

Universal LifeStiles

Managing the Challenging Employee

with

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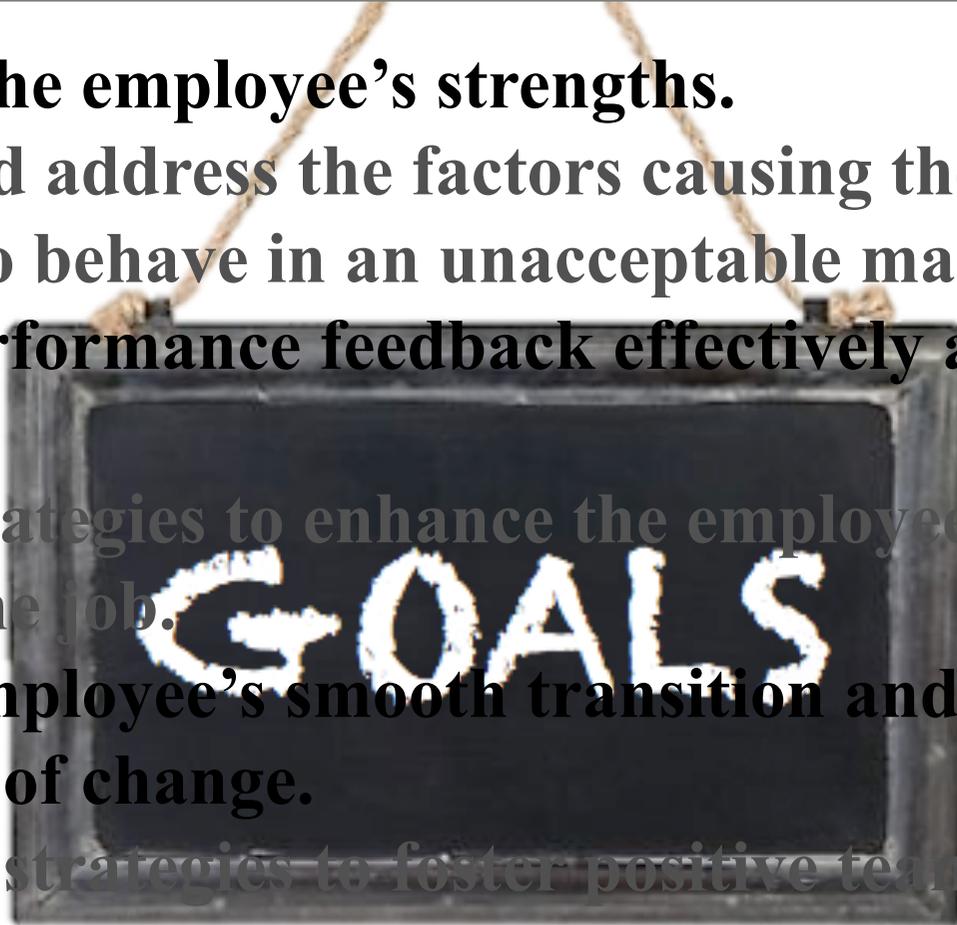


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Session Goals

Participants of Managing the Challenging Employee will be able to:

- **Celebrate the employee's strengths.**
- **Identify and address the factors causing the employee to behave in an unacceptable manner.**
- **Provide performance feedback effectively and efficiently.**
- **Develop strategies to enhance the employee's self-worth on the job.**
- **Promote employee's smooth transition and acceptance of change.**
- **Implement strategies to foster positive teamwork.**



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Session Goals (cont'd...)

Participants of Managing the Challenging Employee will be able to:

- **Identify the presence of passive-aggressive behavior in the challenging employee.**
- **Detail the “five tips” for overcoming one’s own passive-aggressive behavior.**
- **Detail the “seven tips” for overcoming the passive-aggressive behavior of others.**



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Difficult Personalities

In the workplace there are certain behaviors and personalities that require a measure of management finesse if they are going to be resolved.

The Bully - Dominates conversations and manipulates people for his/her benefit.

The Control Freak – Constantly noses into your business and trusts no one.

The Prima Donna – Only looks out for “numero uno” and does so in a dramatic fashion.

The Know It All – Converses with coworkers in a condescending manner.

The Gossip – Only talks to others to get inside office happenings.



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Difficult Personalities (cont'd)

The Complainer – Uses every interaction to whine about the smallest of challenges.

The Dirt Bag – Makes inappropriate and suggestive comments to coworkers.

The Arrogant – Avoids saying hello or :
presence of others. May pretend he do
to.

The Sleaze – Sneezes without covering
his mouth, passes gas in public, eats
with his mouth open and picks his nose

**Do these personality types require
more effective supervision or their**



Underground Greeting

Are new employees in your organization greeted by the *Underground*?

I know what they told you in orientation, now let me show you how we really do it around here!



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Underground Greeting



“Now let me tell you how we **really** do things here.”

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Underground Profile

The Underground...

- are among the most capable of staff
- have a good relationship with the individuals supported
- are long term employees
- behaved the same from their initial employment
- are passed along from one supervisor to the next
- are not likely to leave on their own accord



How does the behavioral profile of your organization's Underground differ?

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They're Everywhere

Members of the Underground are equally distributed among all groups of people unrelated to:

Nationality

Religion

Age

Gender

Race

Socio-economic status

Education

The new Director is terrible!



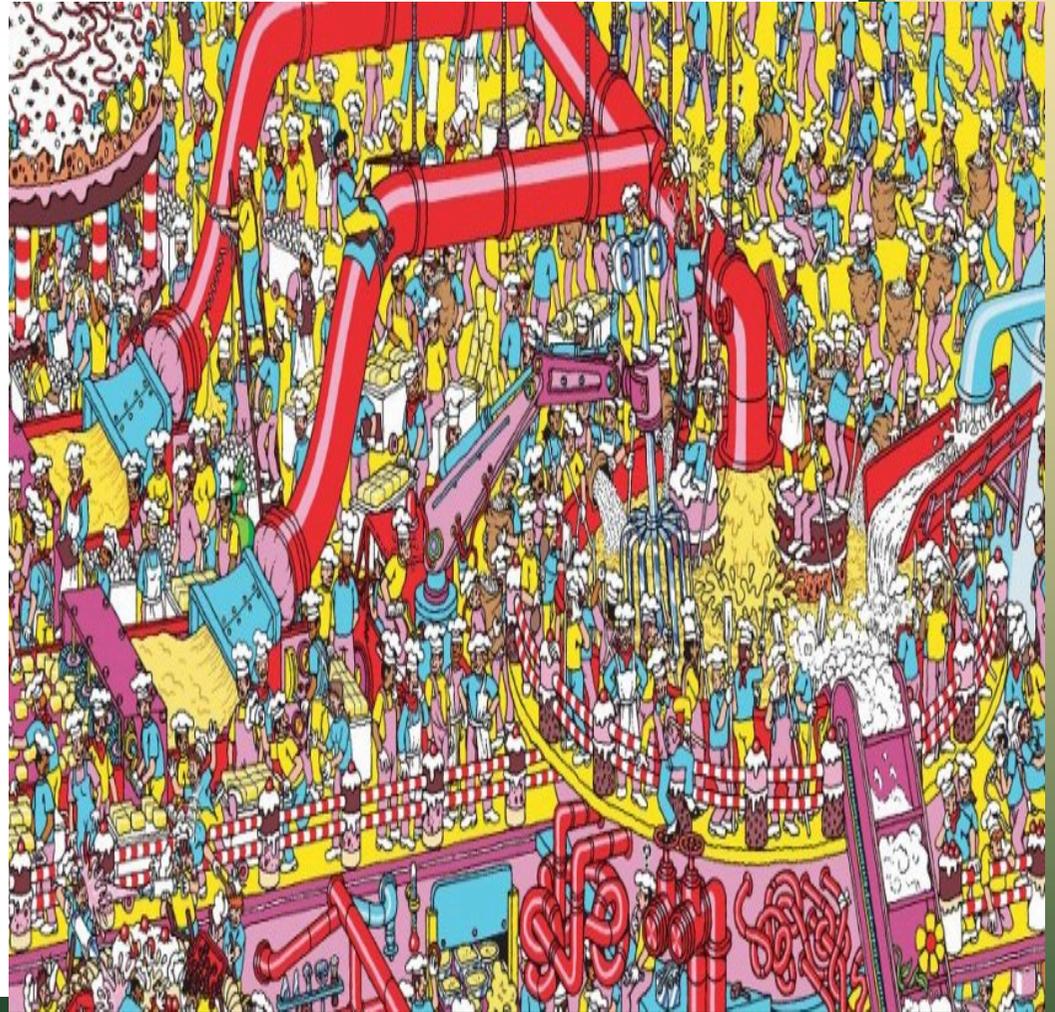
What then do all members of the Underground have in common?

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Where Are They?

You can find the underground...

- **On the Board of Directors**
- **Within the parent organization**
- **The highest level of executive management**
- **In middle management staff**
- **Among front line supervisors**
- **Among direct support professionals**



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An Unfortunate Communication

The challenging employee has a wide variety of behaviors to communicate their unmet needs:

- Engages in malicious gossip



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A Thought

**A complete
person does
not need to
make another
feel
incompetent.**



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It Makes Sense

**“Hurting
people”
hurt
people.**

John Maxwell



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An Unfortunate Communication

The challenging employee has a wide variety of behaviors to communicate their unmet needs:

- Engages in malicious gossip
- Uses break time inappropriately
- Frequently tardy arriving at work
- Completes paper work with numerous errors
- Dresses in violation of agency dress code
- Fails to follow specific requests
- Uses vulgarity when speaking to peers



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An Unfortunate Communication (cont'd)

- **Interactions discourteous (no please, thank you)**
- **Laughs inappropriately**
- **Uses personal cell phone in violation of policy**
- **Waits for directive – does not self initiate**
- **Complains about colleagues, working conditions, supervisors**

Pall

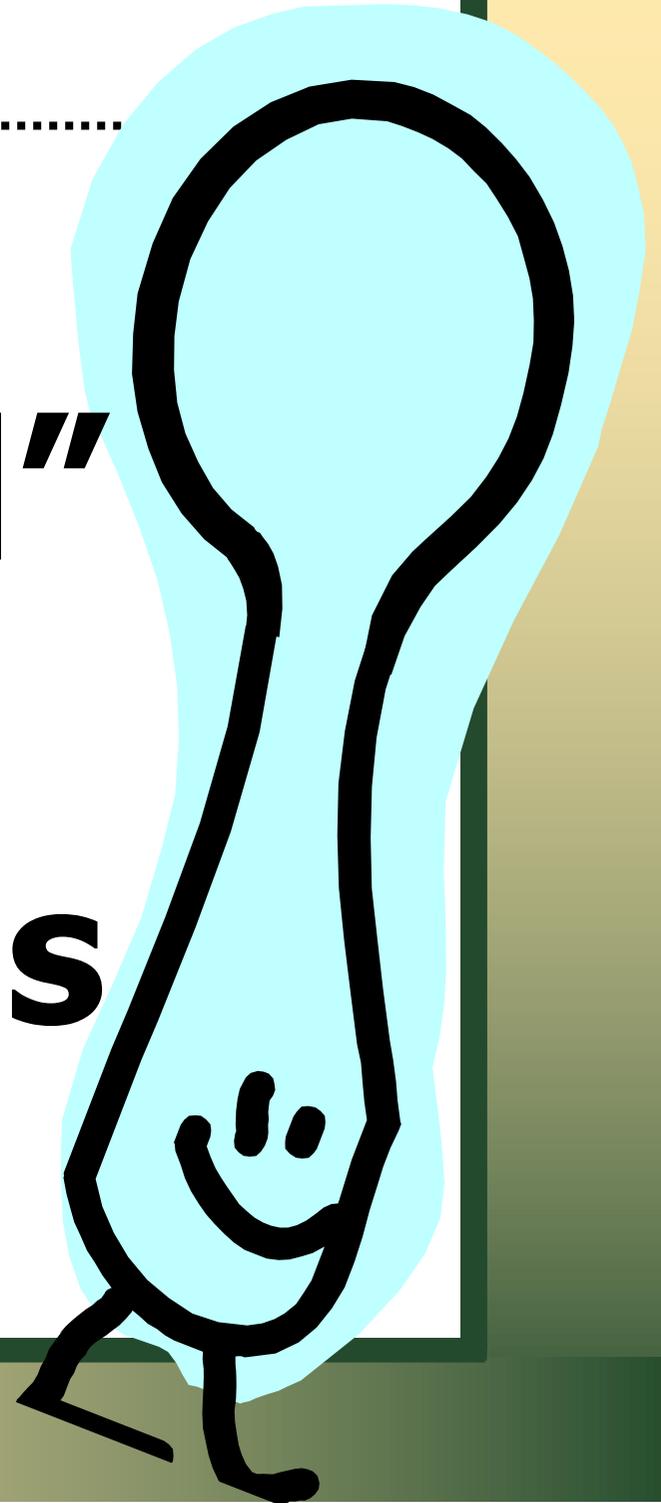
Definition: a covering that darkens or obscures; a gloomy effect or atmosphere.



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Spoons...

**... aka "The
Underground"
- always
stirring things
up!!**



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The Underground



**We sometimes
create storms in
the midst of
peace so that we
may remain
valid.**

Cornelius Petitt

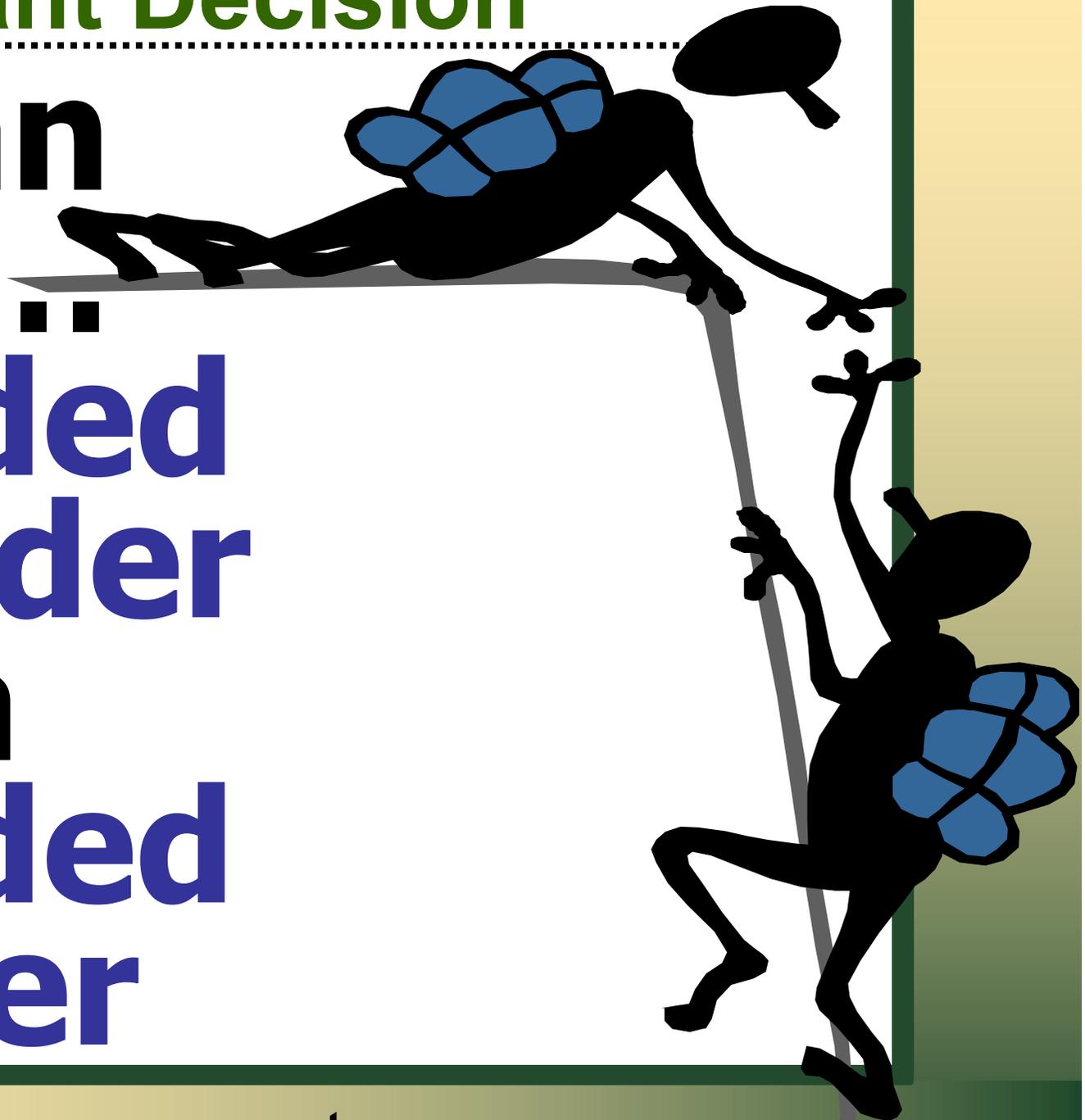
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A Significant Decision

You can
be a...

Wounded
Wounder

or a
Wounded
Healer



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Bouncing Ball

“The person who complains about how the ball bounces is usually the one who has dropped it.”



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Tools

**A bad workman
always blames
his tools.**



Proverb

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An Unfortunate Communication (cont'd)

- **Interactions discourteous (no please, thank you)**
- **Laughs inappropriately**
- **Uses personal cell phone in violation of policy**
- **Waits for directive – does not self initiate**
- **Complains about colleagues, working conditions, supervisors**
- **Dictatorial, controlling in their interaction**
- **Fabricates responses – avoids telling the truth**
- **Frequent absences**



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Frustrated Staff

When management fails to deter and derail the Underground, their coworkers are exasperated, perturbed and irritated. Staff frustration is not directed toward the Underground but rather management!

ACT – Do not tolerate the Underground's divisive behavior!



Take Action

When a staff member violates best practice strategies, performance expectations or rules, in the presence of supervisors, management, clinical staff or surveyors, it must be concluded that either of these factors hold true:

The staff member has no idea what is actually expected of them.

The staff member intentionally demonstrates inappropriate conduct to make a passive-aggressive statement.

Either way, supervisors must take action!



Internal vs. External

Life's tragic circumstances effect us all...

Death of a loved one

Chronic/acute pain

Financial crisis

Family discord

**These external events
evoke internal stress,
sorrow and despondency!**



**We must manage these internal feelings
in healthy ways avoiding emotionally
wounding and hurting others.**

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Passive Aggressive Behavior...

...takes many forms but can generally be described as a non-verbal aggression that manifests in negative behavior.

In the work place passive-aggressive employees may use these techniques as a form of control and/or intimidation:

Sulking

Making faces

Chronic tardiness

Ignoring

Obstructing

Chronic forgetting

Self-pity

Non-communication

Procrastinating

Evading

Making excuses

Avoiding

Victimization

Learned helplessness



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Passive Aggressive Behavior (cont'd)

Passive aggressiveness might be seen as a defense mechanism that people use to protect themselves.

Consequences – one is not giving themselves or others an opportunity to listen to what they think or feel:

- **Avoiding communication in a very negative way**
- **Creating insecurity in all parties**
- **Avoiding real issues**
- **Creating a bad atmosphere between people**



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Which One Are You?

**There are two kinds of
people in the world ----
those that leave their
mark and**



those that leave a stain.

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Passive Aggressive Behavior (cont'd)

Four tips for overcoming your own passive aggressive behavior:

- **Become aware of the underlying feelings causing your behaviors**
- **Become aware of how you desire to defeat others**

I Lost It!

When an individual lacks the ability to *appropriately* express their *primary* emotion, anger may be demonstrated.



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Anger

Anger communicates
unmet need



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Button Pushers

When others behave in angry and hurting ways...remember, more often than not, they lack the communication and social skills to appropriately express their unmet needs

Have you reviewed the rest of those forms yet?!



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Passive Aggressive Behavior (cont'd)

Four tips for overcoming your own passive aggressive behavior:

- Become aware of the underlying feelings causing your behaviors
- Become aware of how you desire to defeat others
- Take responsibility for your actions and reactions
- Be objective - try not to feel attacked when faced with a problem

Learn to be assertive in expressing yourself!



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Passive Aggressive Behavior (cont'd)

Seven tips for coping with the passive-aggressive behaviors of others:

- **Become aware of how passive aggressive people operate**
- **Explain to the person how their behavior affects you**
- **Communicate calmly without blaming**
- **Be aware of your responses to others and yourself**
- **Do not blame yourself for the behavior and reaction of others**

What is Passive-Aggressive Behaviour?
Andrea Harrn MA, MBACP Counsellor/Psychotherapist and
Clinical Hypnotherapist May 13, 2011 Counseling Directory



QTIP

**When others are mean spirited,
arrogant, malevolent – remember it's
not about you!**

Quit

Taking

It

Personally

**Their behavior is a
communication of their
unmet needs and fears!**



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Passive Aggressive Behavior (cont'd)

Seven tips for coping with the passive-aggressive behaviors of others:

- **Become aware of how passive aggressive people operate**
- **Explain to the person how their behavior affects you**
- **Communicate calmly without blaming**
- **Be aware of your responses to others and yourself**
- **Do not blame yourself for the behavior and reaction of others**
- **Be honest about your part in the situation**
- **If the aggressive behavior of others continues to affect you in a negative way, set clear boundaries regarding what you will accept**

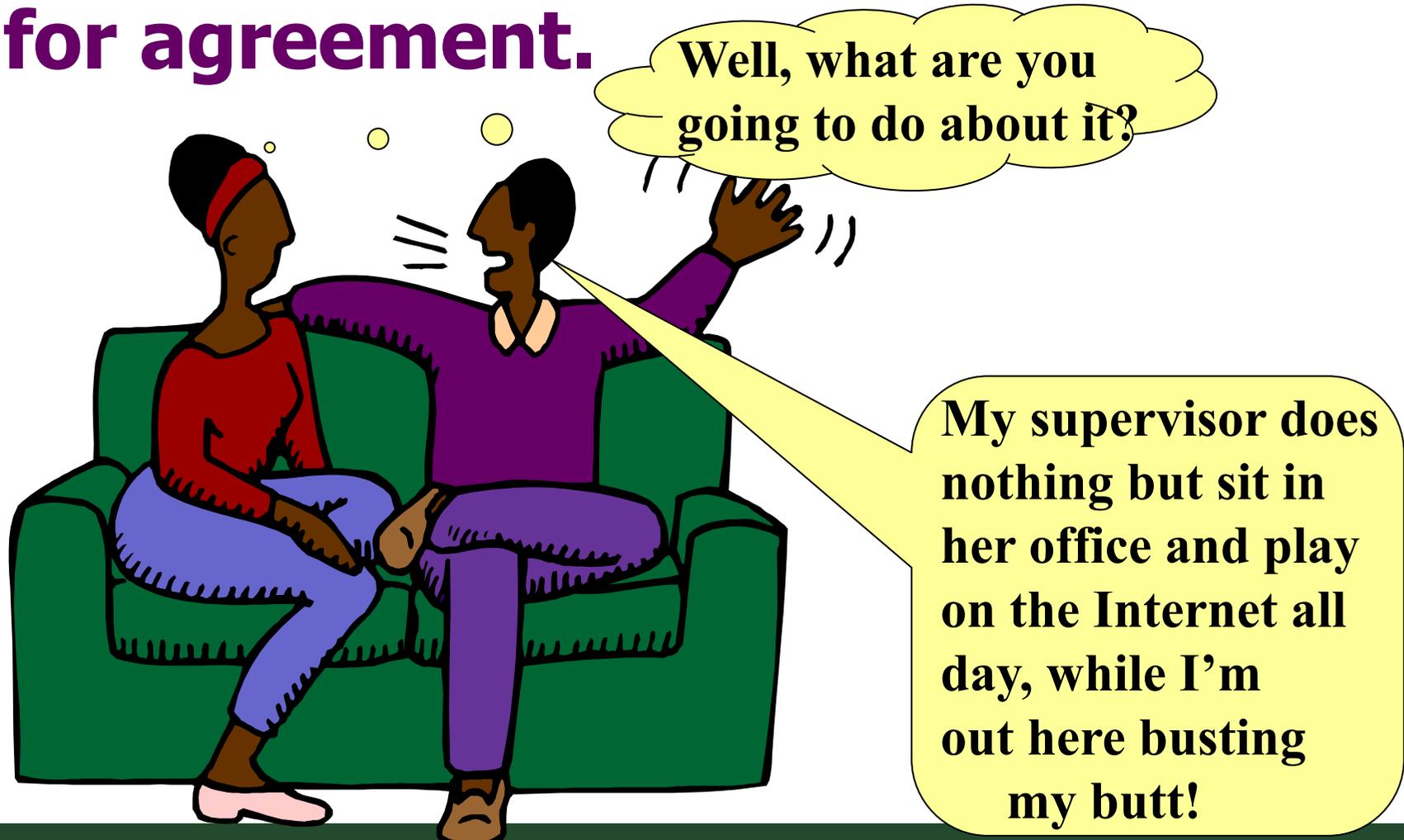
What is Passive-Aggressive Behaviour?

