

EFFECTIVE USE OF CONSTRUCTIVE CONFRONTATION IN THE WORKPLACE

PRESENTED BY

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**Why Identify the Troubled
Employee? (Part 1)**

1. 92% of Americans agree that personal problems often spill over into work.
2. Approximately 15% of your work force is costing you thousands of dollars every day due to increased absences, higher medical bills, rising insurance costs, and declining productivity.



**Why Identify the Troubled
Employee? (Part 2)**

3. Psychological problems account for 61% of absences from work annually, as well as 65-85% of employee terminations and 80-90% of industrial accidents.

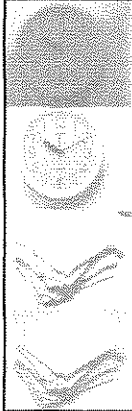


Troubled Employee "Costs" to the Company

- Absenteeism
- Tardiness
- Workmen's Compensation Claims
- Accidents
- Customer Dissatisfaction
- Employee Morale
- Mistakes
- Lowered Productivity
- Turnover



Types of "Exceptional" Events



- Drug and Alcohol Related
- Legal Issues
- Relationship Difficulties
- Physical Illness
- Financial Difficulties
- Mental Health Problems
- Family Issues
- Lifestyle Issues

Signs and Symptoms

Absenteeism

- Absent without notice or authorization
- Excessive sick leave
- Monday and/or Friday absences
- Leaving work early
- Repeated absences of two to four days
- Peculiar or interesting reasons for absences

Signs and Symptoms

On-The-Job Absenteeism

- Physical illness on the job
- Continued absences from post
- Long coffee breaks
- Frequent trips to the bathroom or water fountain
- Tardiness

Signs and Symptoms

Attention and Concentration

- Missed deadlines
- Mistakes due to inattention or poor judgment
- Forgetting routine instructions
- Wasting job materials
- Complaints from customers
- Poor quality or quantity of work
- Increasing difficulty in handling complex assignments
- Alternating periods of high and low productivity

Signs and Symptoms

Interpersonal Relationships

- Overreaction to real or imagined criticism
- Poor relationships/frequent conflict with coworkers or supervisors
- Borrowing money from coworkers
- Unreasonable resentments
- Frequent complaints from coworkers
- Frequent loss of temper or withdrawal from others

Signs and Symptoms

Mood and Behavior

- Memory loss, confusion, poor judgment
- Preoccupation with personal problems
- Obvious emotional difficulties, including severe anxiety, depression, outbursts or anger or tears
- Extreme changes in appearance or behavior
- Frequent accidents on or off the job
- Suspicion of alcohol or drugs on the job
- Mention of suicide or homicide

EMOTIONAL BARRIERS

HOW WE
"GET IN OUR
OWN WAY"

Enabling

Definition

- An enabler is someone whose actions shield a troubled employee from experiencing the full impact of the consequences of his/her behavior.

Enabling

Examples of Enabling Supervisory Behavior

- Overlooking patterns of problematic behavior
- Doing work for the employee
- Accepting excuses for poor work performance
- Providing "cures"—i.e. giving the person less work, fewer requirements, accepting broken promises

Emotional Barriers to Constructive Confrontation

- Fear of their reaction or our reaction
- Fear of lawsuits
- Belief that we are not setting a good example at work—how can we critique others
- Belief that you are not supported by your boss—the employee will go over your head
- We personally identify with the employee's problems—feel sorry for them

Emotional Barriers to Constructive Confrontation

- Belief that the confrontation is "more trouble than it is worth"
- Fear that the employee will not like you
- Belief system that does not support confrontation
- Bad experiences with confrontation in the past—either personal or work related
- Doubt in personal supervisory abilities

Overcoming Your Emotional Barriers

- Developing self awareness and analysis (handout)
- Facing your fears
- Managing self doubt
- Overcoming low or fragile self esteem
- Working through personal trauma and past experiences
- Understanding that confrontation is a necessary aspect of managing

Goals of Constructive Confrontation

- Effective problem solving
- Work toward the mission and vision of the company
- Achieving behavioral changes
- Develop a "Win-Win" situation

Preparation for Constructive Confrontation

- Have your documentation prepared
- Be clear about your own needs, feelings, responsibilities, beliefs and priorities
- Have awareness of options
- Define your goals
- Anticipation of responses from the employee

**Constructive Confrontation
Techniques**

- Indicate your willingness or work with the employee to resolve the problem
- Listen, Listen, Listen
- Be clear about your expectations
- Think vs React—Identify your emotions before you respond
- Delay any behavioral response when you are angry

**Constructive Confrontation
Techniques**

- Don't get caught up in who is right—focus on being effective
- Don't shame or demean
- State the consequences if there is no change
- Look for areas of mutual gain
- Express guidelines and timeframes for follow-up
- Maintain awareness of your hot button or emotional issues

CONSTRUCTIVE CONFRONTATION WORKSHEET

The following questions will help as you prepare for a difficult meeting with an employee. Answer the following questions based on the scenario provided to you.

1. How do I feel about having this meeting? What worries me most?

2. What are my emotional or hot button issues?

3. What are my goals in this discussion

4. What is my long term need or relationship with this person?

5. What are the employee's goals? What does he/she want (place yourself in the other's shoes)?

6. What are employee's hot buttons likely to be (feel forced, disrespected, powerless, not heard, etc)?

7. What is my typical communication style?

8. What is the employee's typical communication style?

9. What is my bottom line? What can I accept and what can I not?

10. How can I best phrase my message?