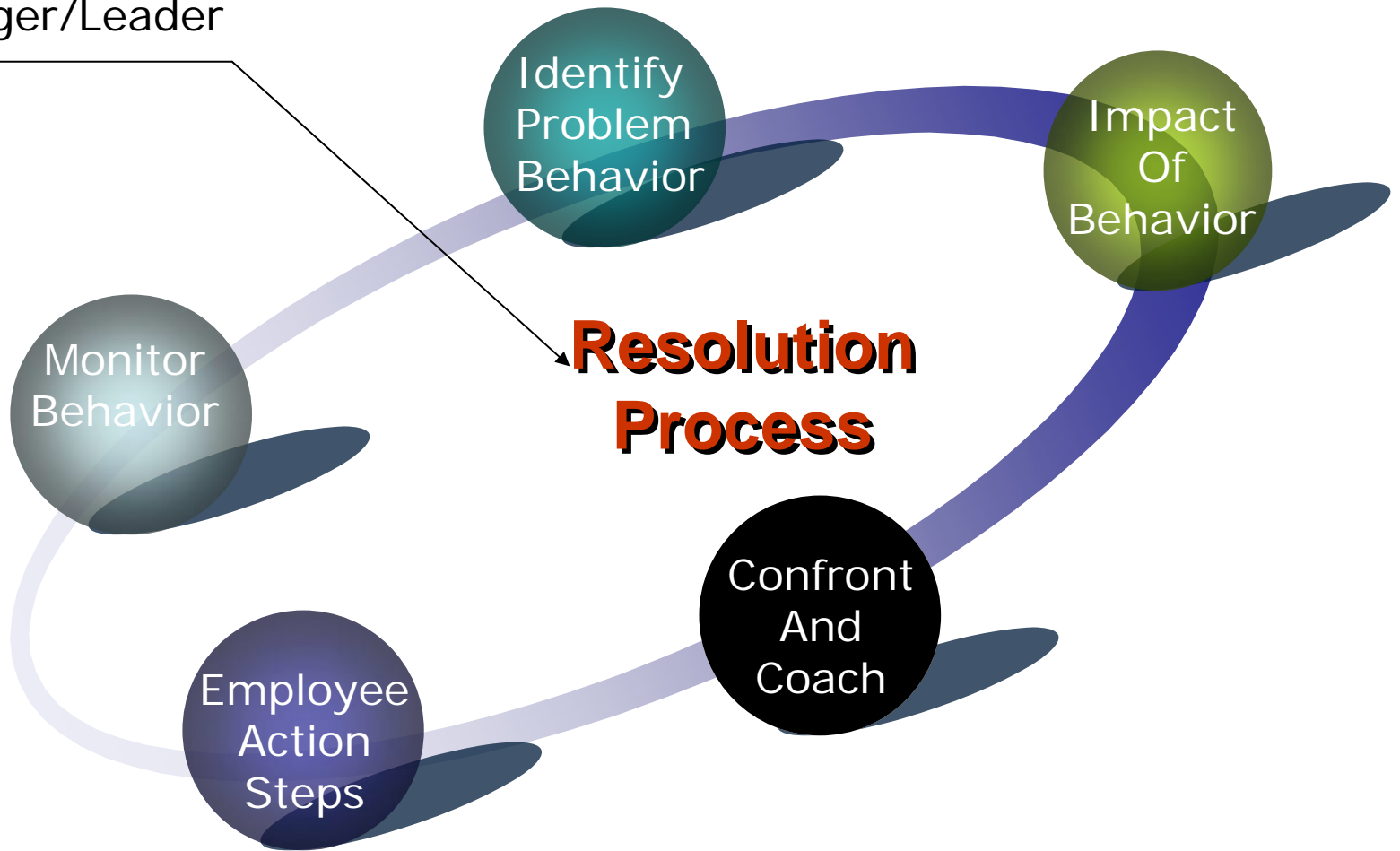
8. Totally Inept



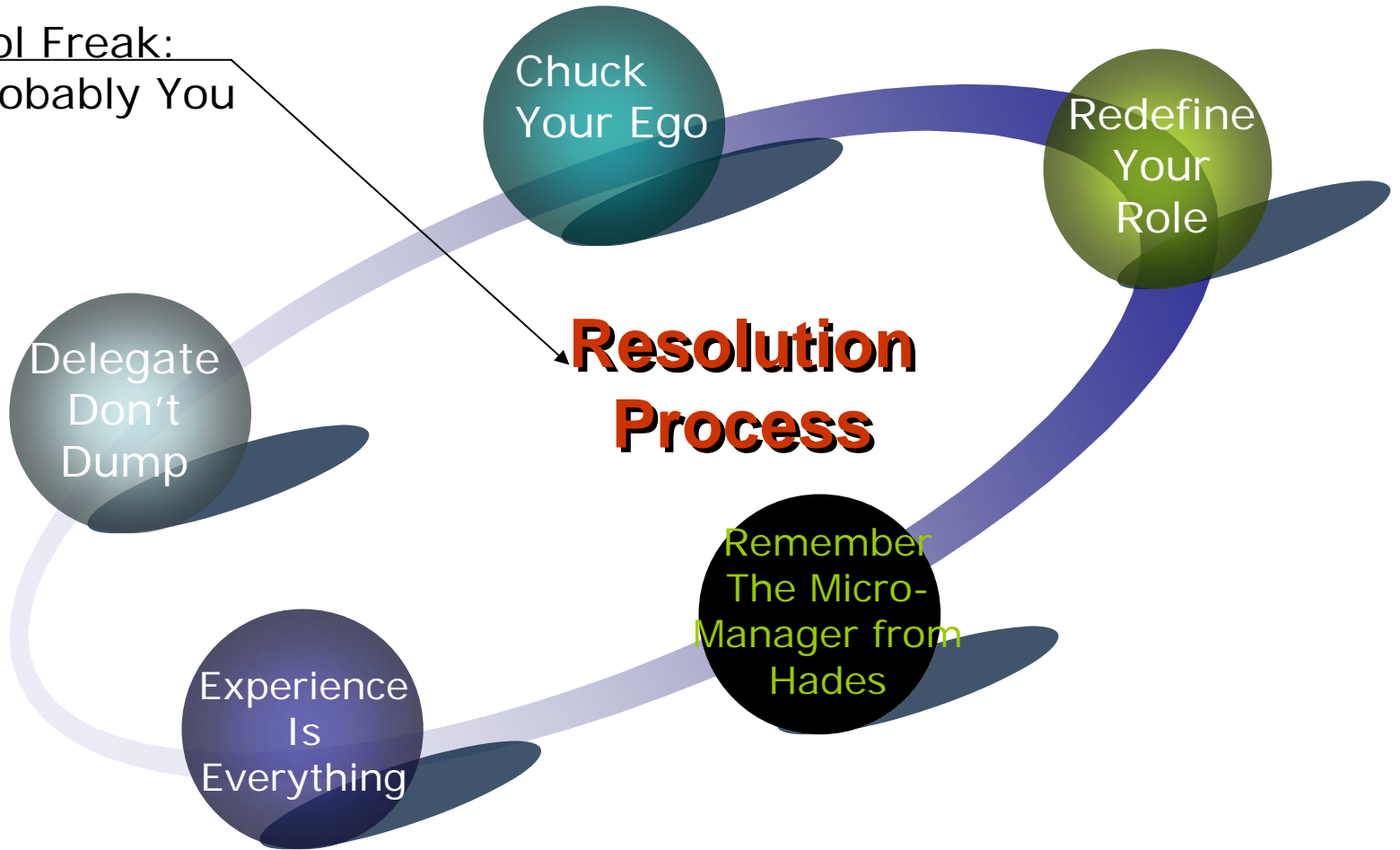
Making the perfect omelet is not for the novice or the faint of heart.

It takes **practice** and **determination**.
But most of all it takes the right **recipe!**

Manager/Leader



Control Freak:
It's Probably You



Whiner

- Why do they whine?
- What is the difference between whining and raising concerns?
- Potential Solutions?



Whiner Don'ts

- Don't agree with them: this encourages complaining
- Don't disagree with them: they will repeat their problems
- Don't try to solve their problems: you can't
- Never ask why they are complaining to you. They see this as an invitation to start all over

Whiner Do's

- Write down their main points
- Interrupt and get specific- gather information on each main point
- Shift focus to solutions
- Show them the future: what you and they will do
- Draw the line: If nothing works, assertively bring the conversation to a close

Bully

- Takes many forms from malicious gossip to overt physical violence



Strategies

- If actions involve harassment, seek legal advise
- Confront all rude behavior – do not be intimidated
- Confront in a group (if employee) or individually if a manager
- Deliver a warning
- Monitor, document, applaud change

Passive-Aggressive

- Quiet putdowns
- Sarcastic humor
- Biting tone of voice
- Modus operandi “Don’t get mad, get even!”
- Agreeing to work on joint assignments, then not doing it or doing it poorly so the other person looks bad

Action Plan

- Stop, look, backtrack
- Use targeted questions : When you say that, what are you really trying to say?
- What does that have to do with this?
- Suggest a civil future

Procrastinator



Why does it occur?

- Insufficient skill or information to do the job
- Too much to do and too little time
- Poor time management
- Fear of failure
- Dread being criticized
- Not challenged or bored

Solutions

- Help the employee break the tasks in to manageable pieces
- Partner the procrastinator with a high energy, pleasant co-worker (cheerleader)