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Victims

In addition to obsessing about their victimizer, victims are looking for agreement.



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Victims...

- search for those who are victimizing them
- always look at the wrong person
- seek sympathy and validation
- are childlike in their behavior
- behave the same regardless of environment

This is a terrible place to work, don't you think so?



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Personal Life

Have you ever heard someone say- "I don't bring my personal life to work with me"?



May I take your life to work with me?

When we come to work we bring with us the sum total of all our life experiences.

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Underground Etiologies

**Pathological
hatred (“going
postal”)**

**Mean spirited,
malevolent,
vitriolic**

**Low self-esteem,
passive-aggressive
personality**

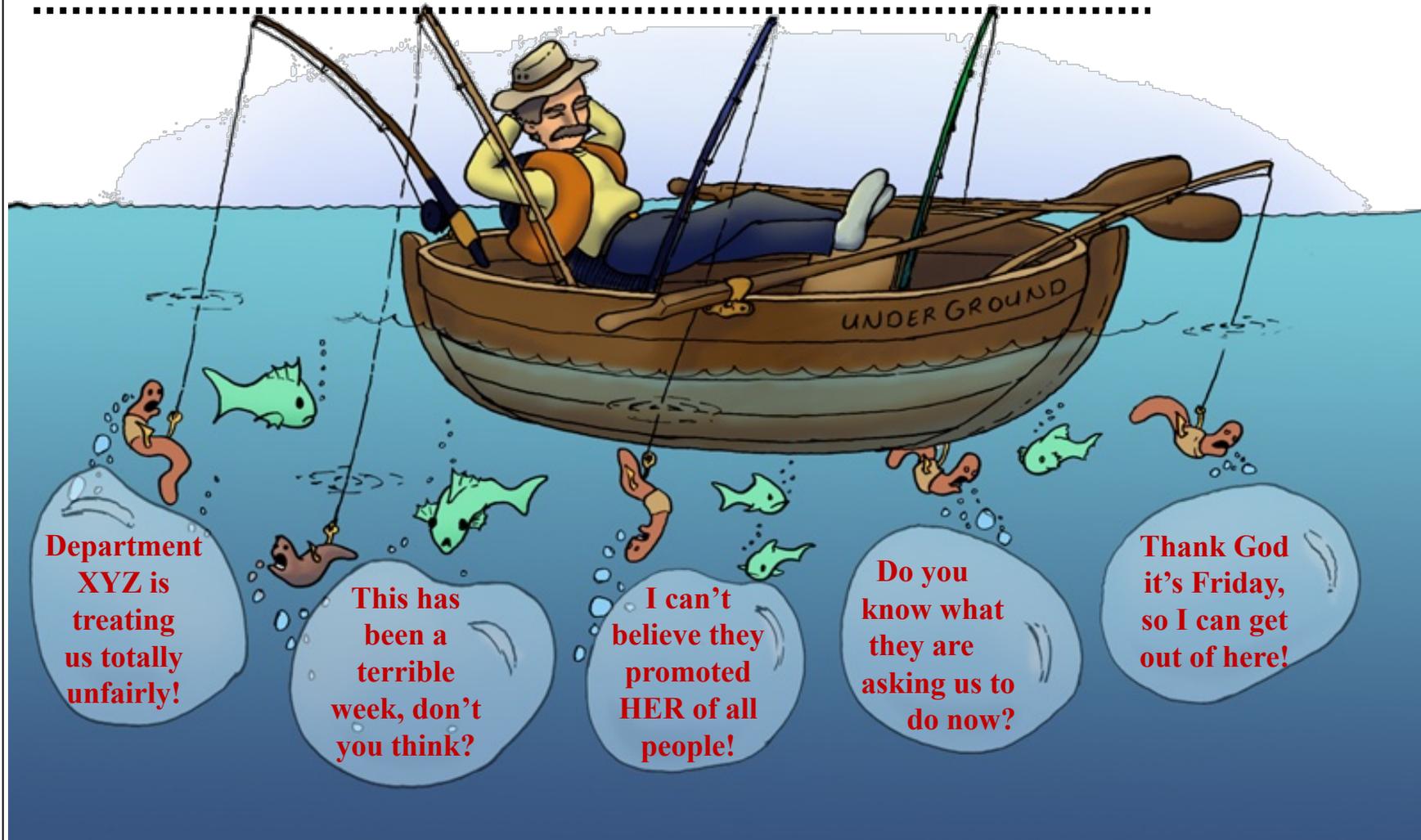
**What a miserable
place to work!!**



***Are any of these individuals
on your team?***

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Don't Get "Hooked" In



The Underground has lines out to hook others – to see who will bite!

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Conquering the Underground

When confronted with staff who are members of the underground:

1. Call a Hit Man (you'll end up in jail)

2. Terminate their employment

(there will be another staff who joins the underground)



You're fired!



Termination

Terminating the Underground is like catching a tiger by the tail.



The Underground is: passive – aggressive; covert in their behavior; lacking self esteem

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Conquering the Underground

When confronted with staff who are members of the underground:

- 1. Call Guido** (*you'll end up in jail*)
- 2. Terminate their employment**
(*there will be another staff who joins the underground*)
- 3. Do nothing** (*not a good plan*)



You're fired!



Evil Triumphs

The only thing
necessary for the
triumph of evil
is for good
men to DO
NOTHING.

Edmund Burke
(1729-1797)

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Rationalization

**An excuse is a
rationalization**

**of one's
failure to**

Take

action!



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Conquering the Underground

When confronted with staff who are members of the underground:

- 1. Call Guido** (*you'll end up in jail*)
- 2. Terminate their employment**
(*there will be another staff who joins the underground*)
- 3. Do nothing** (*not a good plan*)
- 4. Coach** (*preferred*)

Are there other options?



You're fired!



Bus Driver

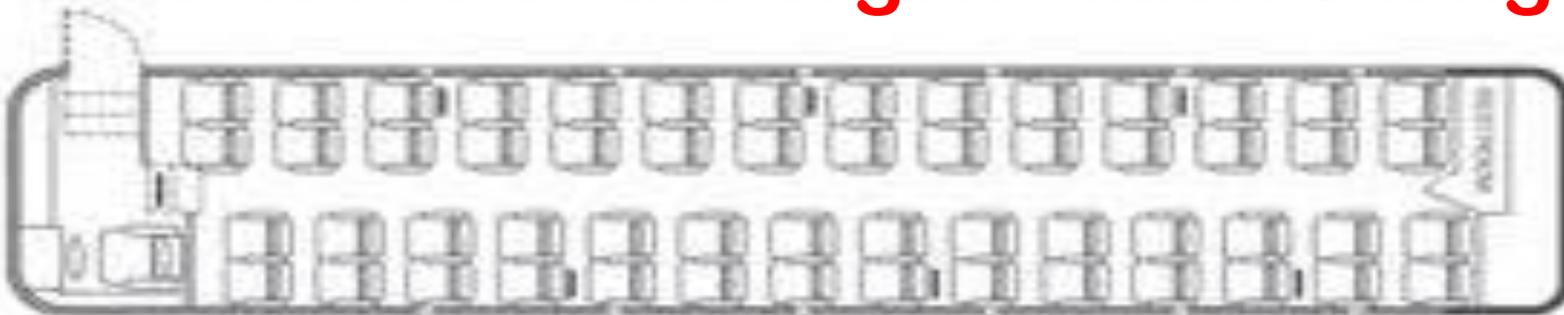
Sometimes capable, competent and committed staff are in the wrong position - - floundering as poor performers.

Think of yourself as a bus driver, helping people to a comfortable seat.

Merely inviting passengers on to the bus is not enough.

Constantly assess –

are the right people in the right role as the needs of the organization change?



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Underground Intervention

**Co-opt; delegate authority
for special recognition**

Share your affect

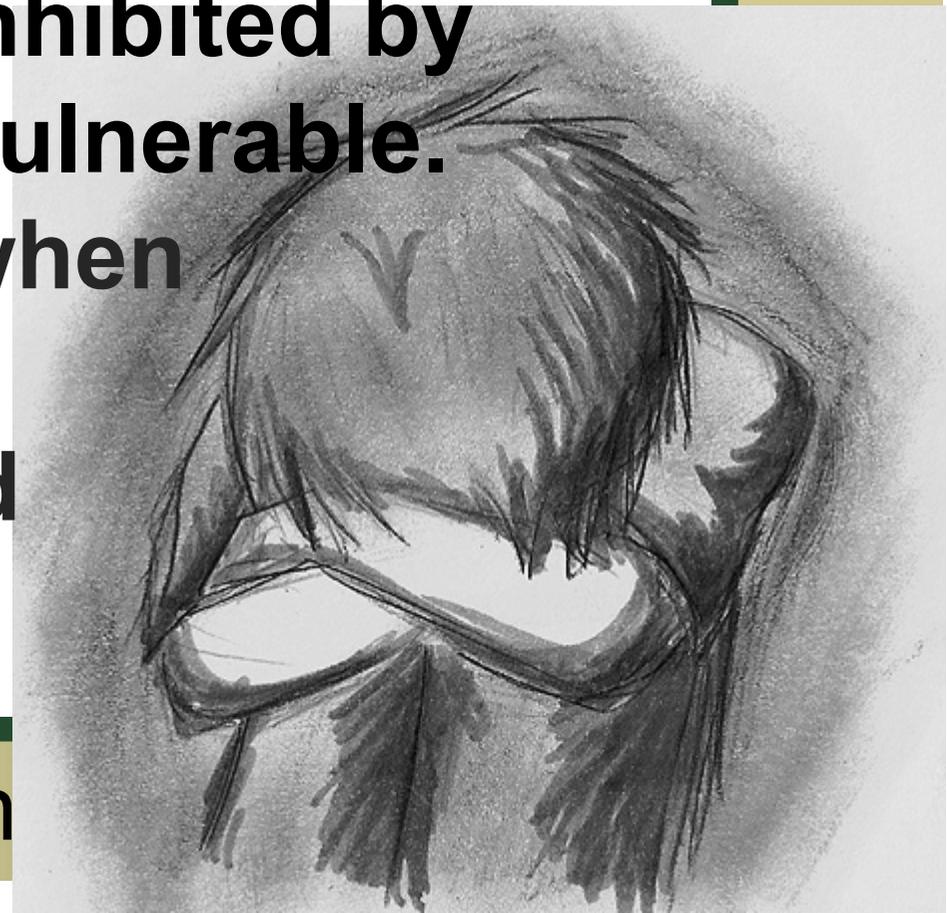
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Vulnerable...

...a willingness to accept criticism or be open to judgment

Smiling, listening, sharing affect, expressing humor or engaging in eye contact may be inhibited by one's inability to be vulnerable.

Barriers are formed when one does not accept themselves as a good and capable person.



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A Prayer

**Please help me
to become the
person my
psychiatrist is
medicating me
to be!**



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Fine

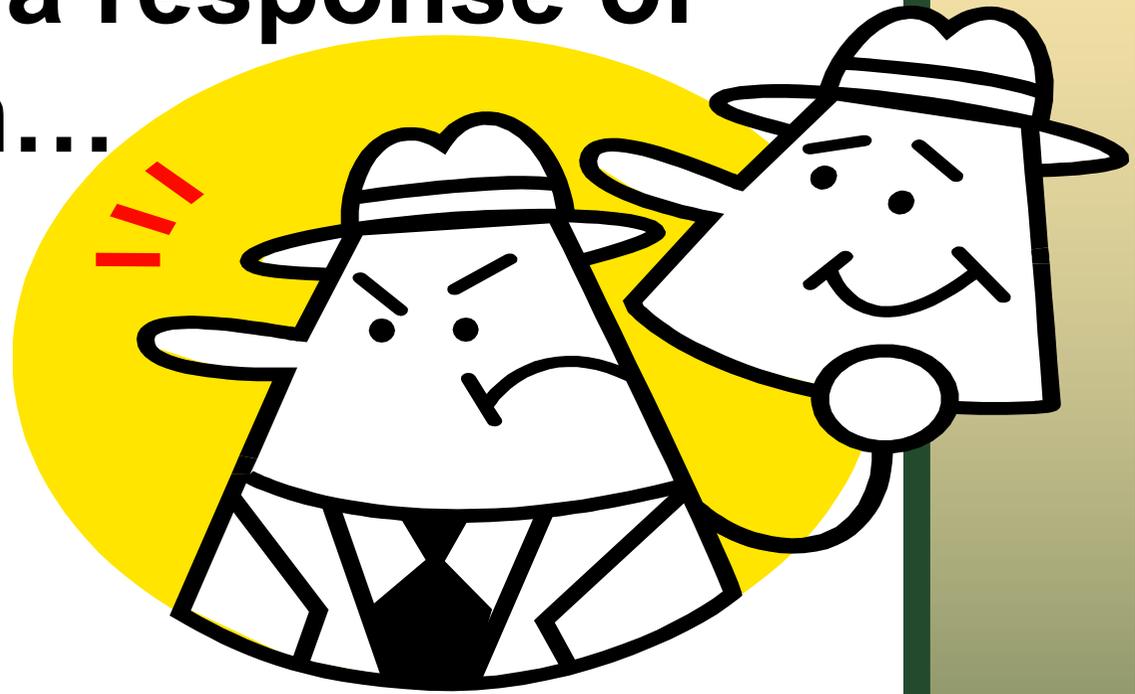
When asking another how they feel, remember a response of FINE may mean...

Feelings

Inside

Not

Expressed



**That may be a prompt to
listen longer and harder!**

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Underground Intervention

**Co-opt; delegate authority
for special recognition**

Share your affect

**Celebrate their
efforts/successes**



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Treat Others

**Treat everyone as
though they are
who they
wish they
could be.**

Gandhi



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Water In Your Well

***When
your well
is full -
there is
much to
give!***



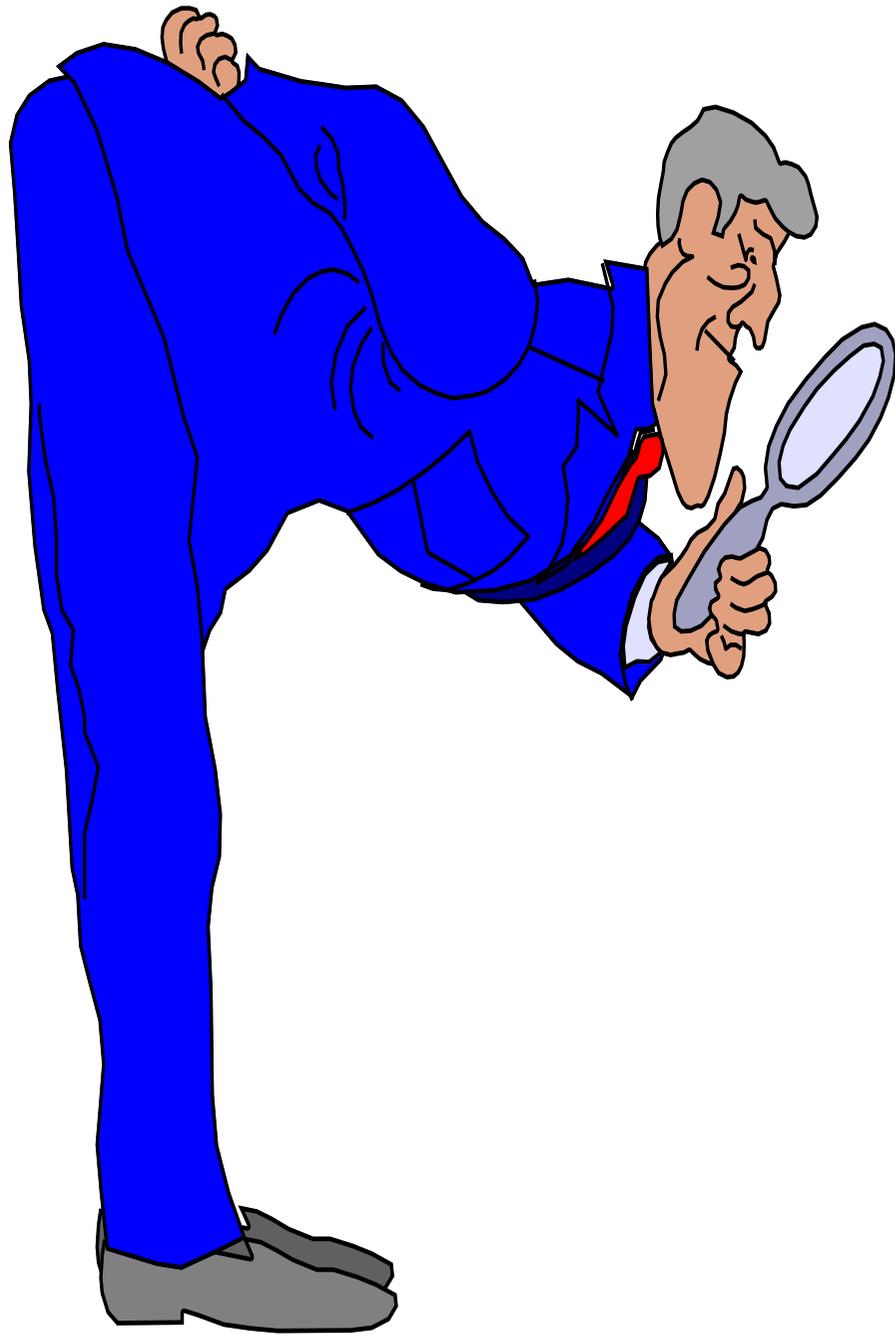
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Celebrate

**If you
don't have
it.....
You can't
give it!**



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***You were
primarily
looking for
deficiencies.
You were
looking for
what the
staff was
doing
WRONG.***

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“Oh, I see. This would make them defensive. They would just try to protect themselves instead of showing us what is really going on.”



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Focus On The Positive

Catch others doing something right instead of just looking for problems. Then they will be more willing to listen and accept change.



