Take Back Control!

Strategies for Managing Employees without Compromising Your Productivity

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A question for you to consider

• What is the most important thing, idea, or concept that you want to get from our time together?
What I hope you get

- What you might have done to make whining okay and how to fix it.
- How to successfully confront bad behaviors.
- Tips and strategies for reducing conflict.
- How to deal with problem employees.
- Why being respected is better than being liked.
- Signs you may have become too friendly or too close and how to turn it around.
- How to decide if a work relationship can or should be saved.
The common denominator is...

Behavior
How to Deal With “Problem Employees”

The employee is not the problem

Their BEHAVIOR is!

So, remember...
Before you speak with another person about any issue we cover today, make sure that your observations are both:

• Objective, and

• Observable

Are you concerned with a BEHAVIOR or your INTERPRETATION of a behavior?
Two Important Ideas

1. Pygmalion effect
   • The power of positive expectations

2. Reticular Activating System
   • What are you looking for?
Why do people behave the way they do?
A Simple Model for Behavior

Situation -> Choice

Behavior A -> Consequence(s) A

Behavior B -> Consequence(s) B
The Critical Observation

Situation → Choice

Behavior A → Consequence(s) A
Behavior B → Consequence(s) B

Future

Present
Behavior in the present is based on...

Expectations about the future!
Expectations about the future are based on experiences in the past.
“To change behaviors, change expectations.”
Tacking Back Control is mainly an issue of Effective Communication
Dealing with Whining

• People whine to you because...
  
  They got a reward for whining in the past.

• How to stop it...
  
  Find and remove the reward.
Confronting “bad” Behaviors

• Remember to stay focused on issues that are both...
  □ Objective and
  □ Observable

• What is NOT objective and observable...
  □ Attitude, rudeness, etc.
Reducing Conflict

The Conflict Escalation Cycle

Person A
Feels Threatened

Person B
Feels Threatened

Person A
Acts or Speaks

Person B
Reacts

Person A
Reacts

Person A
Gets Angry

Person B
Gets Angry

Leverage points
Remove the threat, and you de-escalate the conflict.
Communicate Clearly and Assertively

The Communication Continuum

- **Passive**: You step on me
- **Assertive**: Both are protected
- **Aggressive**: I step on you

Built on unqualified or unconditional respect
Communicate Clearly and Assertively

• Describe the impact of past behaviors...
  – “When you (their behavior), I felt (your feeling).”

• Move to the future...
  – “The next time (name the situation) happens, I would prefer that you (their behavior).”
Managing Work Relationships

• Liked or Respected?

• Are you too friendly?
  - Social conversation/dynamic interferes with productivity
  - Find it difficult to confront poor performance or challenging behaviors
Save the Relationship?

- Mutual respect?
- Mutual trust?
- Helping or hindering work performance?
- Both parties willing and able to make the necessary changes to make the relationship work?
- Value of the relationship exceeds the cost of maintaining it?
Next Steps

• Take action
• Teach concepts to a colleague
• Additional resources
    Other training options
  – www.RecoveringEngineer.com
    Other learning resources
  – www.DISCPersonalityTesting.com
    For better personal and professional growth
Your Questions?