

TRACK TRAINING TIPS NUMBER 11.

How To: Manage Difficult Staff

Now there's an interesting topic! It's certainly one that has gained the attention of a very large number of clients over the last twelve months.

The answer as ever, is not as simple as the question. The organisation needs to provide Induction, Job Description, SMART Objectives and of course the appropriate cultural and behavioural norms. The Line Manager needs to provide advice, guidance, coaching and support. The Line Manager must be trained to Delegate, Motivate, Manage Performance, Plan and Organise (themselves and others).

However at some point, if non conformance continues, the manager is going to have to tackle the individual.

Here's how to:

1. Gather your specific facts relating to the inappropriate behaviour
2. Book an appointment to speak to the individual directly, don't delay, do it now
3. Plan and prepare for the meeting
4. Conduct the meeting calmly and professionally
5. Give them a good listening to
6. Seek to understand their point of view – you don't have to agree
7. Make sure they are very clear as to the nature of their inappropriate behaviour, and it's effect on internal and external customers
8. Agree the way forward – an Action Plan with timescales
9. Follow up and support
10. Attend the TTS programme on 'Managing Difficult People' – full details on the website

Following these simple steps should help to minimise the effects of inappropriate behaviour both for the individual and his/her Line Manager, and also for the rest of the team/organisation.