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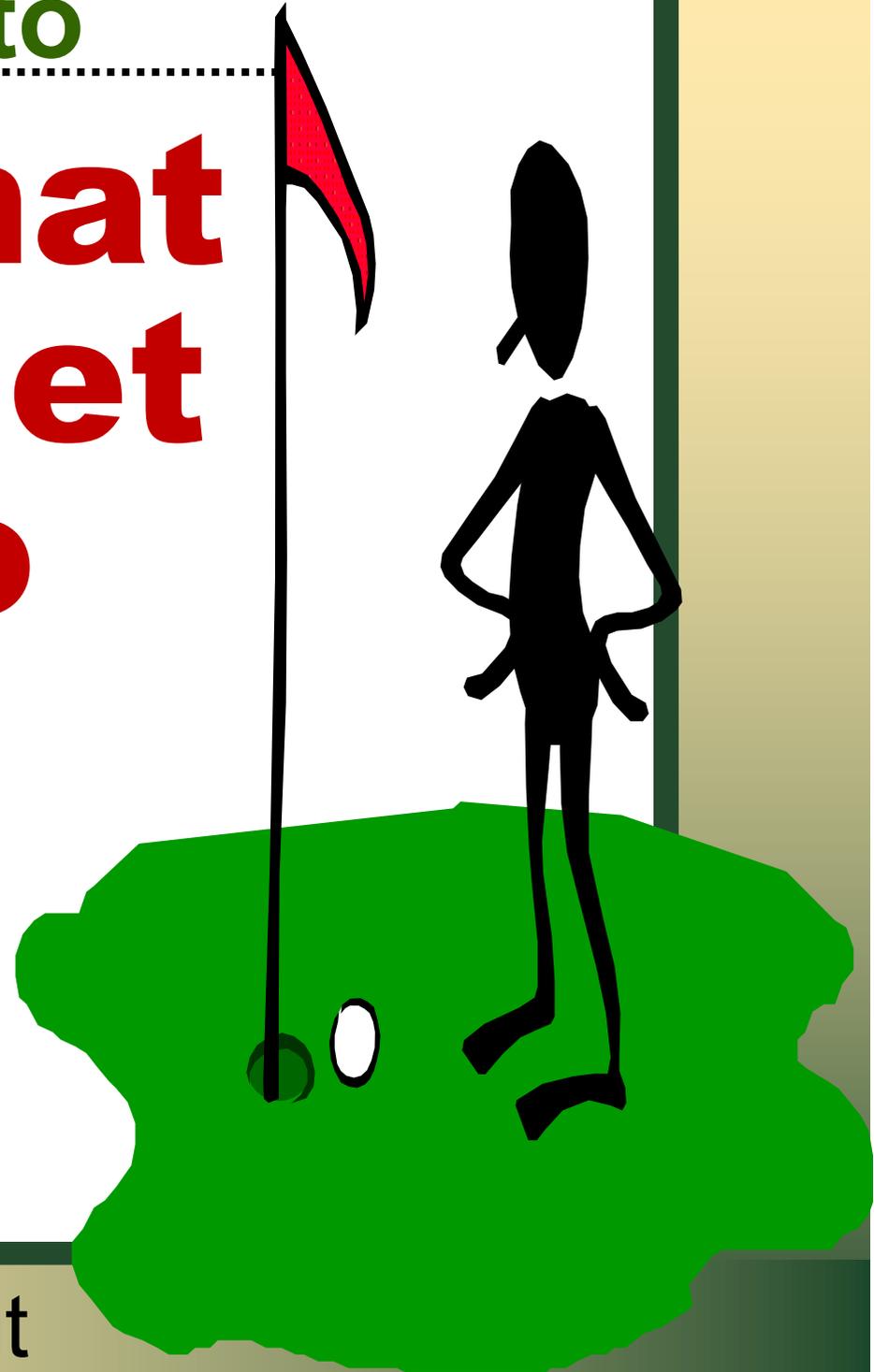
***I think I'd
enjoy being
seen this
way. I would
like for people
to notice the
efforts I am
making.***

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The Leader's Motto

**“Take what
you can get
closest to
what you
want.”**

-- Lee Graber



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Say, Do, Feel

**People will forget
what you said.**

**People will forget
what you did.**

**People will never
forget how you
made them feel!**

Maya Angelou



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What's First

R before I or T

Relationships
before

Issues

or

Tasks



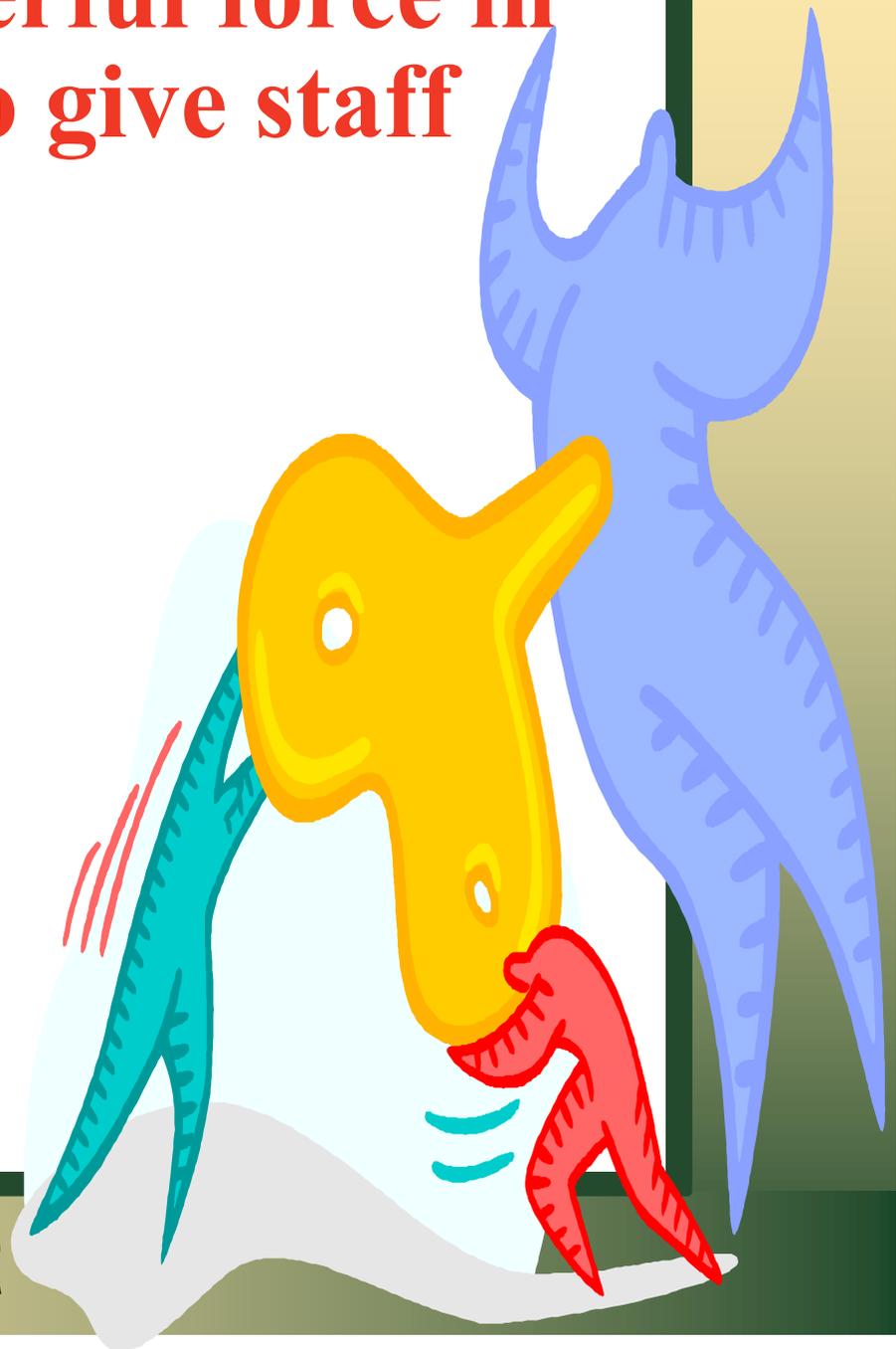
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Give Permission

Perhaps the most powerful force in facilitating change is to give staff permission.

Let staff know that :

- to err is human**



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Support Solutions

Provide others “permission” to error.
Recognizing that “to error” is human
supports risk taking and creativity.

**I just knew you'd
do that proposal
wrong!!**



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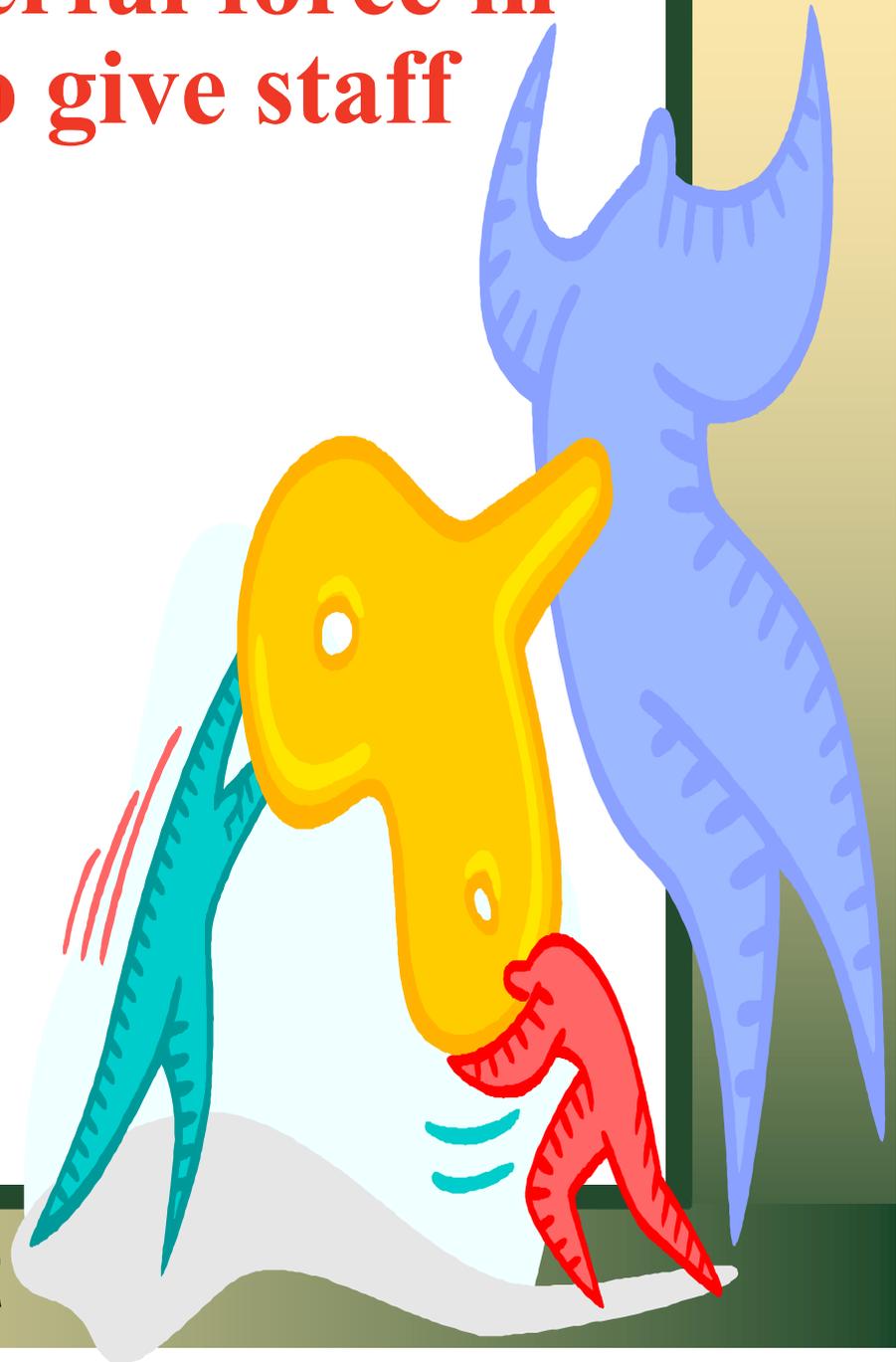
Give Permission

Perhaps the most powerful force in facilitating change is to give staff permission.

Let staff know that :

- to err is human
- their judgment is respected
- saying “I need help” is a strength

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*Proposition
Is More
Effective
Than
Imposition*



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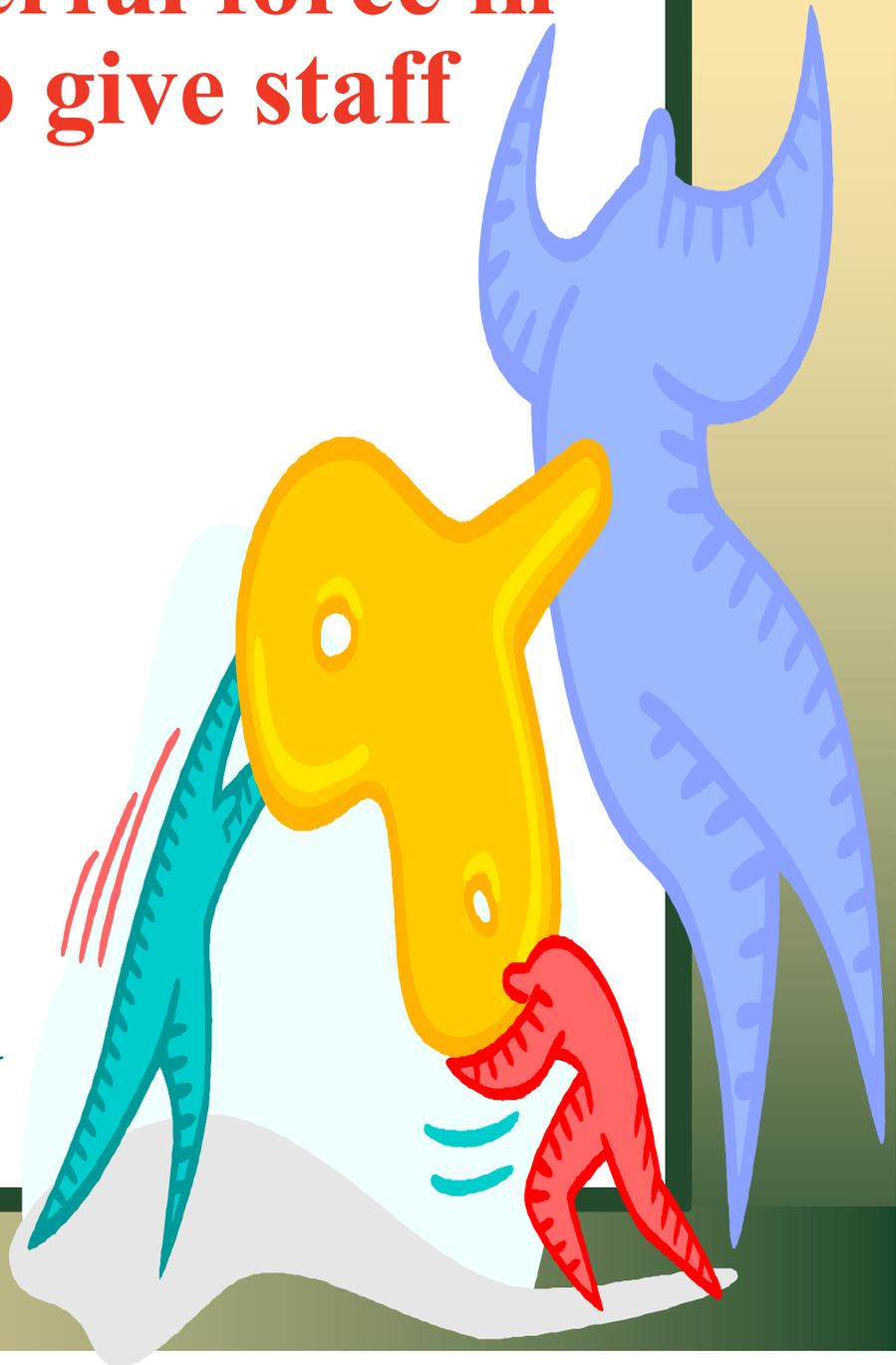
Give Permission

Perhaps the most powerful force in facilitating change is to give staff permission.

Let staff know that :

- to err is human
- their judgment is respected
- saying “I need help” is a strength
- questioning the “system” is advocacy

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Underground Intervention

**Co-opt; delegate authority
for special recognition**

Share your affect

**Celebrate their
efforts/successes**

**Acknowledge
significant
"happenings"**

**Identify their
demon**



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Where Are You?

The demons create three groups of people:

Group I – Spared

- They recognize their “social wreckage” and seek counseling.
- They have someone who points out their “social wreckage” and they seek counseling.

Group II – Combatants

- This is a rarefied group of people who recognize their demons and are able to manage them with very little “social wreckage” and without benefit of counseling.

Group III – Victims

- This group either recognizes their demons without prompting or are prompted, though they are confronted by the social carnage caused by the demons, they have proclaimed – “Accept me as I am or move on!”



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Identify Their Demon?

IDENTIFYING THE DEMON OF OTHERS NURTURES AN EMPATHETIC RESPONSE TO THEIR PASSIVE/AGGRESSIVE BEHAVIOR.

WE ARE
LITTLE
CORRE

THEIR
PERSO

MOST
IT'S NC

RES

THEIR

ALLY -



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Identify Their Demon? (cont'd)

We are not psychiatrists with a duty to diagnose and treat.

We are supervisors responsible for the conduct and performance of our staff.

If we ignore their demons we are more likely to perceive the staff as mean spirited and malevolent.

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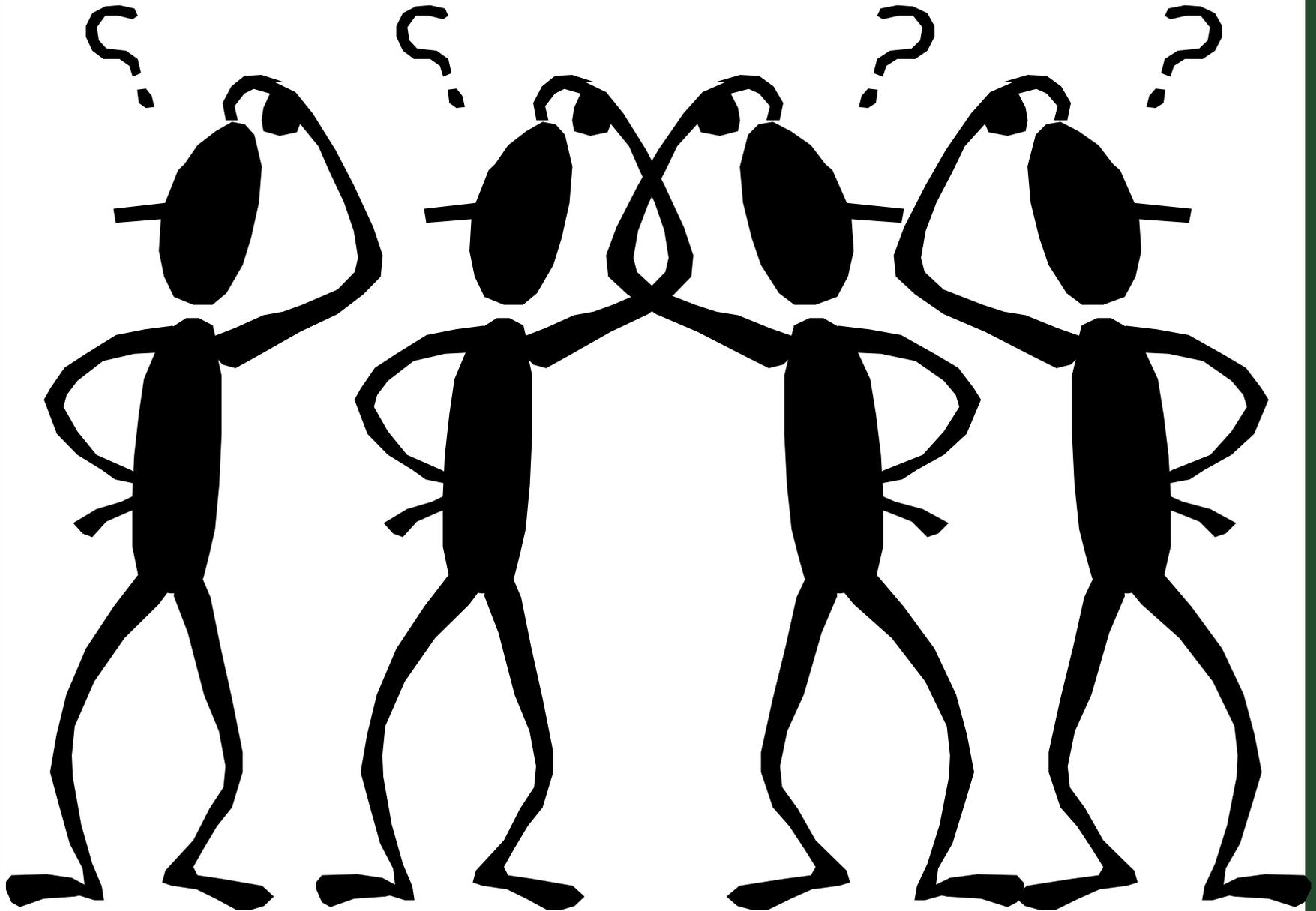
Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable



Clear Roles and Expectations

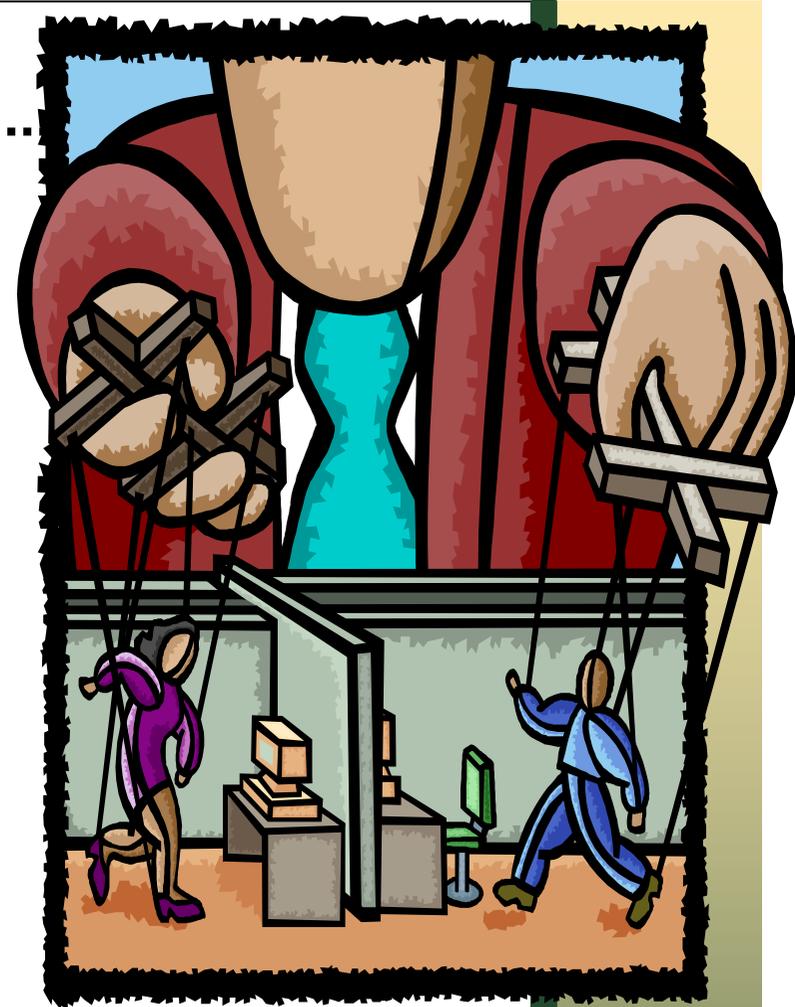


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Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable
- Have a peer hold them accountable
- Communicate often and immediately when something is wrong



Three I's

Natural consequences
should be:

■ *Immediate*

■ *Intense*

■ *Impersonal*



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No Surprises

Performance appraisal evaluations were never intended to inform staff of their performance – but rather validate what they have been told all along!

Why did you wait until now to tell me this?!



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Progressive Discipline...

...is an employee disciplinary system that provides a graduated range of responses to employee performance or conduct problems.



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Progressive Discipline (cont'd)

Benefits of Progressive Discipline



- Promotes an immediate response to the first sign of concern
- Facilitates communication between employees and their supervisors
- Nurtures increased performance and productivity in employees

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Progressive Discipline (cont'd)

Benefits of Progressive Discipline



- Enhances retention and morale through consequating inferior performance
- Diminishes the high cost of replacing employees
- Ensures that employees' challenges are addressed equitably and fairly

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Progressive Discipline (cont'd)

Benefits of Progressive Discipline



- Creates a foundation to defend terminations legally in those instances where the employee is neither willing or able to meet expectations.

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Progressive Discipline (cont'd)

Most importantly, progressive discipline is a tool that focuses on getting the troubled employee on a road to success.



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Staff Intervention



An intervention is a deliberate process by which change is introduced into peoples' thoughts, feelings and behaviors. The overall objective of an intervention is to confront a person in a non-threatening way and allow them to see their self-destructive behavior and how it affects themselves, his or her family, friends, coworkers, etc.

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Staff Intervention (cont'd)

- Consider having someone skilled to facilitate the intervention and keep it focused.
- Prepare for and anticipate a hostile or emotionally confronting response from the Focus Person.
- Though the intervention may not be successful at the time it is conducted, the Focus Person may process the discussion later on and modify their self-defeating behavior.
- It is critically important that the right people are invited to and attend the intervention.
- Selecting a venue for the intervention must be carefully considered.