- Ask procrastinator to help with scheduling tasks
- Praise when things get done on time
- Give more constant oversight

Buck-passer/Shirker

Shirker

Disappears when work is near.

Comes in late.

Absent more than normal

Leaves the desk without notice



Buck-passer

Unloads work to others

Blames others for mistakes

Refuses to do work not in narrowly defined job description

Strategies

- Review job description, policies, expectations with employees
- Document
- Performance appraisal

Socializer/Interrupter

- Typically delightful employees
- Excessive socializing impacts productivity
- Usually can't distinguish between friendly behavior and behavior that oversteps business boundaries

Recommendations

- Put them to work where this ability is an asset
- Don't let socializers sit down in your office
- Indicate you are busy and have a current task that needs your attention, ask if there is another time you could talk
- Counsel the socializer
- Establish boundaries and build in “approved” time for socializing

Totally Inept



Final Thoughts

- Listen to Understand
- Speak to be Understood
- Tactfully interrupt Interruptions
- Use “I” language
- Be specific about the problem behavior
- Show them how their behavior is self-defeating
- Suggest new behaviors or options

Helpful Resources

www.businessknowhow.com

www.entrepreneur.com

www.microsoft.com/smallbusiness/resources/management

www.psychologyforbusiness.com

www.sba.gov/managing

www.bizjournals.com

www.businesstown.com

Pincus, Marilyn (2004), *Managing Difficult People*, F & W Publications, Avon, MA ISBN: 1-59337-186-1

Brinkman and Kirschner (2002), *Dealing with People You Can't Stand*, Mc-Graw-Hill ISBN: 0-07-137944-4

Scott, Gini Graham (2004), *a Survival Guide for Working with Humans*, American Management Association, ISBN: 0-8144-7205-2

Shepard, Glenn (2005), *How to Manage Problem Employees*, John Wiley & Sons, ISBN: 13-978-0-471-73043-9



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Thanks!