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Staff Intervention (cont'd)

- **The stronger the emotional connection with the Focus Person the more effective the intervention.**
- **The purpose of the intervention is to breakthrough the Focus Person's denial of their conduct so that he or she can experience a moment of clarity, admit the depth of the problem and agree to alter their behavior and/or accept support and guidance to do so.**
- **When possible, Intervention Members should share how the Focus Person's conduct has effected them personally – the negative consequences.**
- **In preparation, the Intervention Members should identify and discuss ahead of the meeting the defensive statement which may be posed by the Focus Person.**



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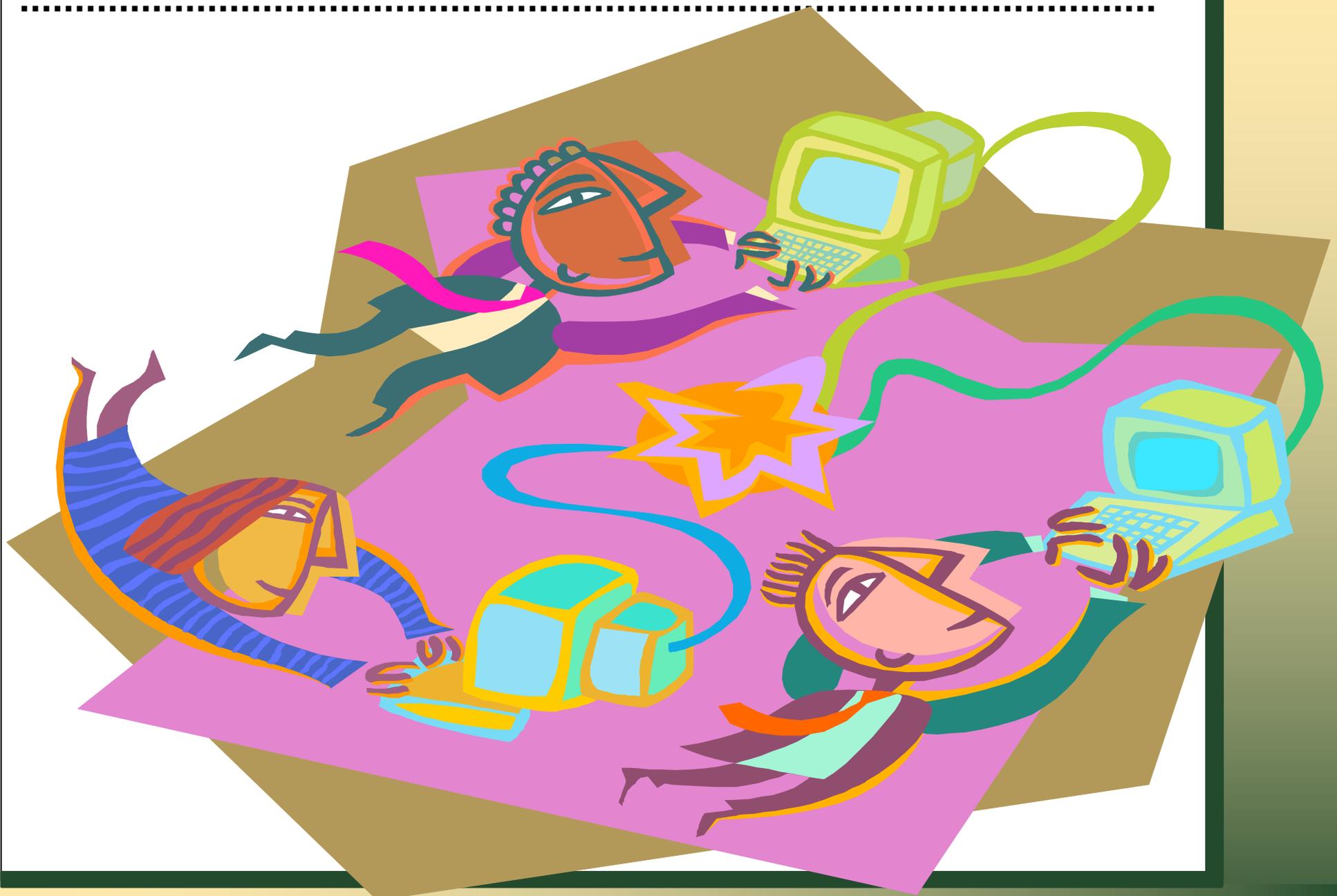
Communication Problem

I know you believe
you understand
what you think
I said, but I am
not sure you
realize what you
heard is not
what I meant.



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Solid Communication



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Open Conflict



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Phases of Conflict

100 % Anticipation

Conscious but unexpressed difference

Discussion

Open dispute

0 % Open conflict

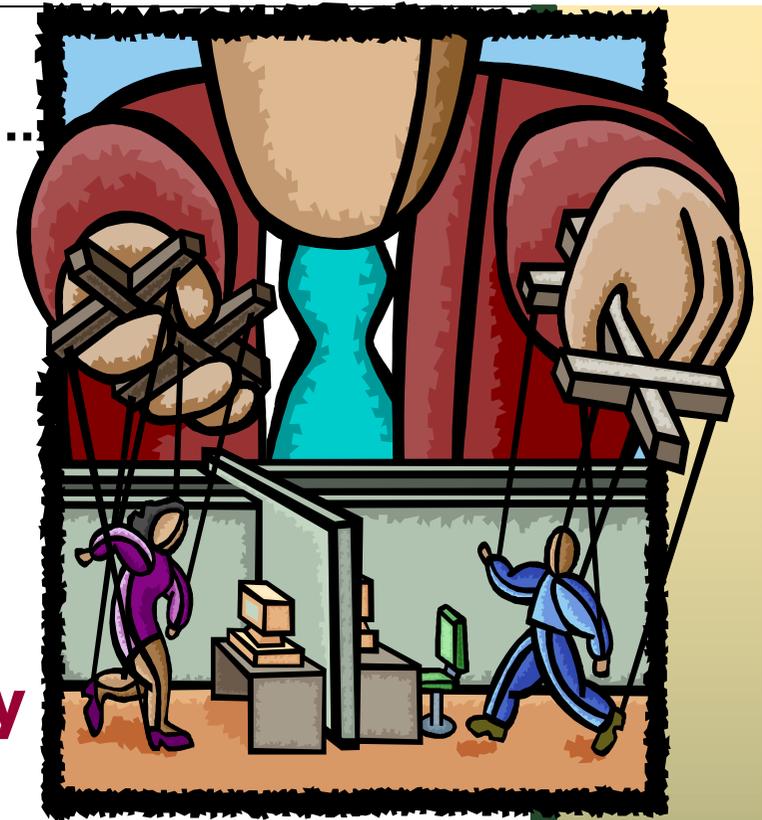
The Leader has the greatest potential for influence at the anticipation phase and the least potential influence at the open conflict stage.



Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable
- Have a peer hold them accountable
- Communicate often and immediately when something is wrong
- Criticize softly and behind closed doors
- Don't let them drag down high-performing employees



Pulling The Load

When one of the horses in the team slows down, all the other horses must pull harder.



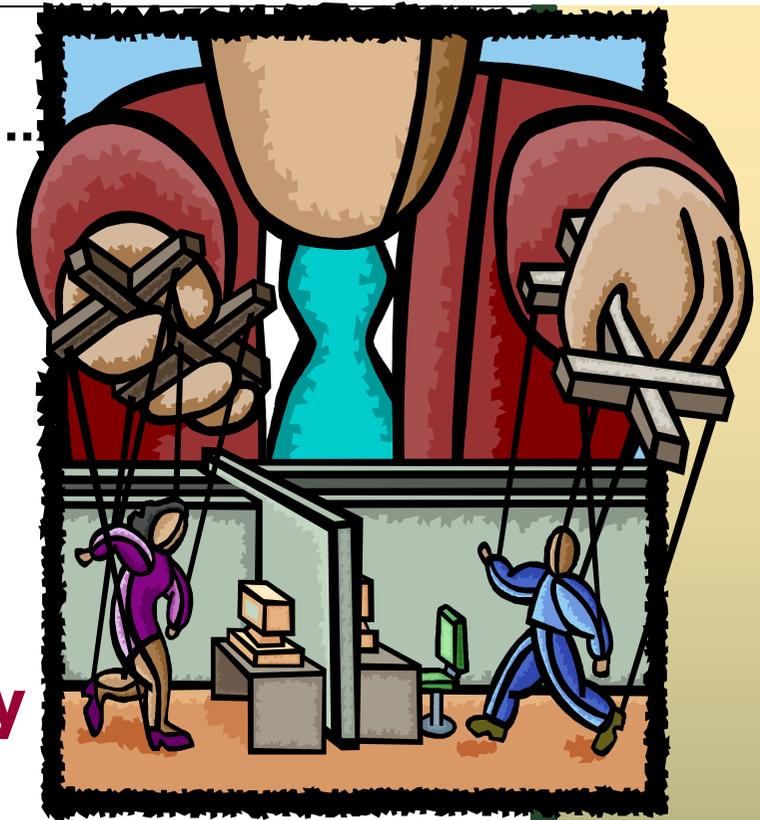
The team of horses is less likely to reach it's destination as scheduled.

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Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable
- Have a peer hold them accountable
- Communicate often and immediately when something is wrong
- Criticize softly and behind closed doors
- Don't let them drag down high-performing employees
- When they do something well, praise them in front of others
- Remember they are people first and employees second. Try to understand why they keep making mistakes.



Source: Star Research

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Coaching Motto

Don't blame them!

Train them!

**How many times
do I have to tell
you? Let Sue
dress herself!!**

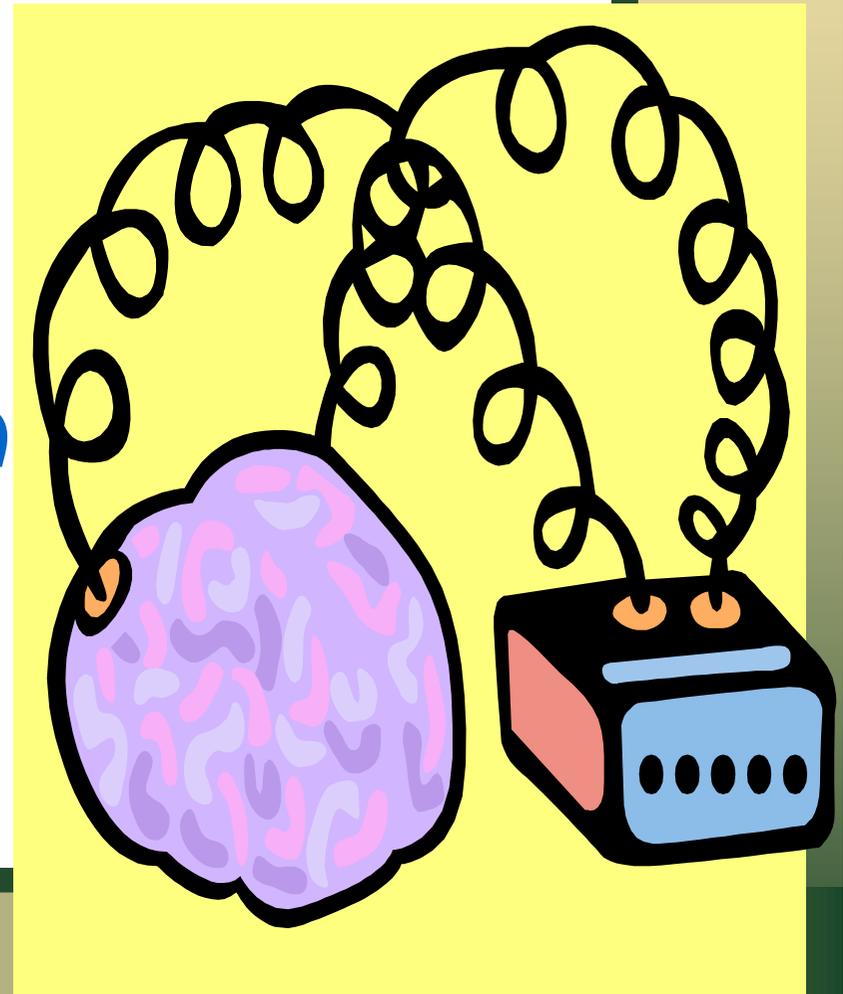


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Who Needs Intervention!

**To improve quality
of life for those we
support,
we must....**

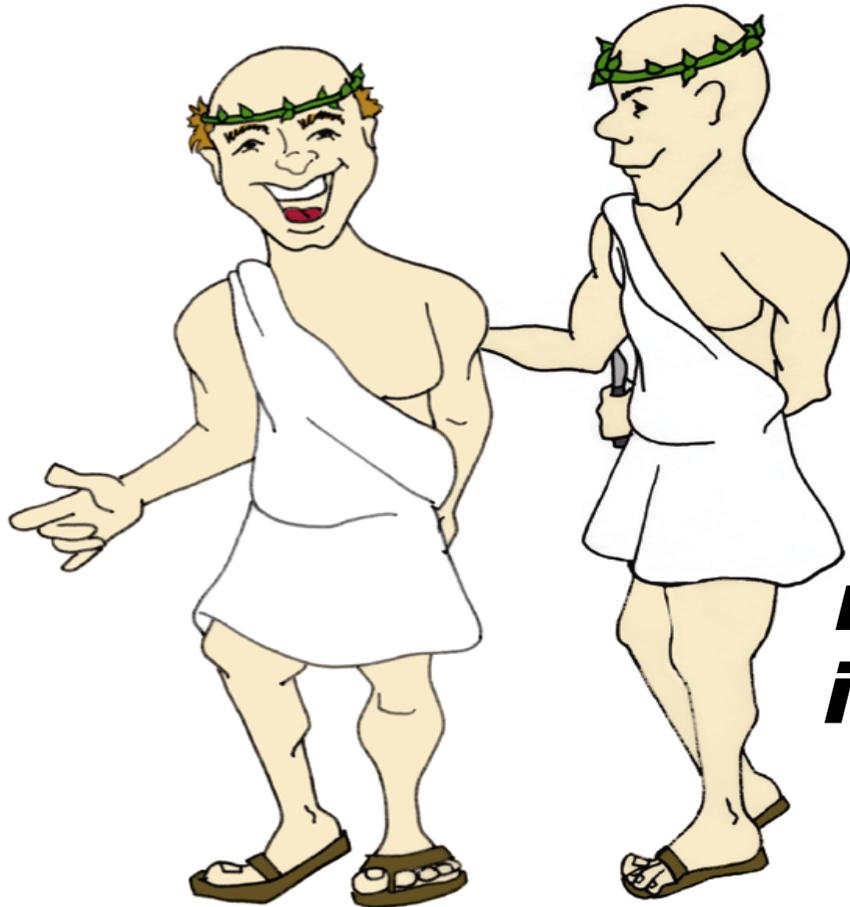
***rehabilitate
the staff!***



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Remember What Caesar Said

STAY CLOSE TO YOUR ENEMIES!



The more unpleasant, aversive, challenging or undermining the individual, the more essential it is that we form an alliance or bond!

Do you have enough water in your well to follow this maxim?

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Have A Presence!

**If you're
not at the
table,
you're on
the menu!**

Washington political saying; unknown origin

Snapshots at jasonlove.com



"Ah, man, Stu again?"

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In Place

**Train staff in
the
environment
where the
individual's
skills are
to be
exercised.**



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Just In Time

**Train staff
at those
times they
are actually
providing
supports.**



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Coaching Strategies

Prompt



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Oreo Cookie

When coaching defensive or passive-aggressive staff, coach them by sharing:

- A positive comment
- Issue of concern
- A positive comment

This strategy is disarming



Say It Positively

Focus on what you want staff to do!

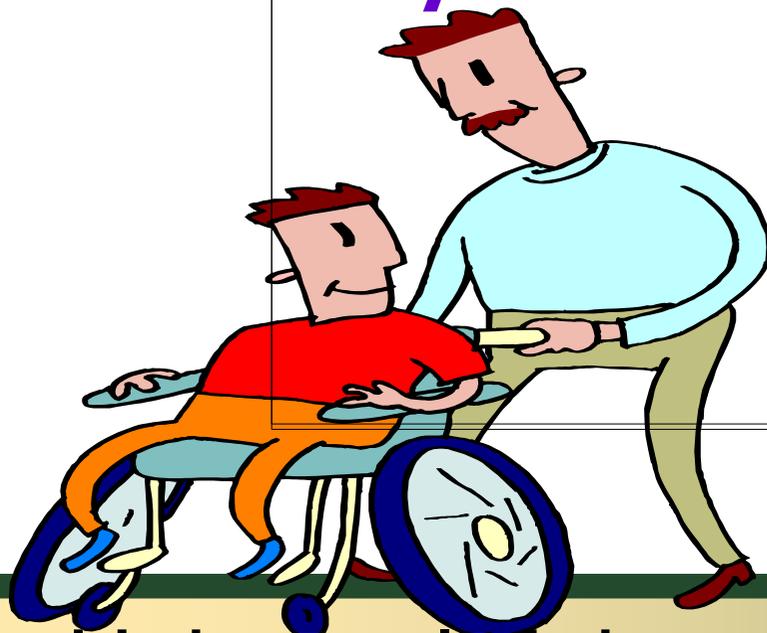
*Increases support staff receptivity –
minimizes defensiveness*

Eases the Coach's anxiety

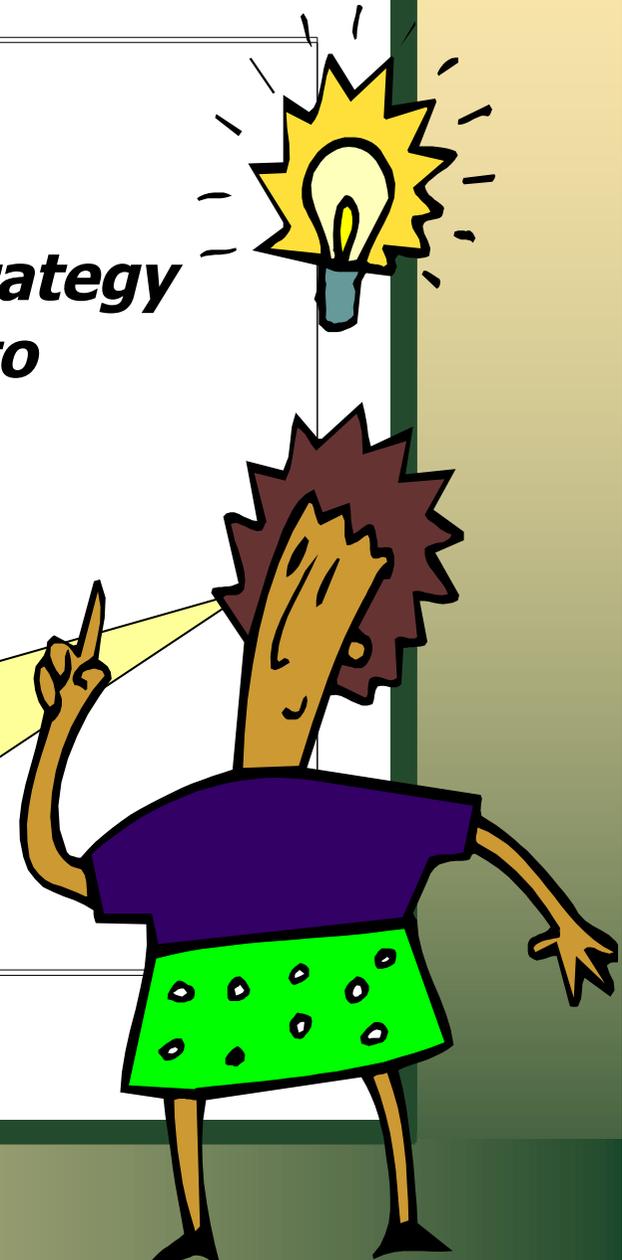
Serves as an effective instructional strategy

*Models how we expect staff to relate to
support recipients*

It is how you wish to be treated!



“Why
don't you
assist him
in turning
the
wheels?”

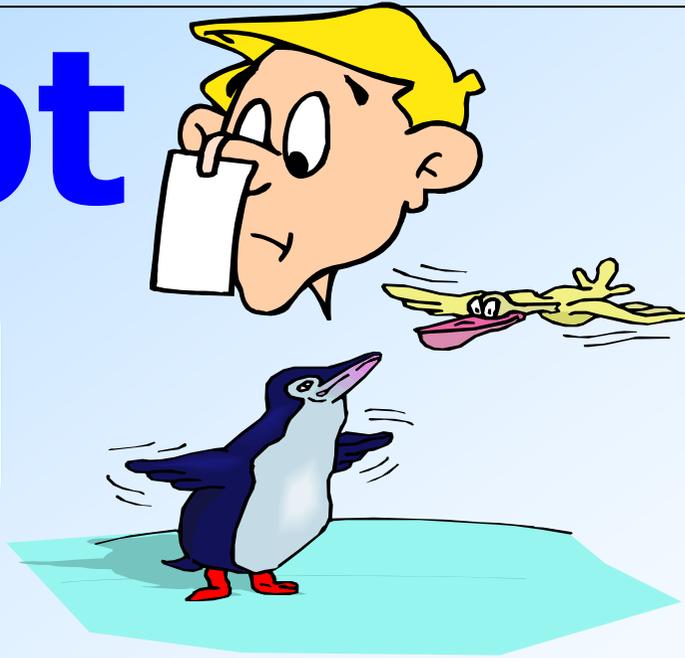


Universal Enhancement

Coaching Strategies

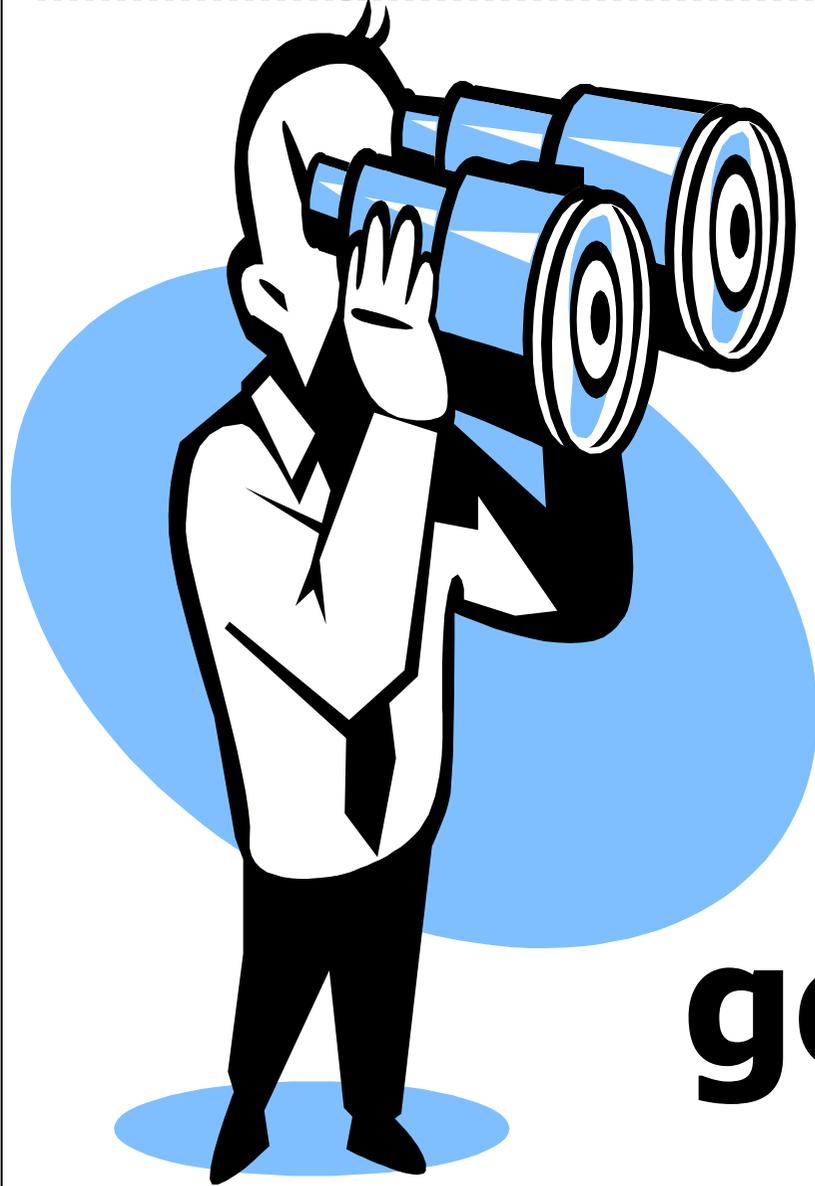
Prompt

Model



Universal Enhancement

Being Watched



**Staff
have an
indelible
memory!
That's
good news.**

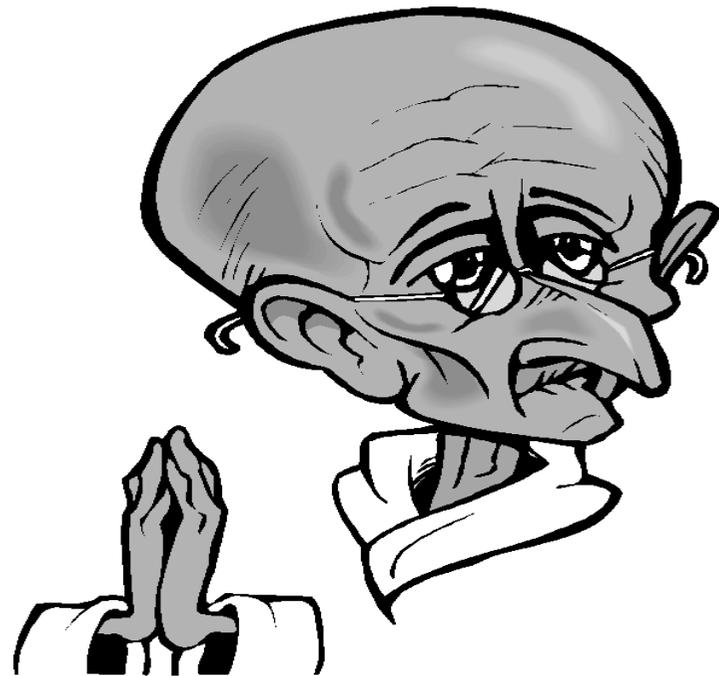
Universal Enhancement

Be An Example

**Being an example is
not the main thing in
influencing others.**

**It is the
only thing.**

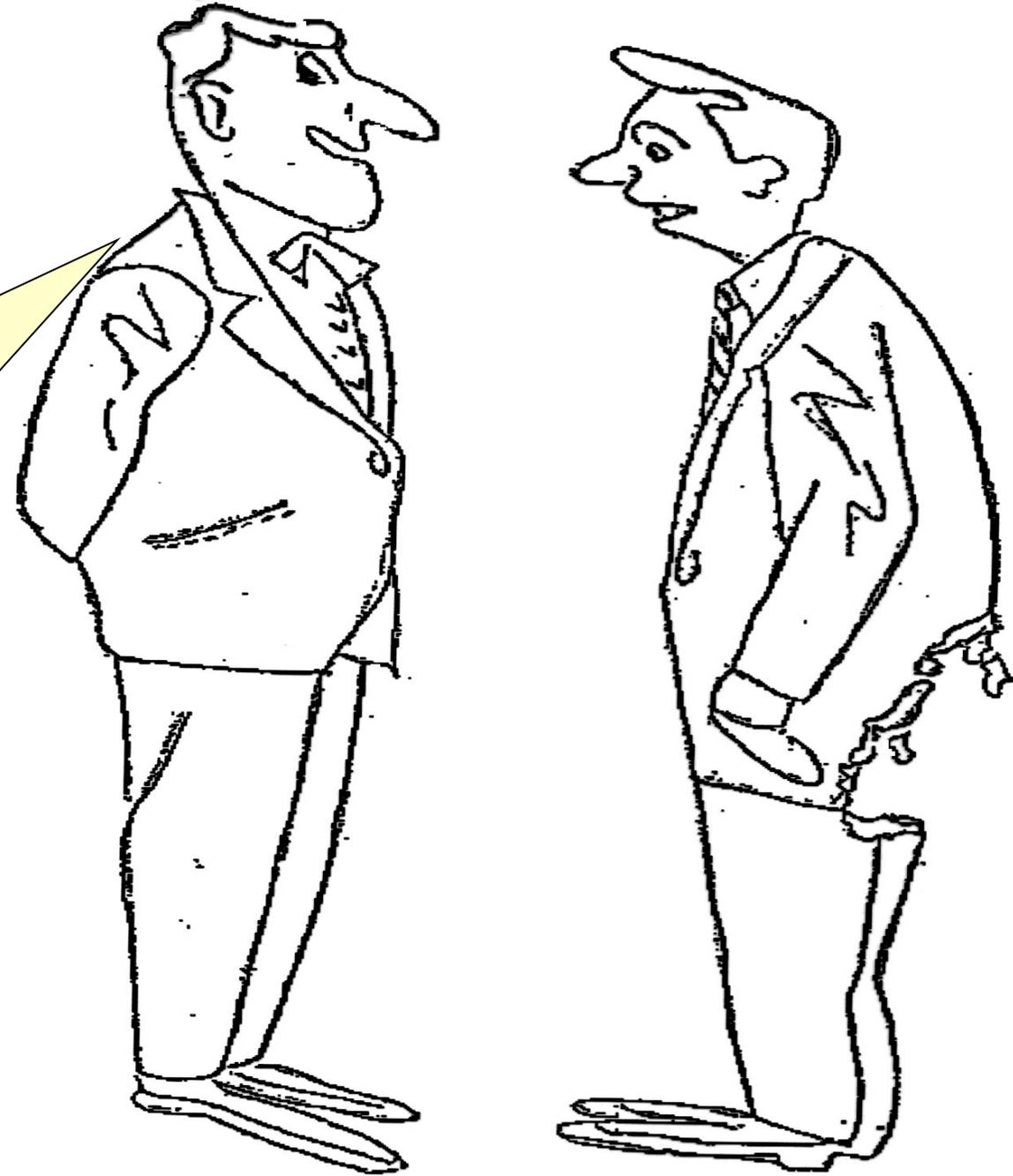
Albert Schweitzer



Universal Enhancement

The Boss

**“So what
did the
boss
have to
say?”**



Universal Enhancement

Let Them Know

**Your staff
will not care
how much
you know...
until they
know how
much you
care!**

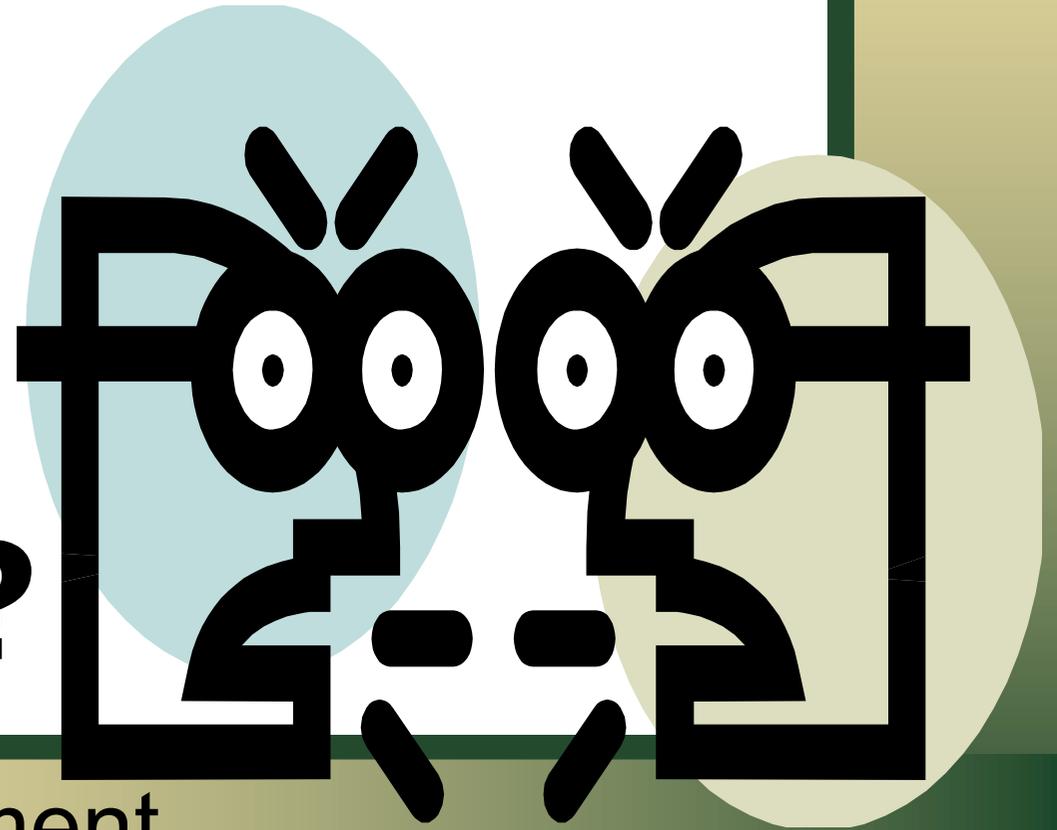


Universal Enhancement

Bring Out The Worst

**Obstinate, malcontent
and aversive people
bring out the worst
in us...**

**Can you
bond
with them?**



Universal Enhancement

Bond

When you bond with people they are less likely to behave in a way to disappoint you.



Universal Enhancement

My Behavior

How does my behavior affect other people?

*There's nothing wrong with my behavior!
I don't care how my behavior affects others!*

*My behavior doesn't affect others!
They've got to accept me for who I am!*

Every time you speak or act, ask yourself what affect or response are you likely to elicit from those with whom you are interacting.

Are you stupid or what!!!!!



Universal Enhancement

Coaching Strategies

Prompt

Model

Support

Celebrate

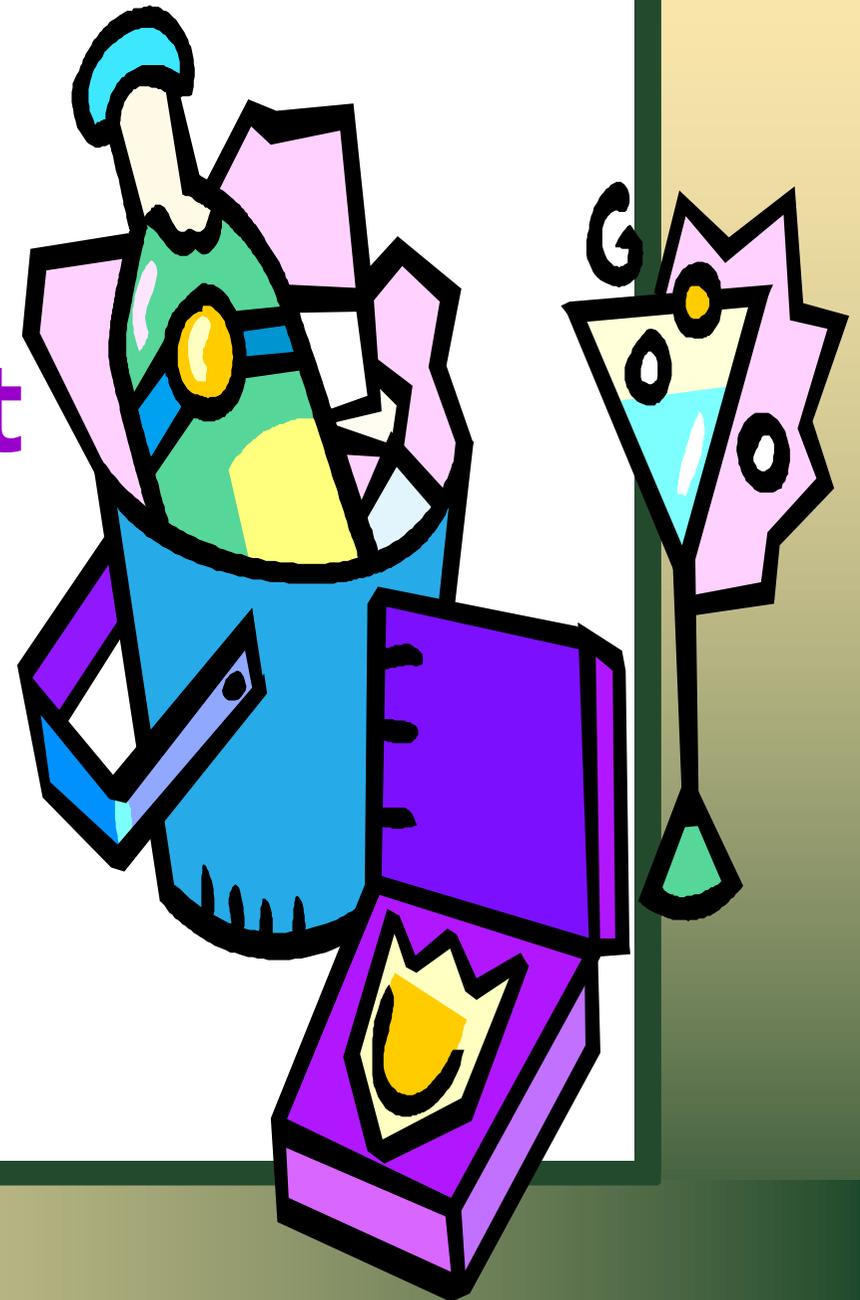


Universal Enhancement

Celebration Strategies

Celebration:

To stimulate
through
acknowledgement
or recognition;
to encourage the
heart and delight
in another's
achievement.



Universal Enhancement

Celebrate

- Thank people for doing well
- Show appreciation in concrete and public ways



Universal Enhancement

Show Appreciation

Celebrate the efforts of staff by providing:

A simple verbal "job well done"

A certificate for "going above & beyond"

Special recognition in the agency's newsletter

A letter of commendation for their personnel file

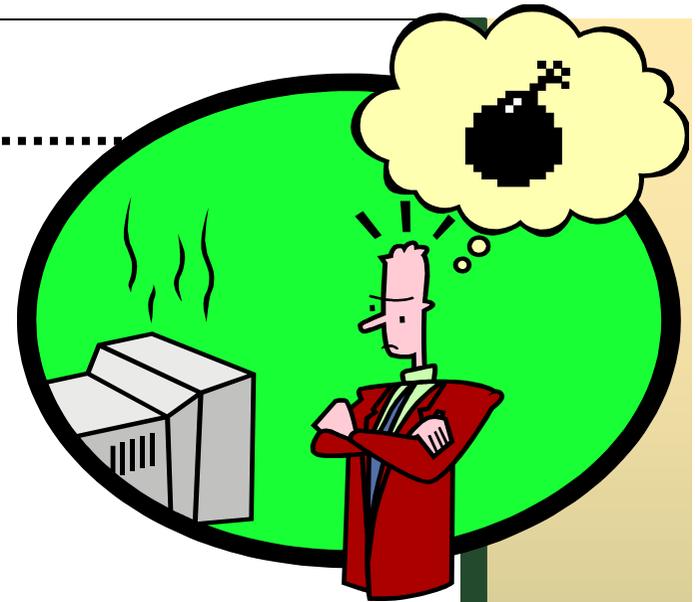
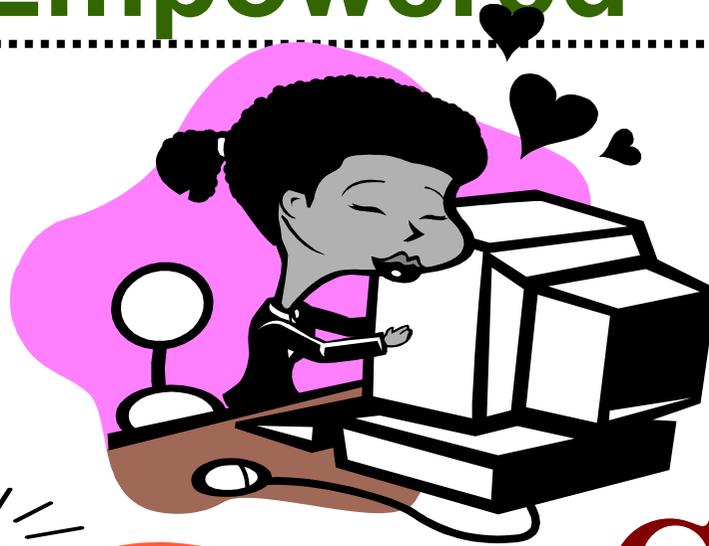
An informal thank you note



Universal Enhancement

Feeling Empowered

Accept
It



Change
It



Leave
It

Forget It



Universal Enhancement

Smile

**Some people
grin and bear
it;
other people
smile and
change it!**



Universal Enhancement

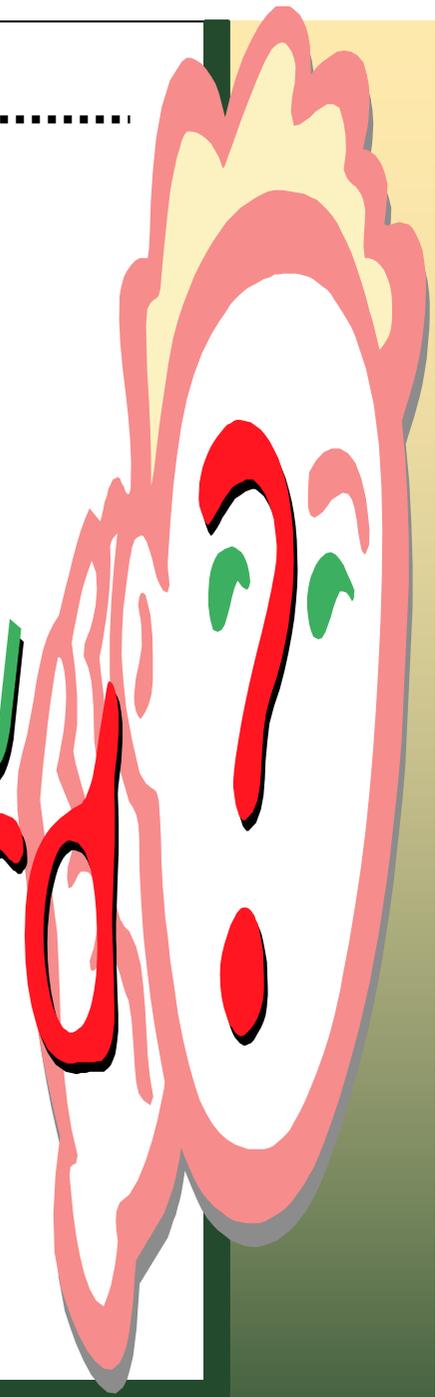
Focus On The Future

**Whining, blaming,
complaining
and gossiping
focus on the past.**

**Leaders focus on
the future.**

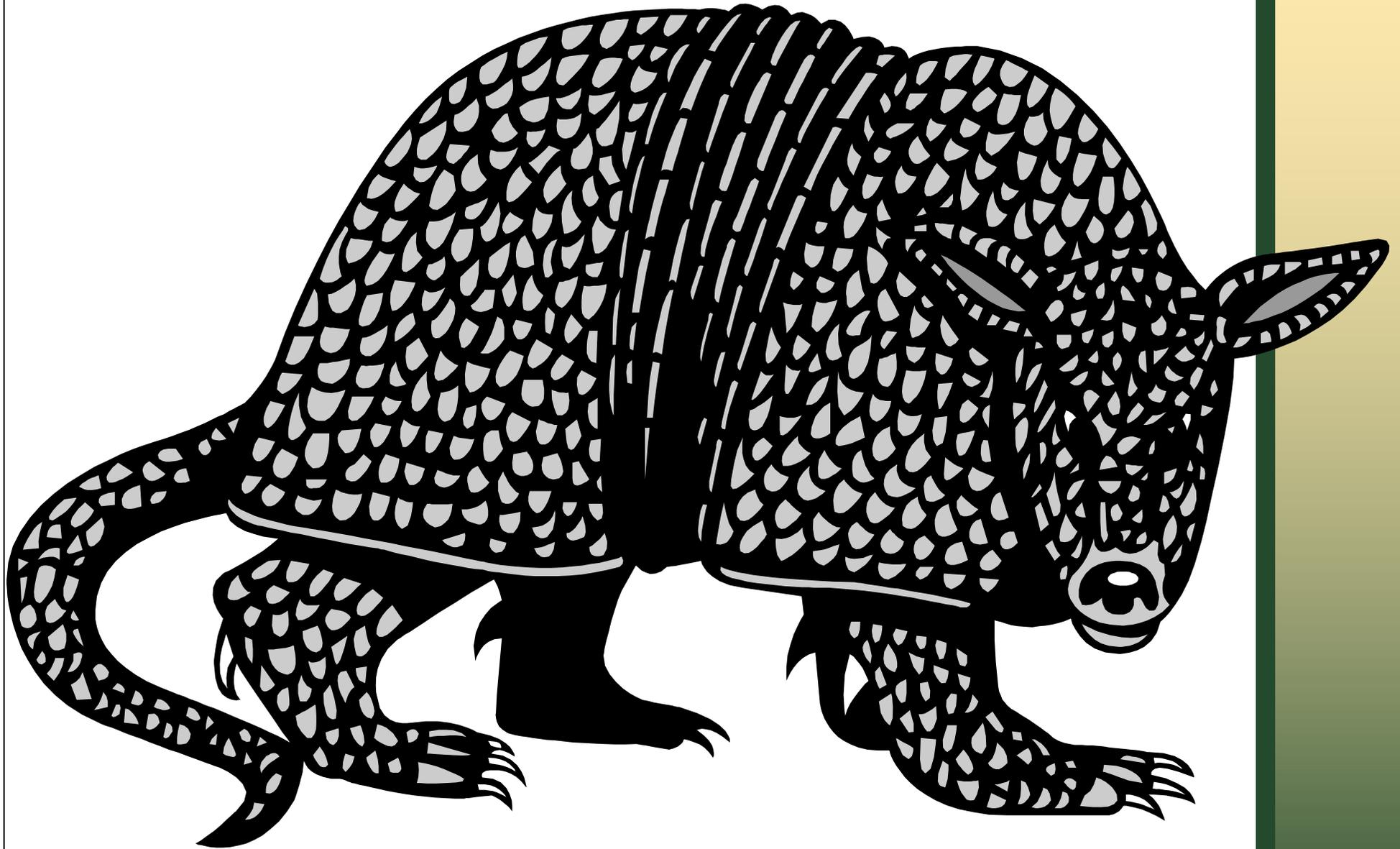
**Historical negativity
endangers the future!**

Have You
Heard?



Universal Enhancement

Are You Resistive to Change?



Universal Enhancement

It Must Be Considered

“It must be considered that there is **nothing more difficult** to carry out, nor **more doubtful** of success, nor **more dangerous** to handle, than to **initiate a new order** of things. For the reformer has enemies in all those who **profit by the old order**, and only **lukewarm defenders** in all those who would **profit by the new order**, this lukewarmedness arising partly from **fear of their adversaries**, who have the **laws in their favor**; and partly from the **incredulity of mankind**, who do **not truly believe** in anything new until they have had actual experience of it. Thus it arises that on every opportunity **for attacking the reformer**, his opponents do so with **the zeal** of partisans, the others only defend him half-heartedly, so that between them he runs **great danger.**”

Chapter VI, *The Prince*, Niccolò Machiavelli

Universal Enhancement

Shift Happens

Whether you want it or not.

Whether you expect it or not.

Whether you participate in it or not.....

**SHIFT
HAPPENS!**



Universal Enhancement

Shift Happens (cont'd)

Shift does indeed happen, has happened and is currently happening.

As a result, we need to work hard to use what we know about the change process to help to deal effectively with major shifts in people's professional and personal lives.

It is critical to identify the beliefs, demonstrate the behaviors and apply the skills that will support people to make positive transitions during this period of intense change.



Universal Enhancement

**C
H
A
N
G
E**

**There is nothing wrong with
change...As long as it doesn't
affect me**



Universal Enhancement

A New Direction

If you always

DO

What you
have always

DONE,

You'll always

GET

What you've

always **GOTTEN!**



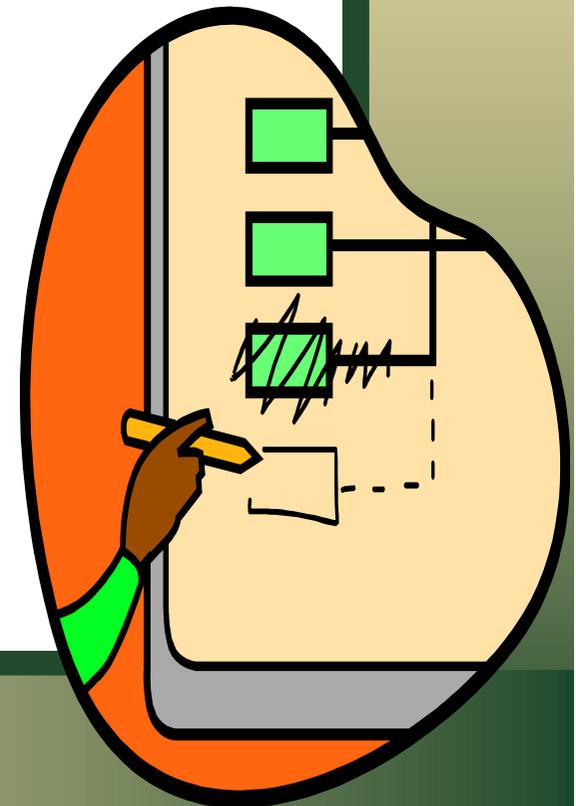
Universal Enhancement

The Ten Commandments of Change

Change is more acceptable when:

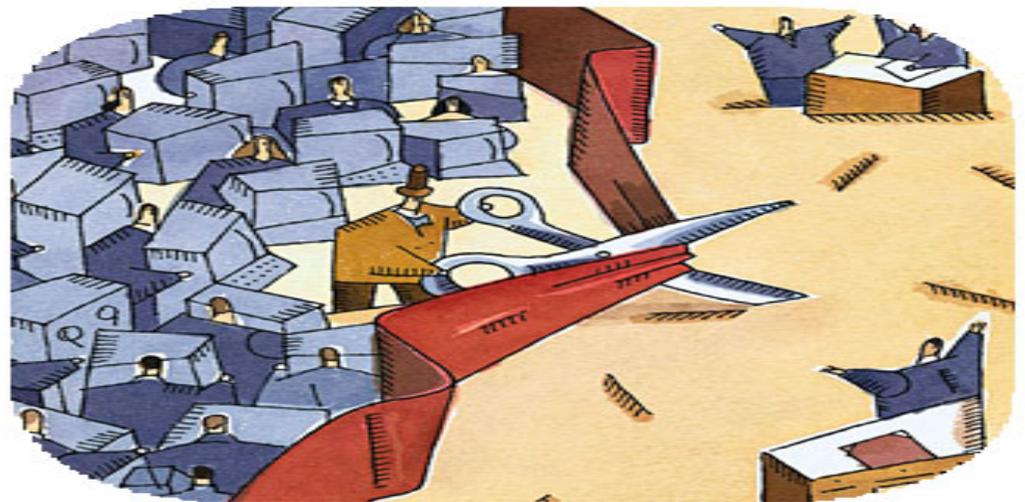
- it is understood, than when it is not
- it does not threaten security, than when it does
- those affected have helped to create it, than when it has been externally imposed
- it results from an application of previously established impersonal principles, than when it is dictated by personal order
- It impacts new hires versus existing employees

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The Ten Commandments of Change (cont'd)

- people are dissatisfied with the status quo
- it follows a series of successful changes than when it follows a series of failures
- it is inaugurated after prior change has been assimilated than during the confusion of other major change
- it is planned rather than experimental
- people share in the benefits of change rather than not



Universal Enhancement

Reasons for Resisting Change

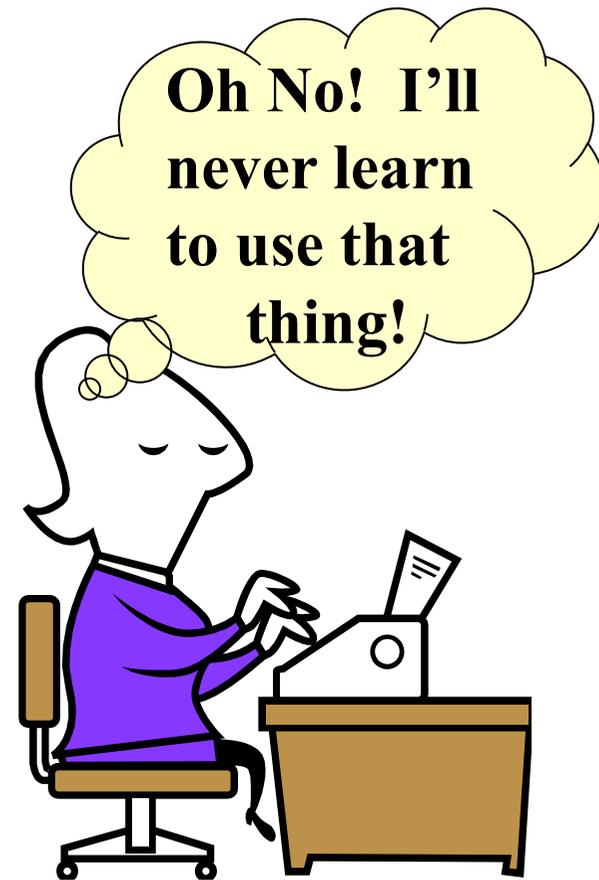
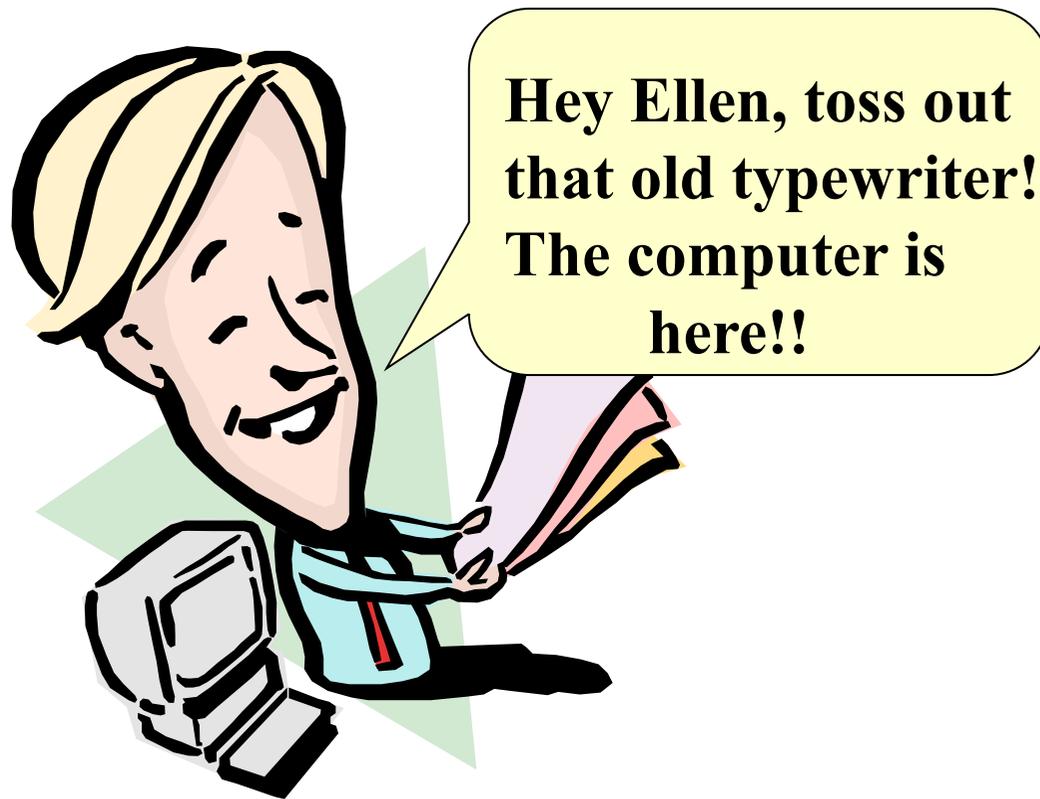
Fear of the unknown



Universal Enhancement

Unknown

Not knowing what tomorrow may bring may be immobilizing for some people. Leaders share information to diminish fear of the unknown.



Universal Enhancement

Reasons for Resisting Change

Fear of the unknown
Possible failure
Pleased now
Role change
Loss of independence
Loss of power



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Positional Power

Positional power is given to one by their immediate supervisor and detailed in one's job description.

“I have told you for the last time how I want that policy written!”



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Personal Power

.....is given to one by others because they believe the person is a capable, competent and sensitive person.

I really appreciate your advice.



When guidance is needed, others tend to look toward those who hold

Personal Power

Universal Enhancement

Winner's Motto

A winner says, "Let's find out";

A loser says, "Nobody knows."

A winner makes commitments;

A loser makes promises.

**A winner says, "I'm good,
but not as good as I ought
to be";**

**A loser says, "I'm not as
bad as a lot of other
people."**



A Winner's Motto (cont'd)

A winner credits his "good luck" for winning – even though it wasn't his good luck;

A loser blames his "bad luck" for losing – even though it wasn't his bad luck.

A winner listens;

A loser just waits until it's his turn to talk.

A winner does more than his job;

A loser says, "I only work here."



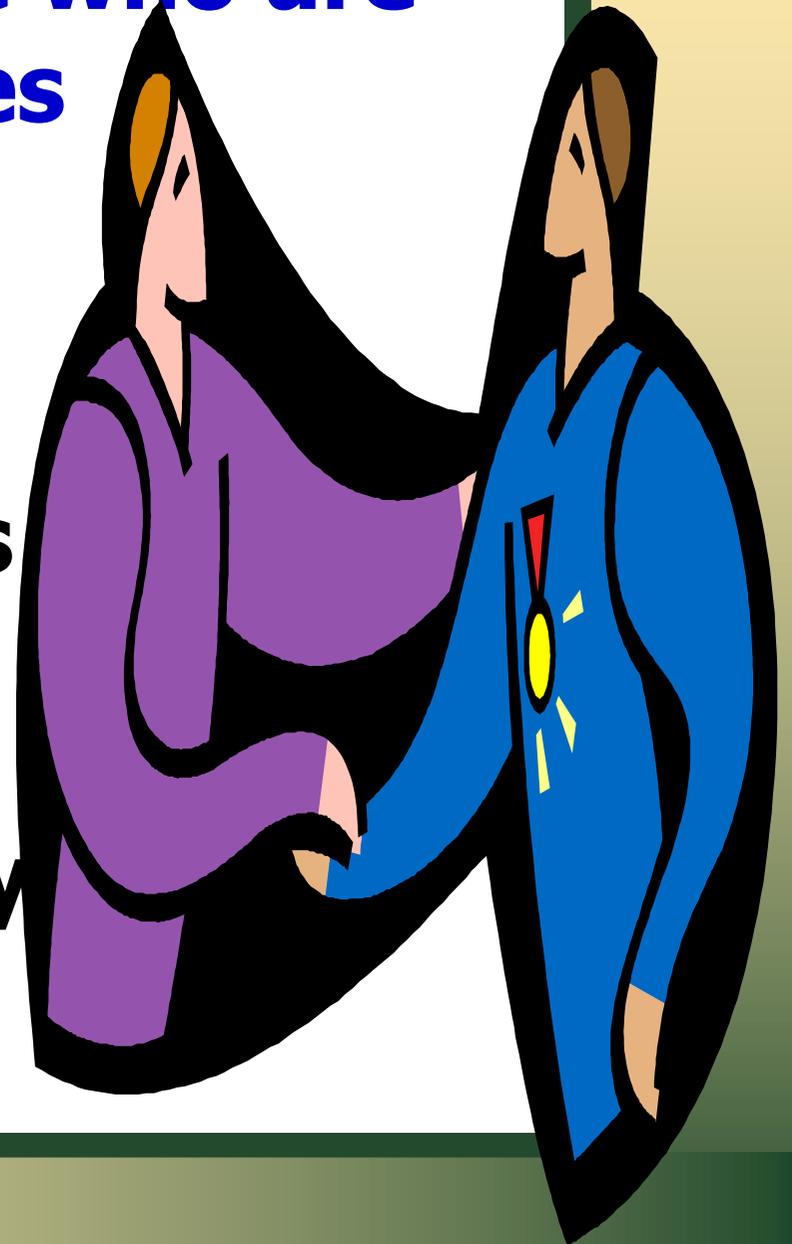
A Winner's Motto (cont'd)

A winner respects those who are their superiors and tries to learn from them;

A loser resents the superiority of others and tries to find chinks in their armor.

A winner says, "I fell";

A loser says, "Somebody pushed me."



Universal Enhancement

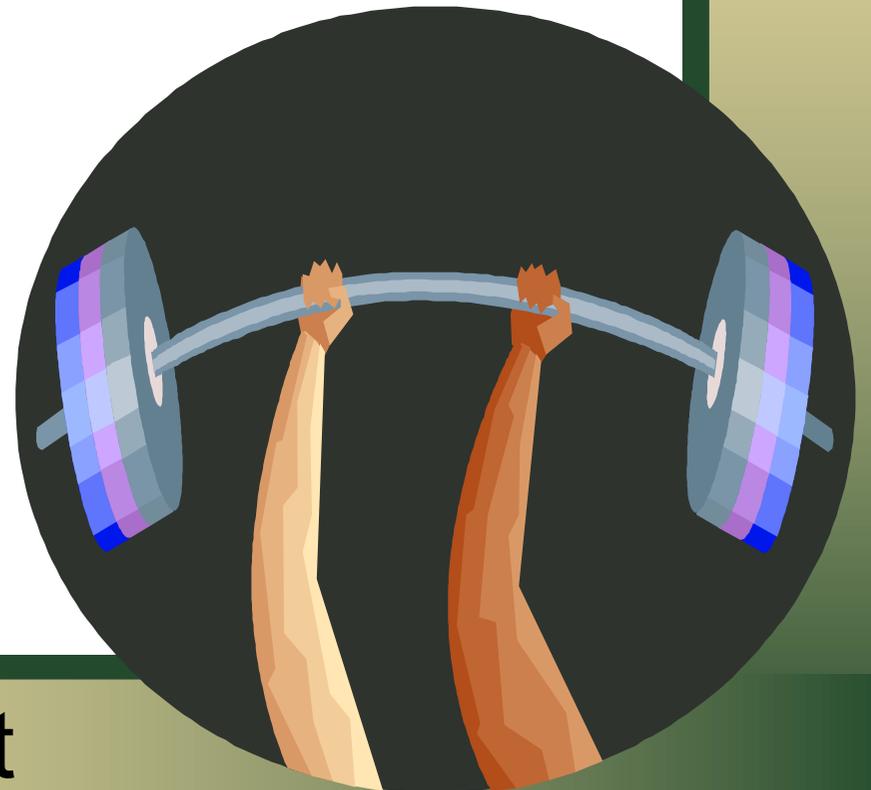
Ways to Implement Change

Positional Power

- Power is given to one by their immediate supervisor*
- Power is given to one as detailed in their job description*

Personal Power

- Power is “given” to one by those around a person*



I'm OK, You're Not

Do you judge others' behavior more harshly than you judge yourself?

When someone else takes a long time to do something, he's slow.

When I take a long time, I'm thorough.

When someone else skips a task, he's lazy.

When I skip one, I'm busy.



Universal Enhancement

I'm OK, You're Not (cont'd)

When someone else takes on a duty without being told, he's overstepping his bounds. When I go ahead and do something without being told, I have initiative.

When someone else states his opinion strongly, he's bullheaded. When I state my opinion strongly, I'm firm.

When someone else overlooks a few rules, he's irresponsible. When I let a few rules slide, I'm doing my own thing.

But it's different when I do it.



Likeability Influences

Our likeability behavior is defined by the role or position we hold!

Our likeability behavior differs from our:

Children

Significant other

Best friend

Coworker

Neighbor



Universal Enhancement

Choices

Our lives are impacted more by the choices people make about us than by the choices we make about them!

Offer of employment

Admission to college

Consideration for promotion

Proposal to marry

Beneficiary of insurance

Designation for inheritance

**Will you be
chosen?**



Universal Enhancement

Well Liked People...

...are more

- likely to avoid social faux pas
- comfortable with who they are
- aware of their own behavior – social implications
- capable of linking emotional expression to the situation
- effective in responding to others' emotions



Universal Enhancement

Thoughts On Likeability

- **Animals gain success by being aggressive; humans gain success by being nice.**
- **People who are likeable can give you joy and happiness**
- **Likeable people inspire others to give more**
- **Likeability is the decisive factor in most of life's competitions**
- **Relationships of antagonism will not achieve likeability**
- **Likeability is reciprocal**



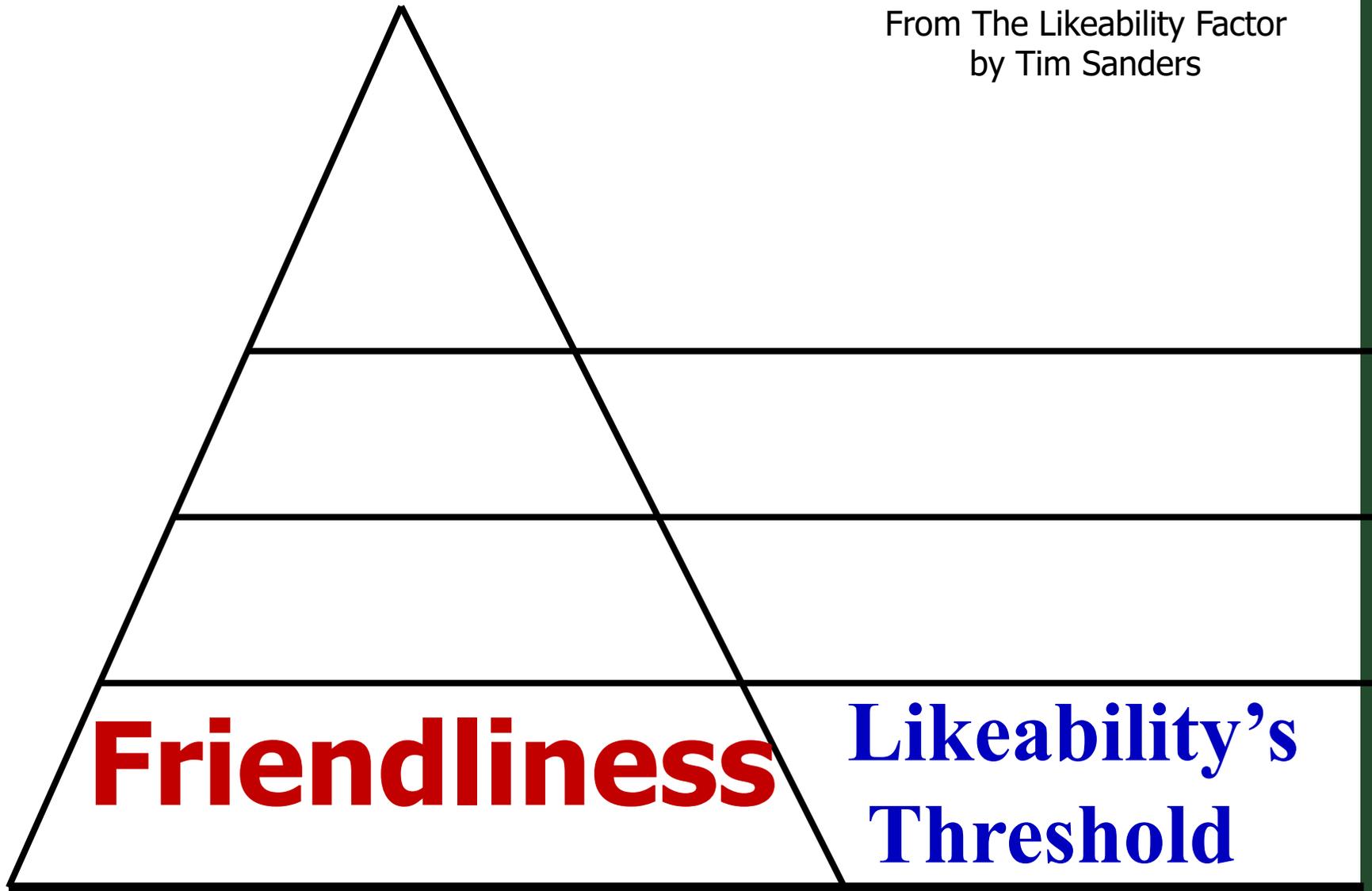
From The Likeability Factor
by Tim Sanders

If you're not likeable pursue recovery!

Universal Enhancement

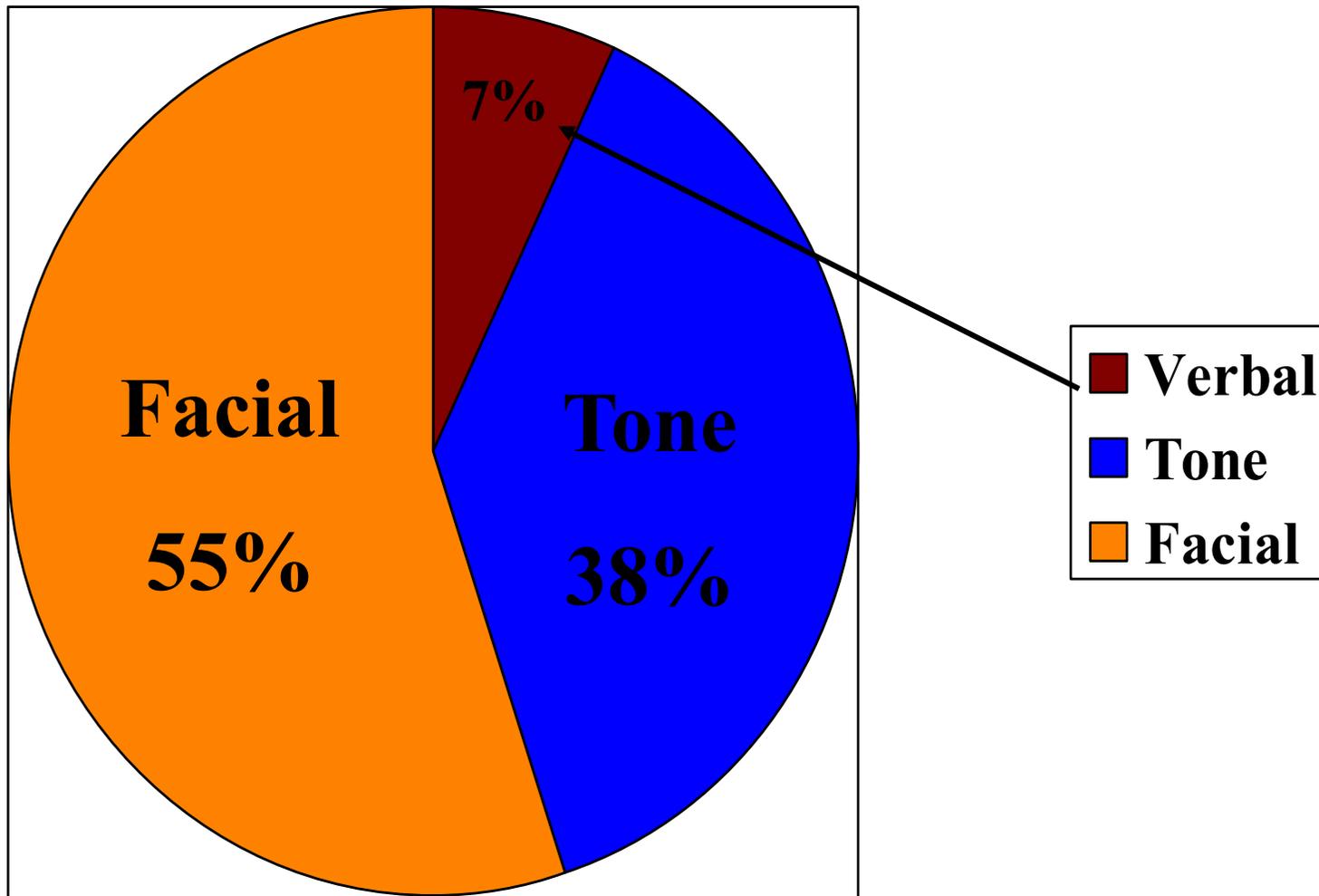
Hierarchy of Likeability

From The Likeability Factor
by Tim Sanders



Universal Enhancement

The Cues: Friend or Foe?



Source: Dr. Albert Mehrabian

University of California, From The Likeability Factor, Tim Sanders

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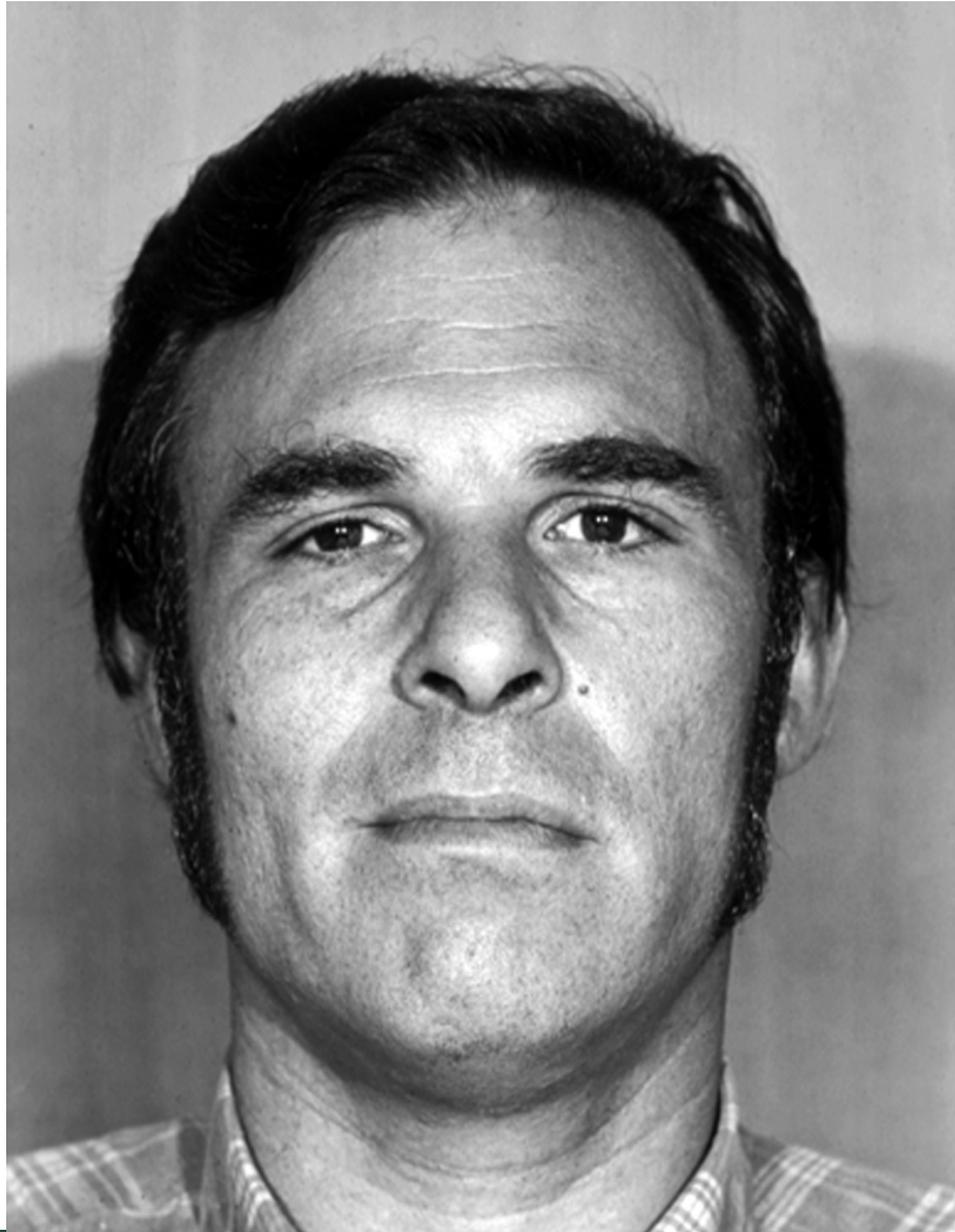
Anger



**From:
The
Likeability
Factor,
Tim Sanders**

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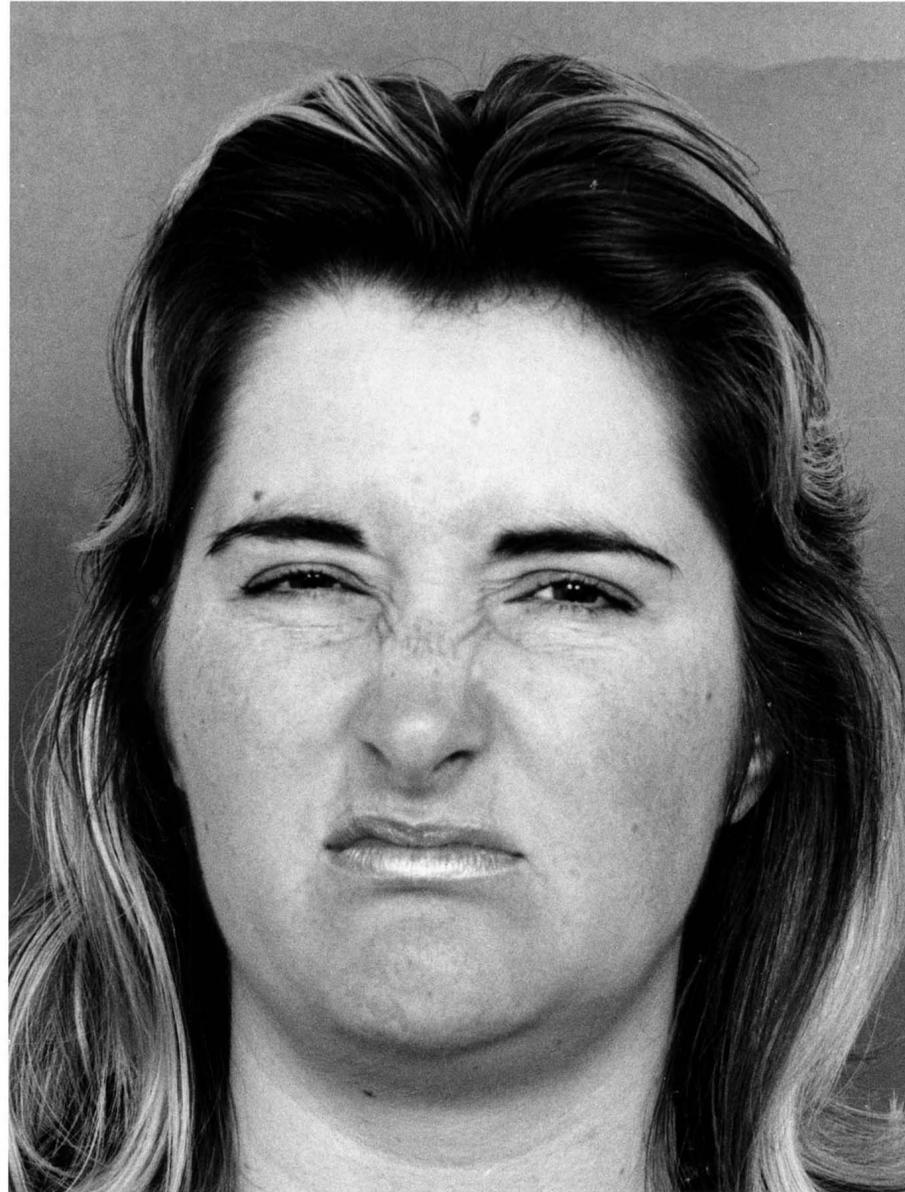
Contempt



**From: The
Likeability
Factor,
Tim Sanders**

Universal Enhancement

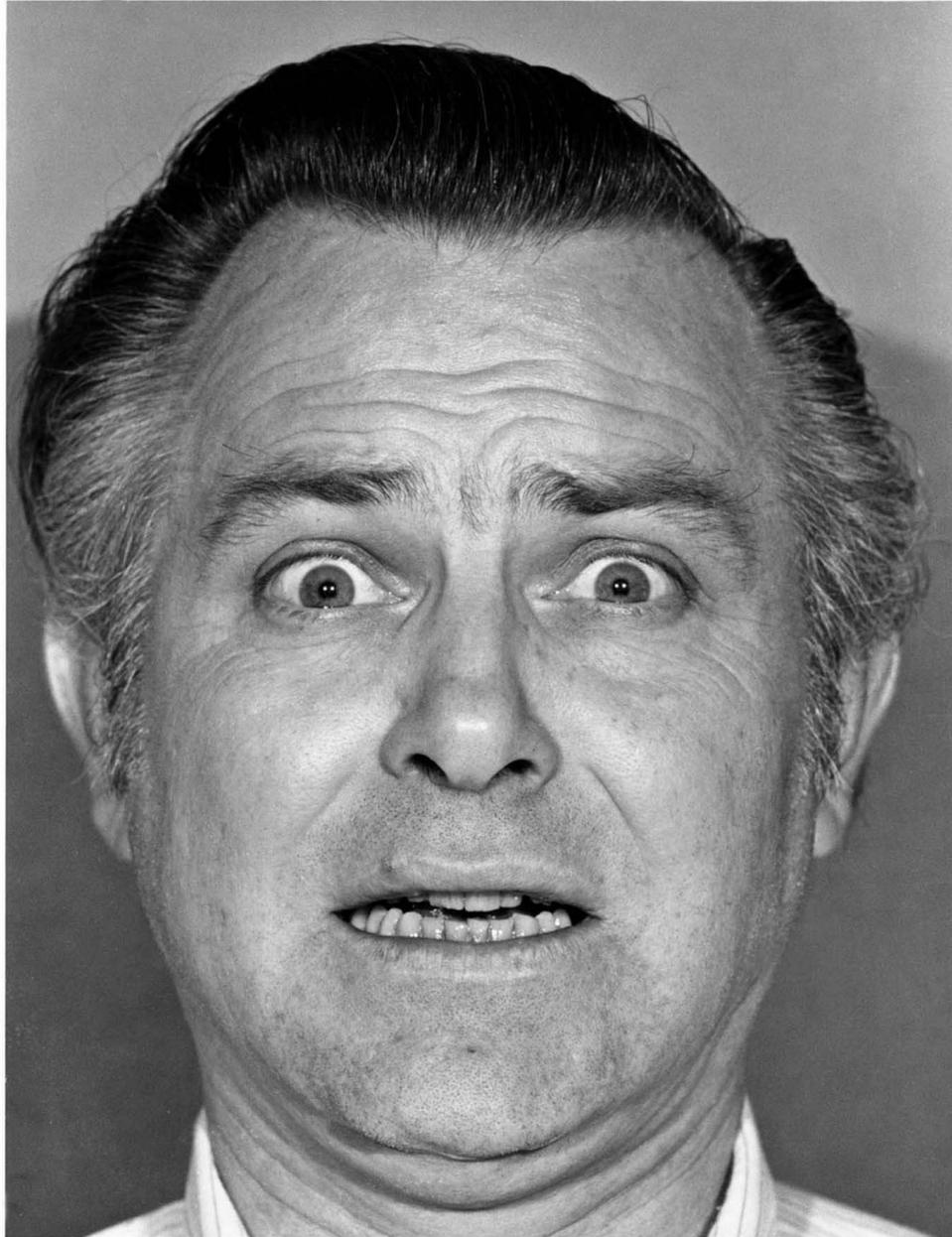
Disgust



**From:
The Likeability
Factor,
Tim Sanders**

Universal Enhancement

Fear



**From: The
Likeability
Factor
Tim Sanders**

Universal Enhancement

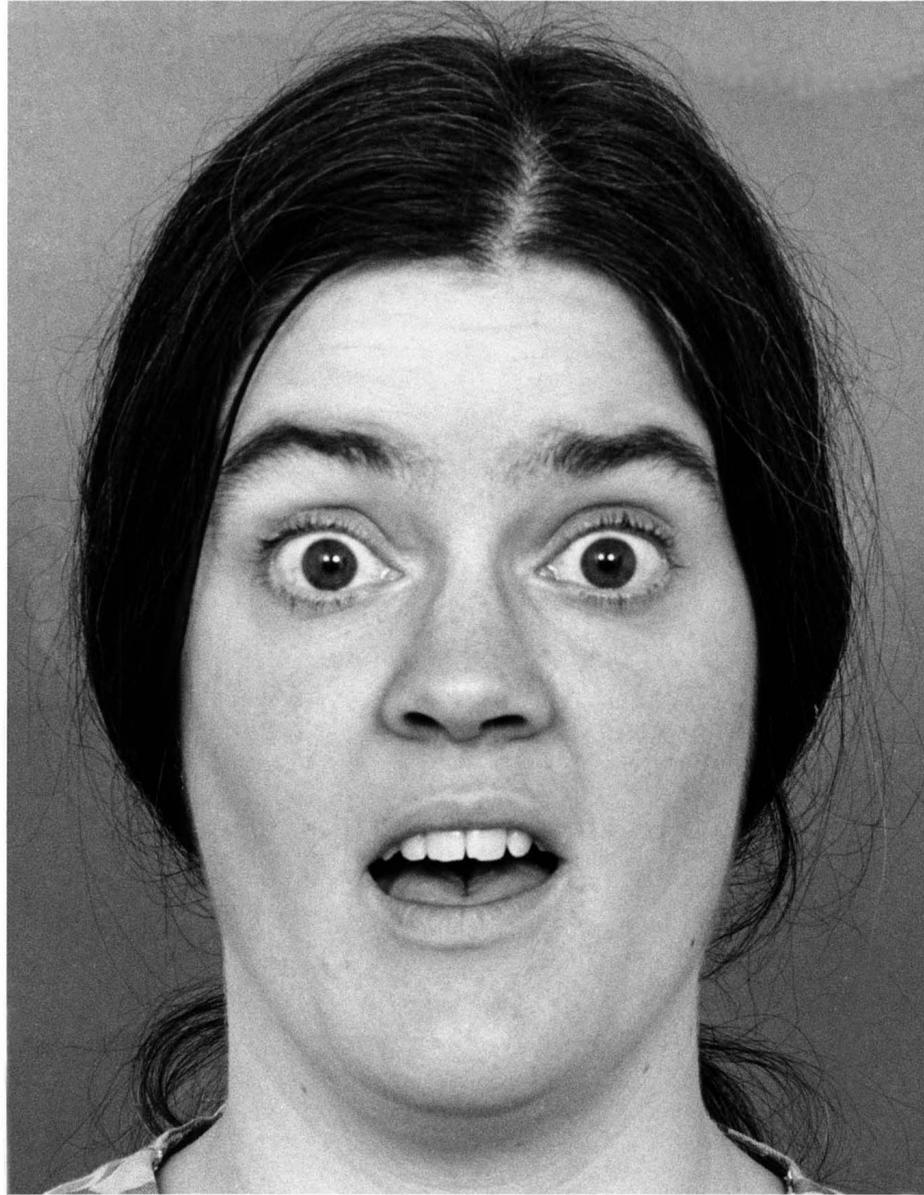
Sadness



**From: The
Likeability
Factor,
Tim
Sanders**

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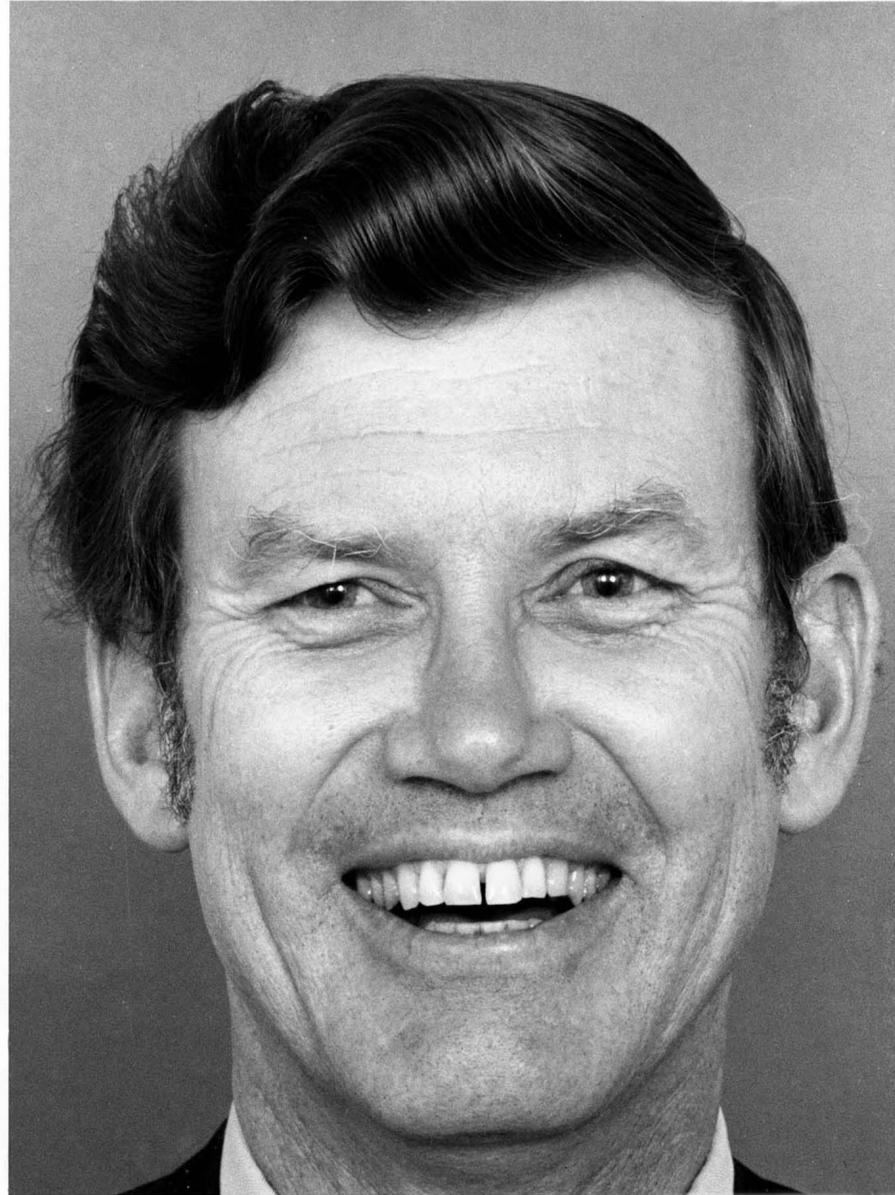
Surprise



**From: The
Likeability
Factor,
Tim Sanders**

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Happiness

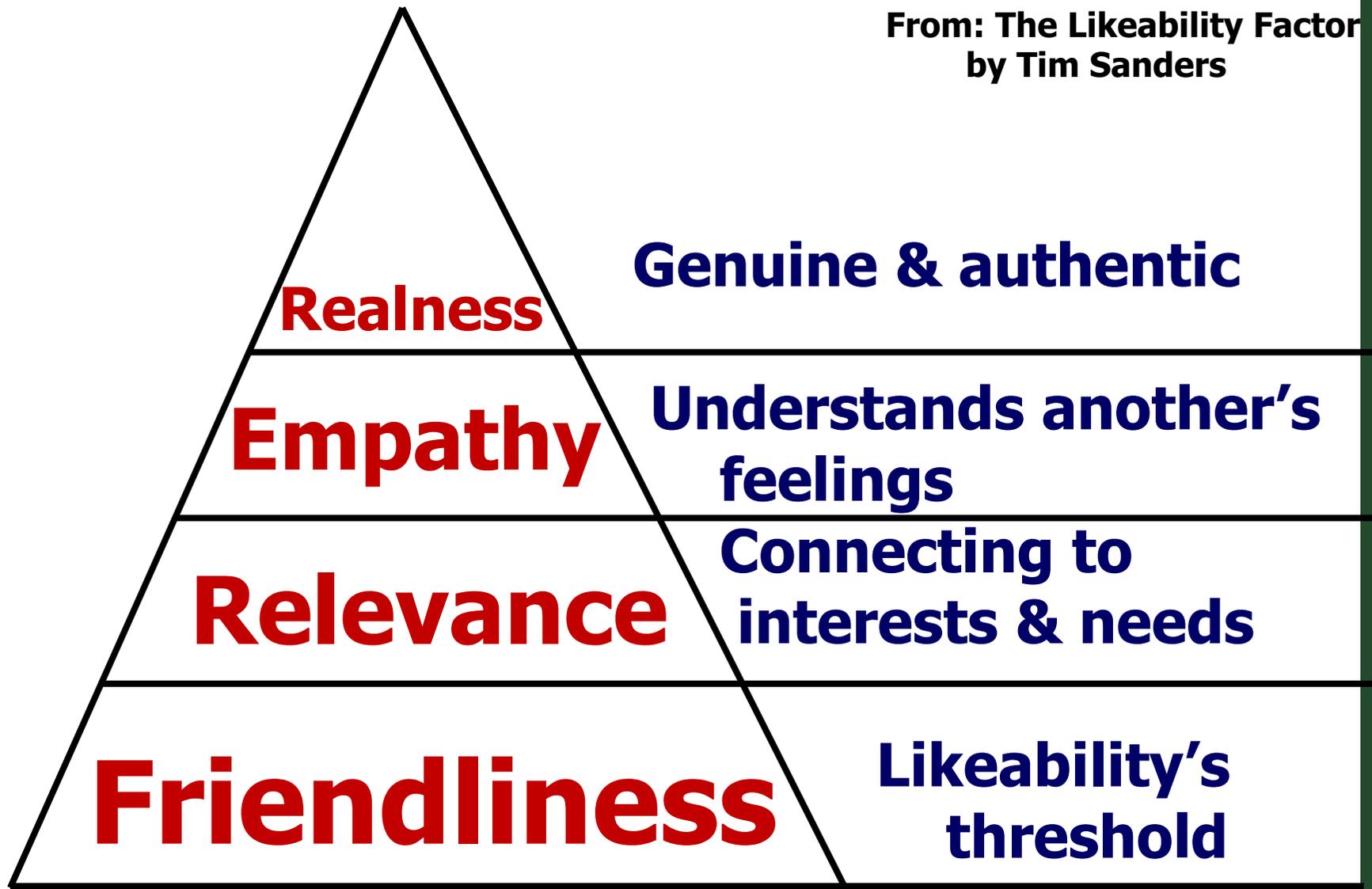


**From: The
Likeability
Factor,
Tim Sanders**

Universal Enhancement

Hierarchy of Likeability

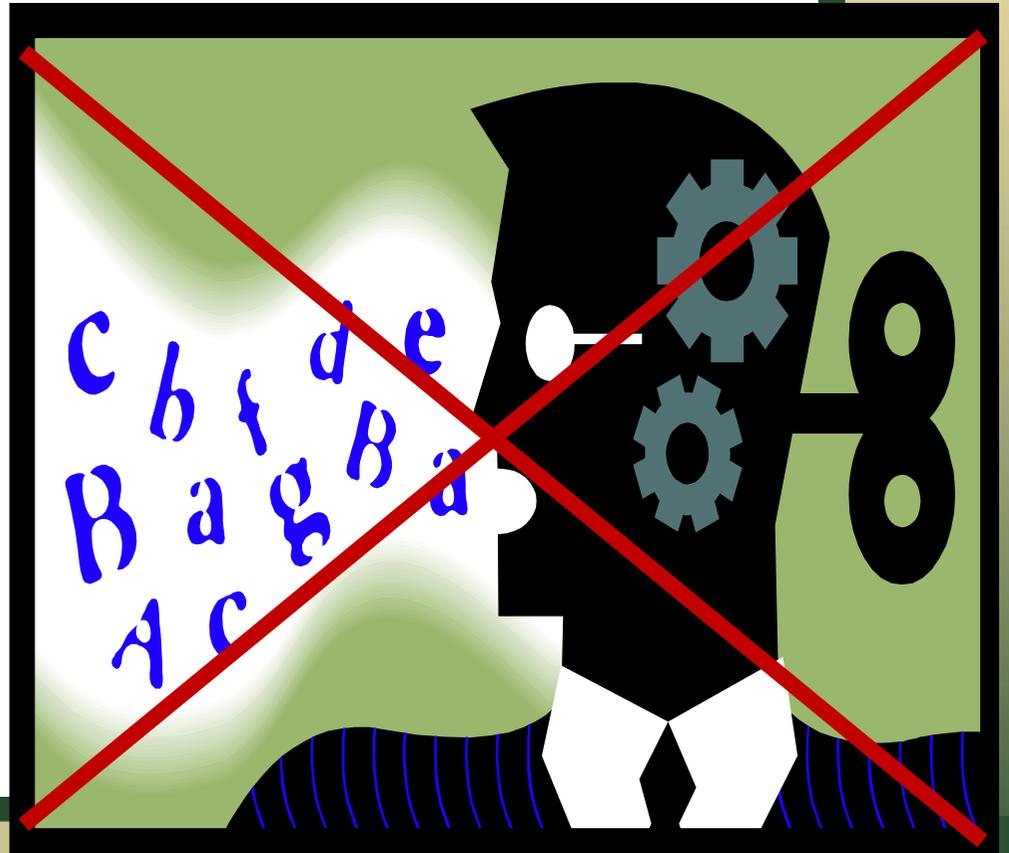
From: *The Likeability Factor*
by Tim Sanders



Universal Enhancement

Speaking Likeably

- Use positive imagery – beautiful, awesome, lovely, great
- Use words of attraction – “Good to see you”; “I’m glad that you are here”
- Use inflection
- Speak confidently
- Personalize - use the person’s name
- Keep your hand away from your mouth!



Universal Enhancement

Managing Personal Power

Those who excuse their lack of “likeability” are defending why they are not valued by others.

Common Excuses:

“If you give an inch, they’ll take a mile”

“Why go out of your way to be likeable- they don’t appreciate it”

“When I’m nice, half the staff just say I’m showing favorites”

“You have to take a hard line approach – if you don’t, they’ll gain the upper hand”

“When I try to be nice, some of the staff accuse me of being manipulative”

I’m not here
to be liked!

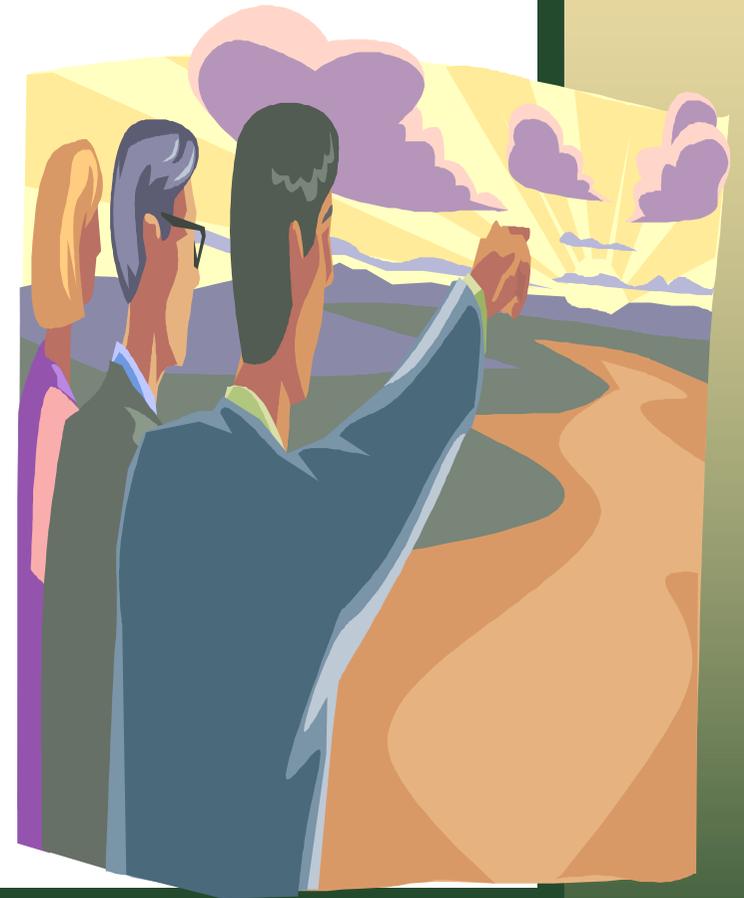


Universal Enhancement

Leadership Practices

Challenge the process

- *Leaders are pioneers*
- *Willing to change the status quo*



Universal Enhancement

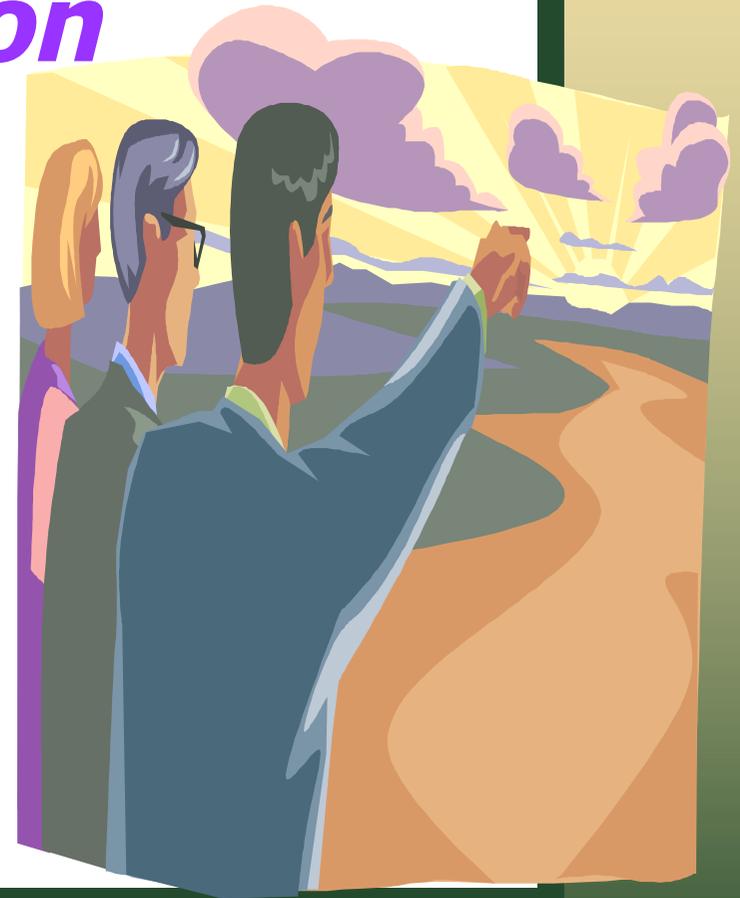
Leadership Practices

Challenge the process

- *Leaders are pioneers*
- *Willing to change the status quo*

Inspire a shared vision

- *Have a positive outlook*
- *Are expressive and attract followers*



Universal Enhancement

Time Is Running Out

Inspire Before

You Expire!



Universal Enhancement

Leadership Practices

Challenge the process

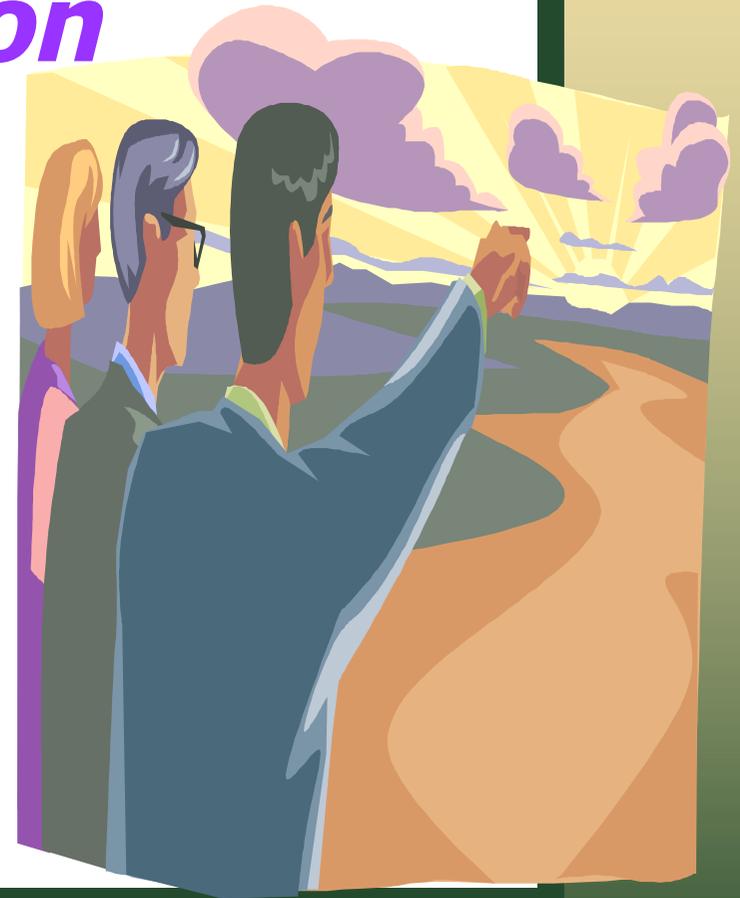
- *Leaders are pioneers*
- *Willing to change the status quo*

Inspire a shared vision

- *Have a positive outlook*
- *Are expressive and attract followers*

Enable others to act

- *Infuse people with spirit*
- *Stress collaborative goals*
- *Ensure people feel strong & capable*



Universal Enhancement

Be Productive

**Low output is
moral
turpitude.
Leaders give
it everything
they've got!**



Anthony

Universal Enhancement

Leadership Practices (cont'd)

Model the way

- ***Clear about their business values and beliefs***
- ***Keep people & projects on course***

Encourage the heart

- ***Link recognition with accomplishment***
- ***Nurture a team spirit***



Elements of Personal Power

Catch them being good
–Celebrate



Universal Enhancement

Elements of Personal Power

Catch them being good

–Celebrate

Share knowledge

***–Demonstrate
competence***

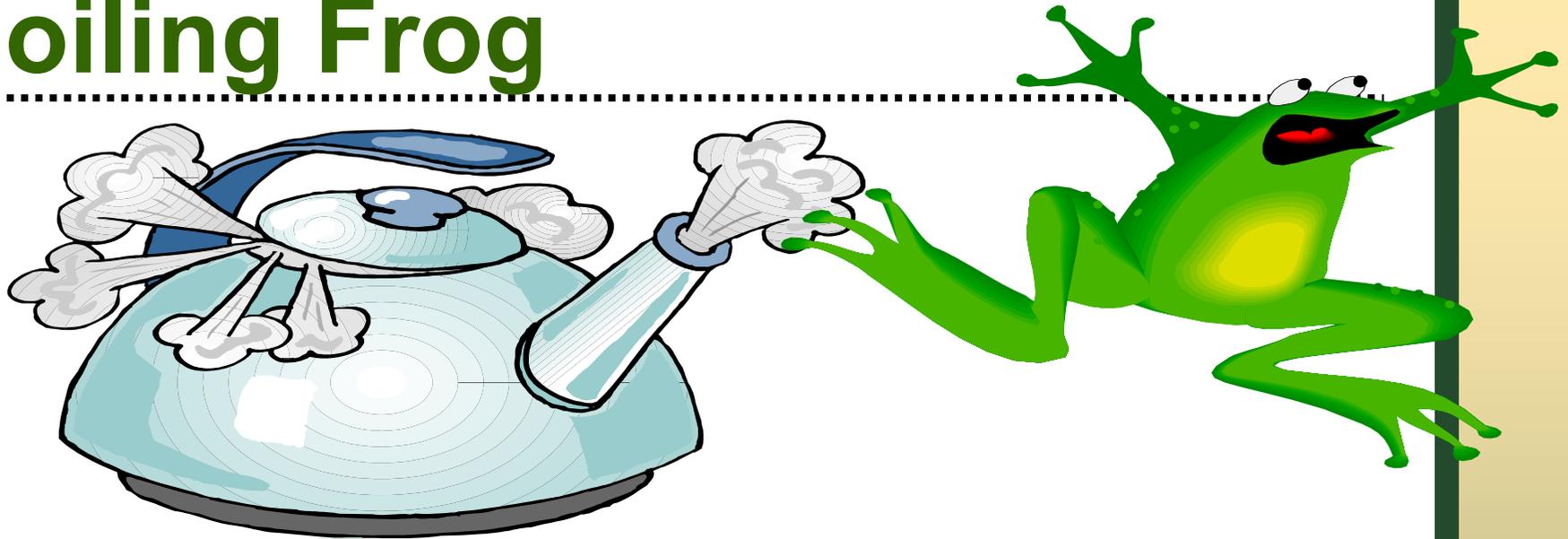
Care about others

–Listen



Universal Enhancement

Boiling Frog



Start **LOW** **and**
go ... SLOW
when making
significant changes.

Universal Enhancement

Comfortable With Change

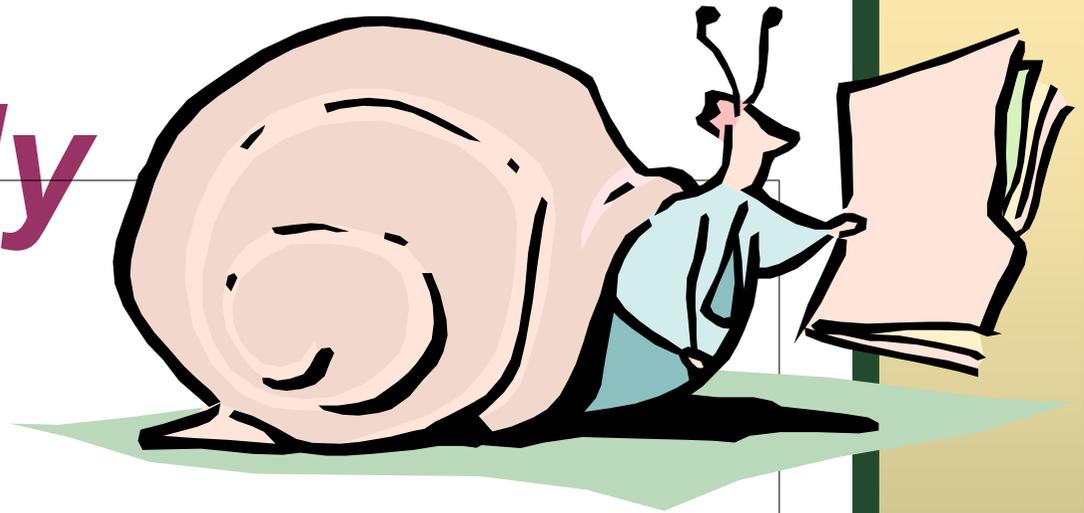
Move slowly

Be flexible

Praise cooperation

Look at what's right

Provide information

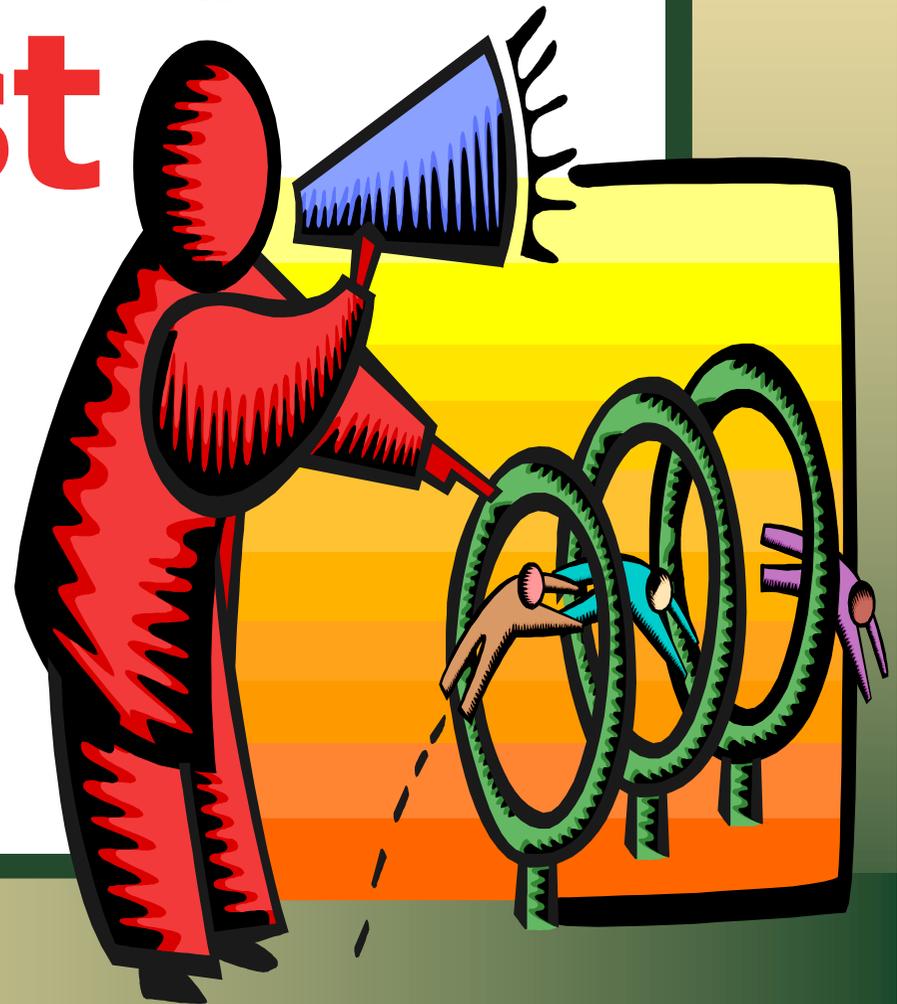


Universal Enhancement

Being Changed

People do not
resist change.

They resist
being
changed.



Universal Enhancement

Achieving Likeability

Likeability...

Wins the vote

Closes the deal

Gets the contract

Makes the sale

**Listeners are message insensitive
to those who are not likeable.**



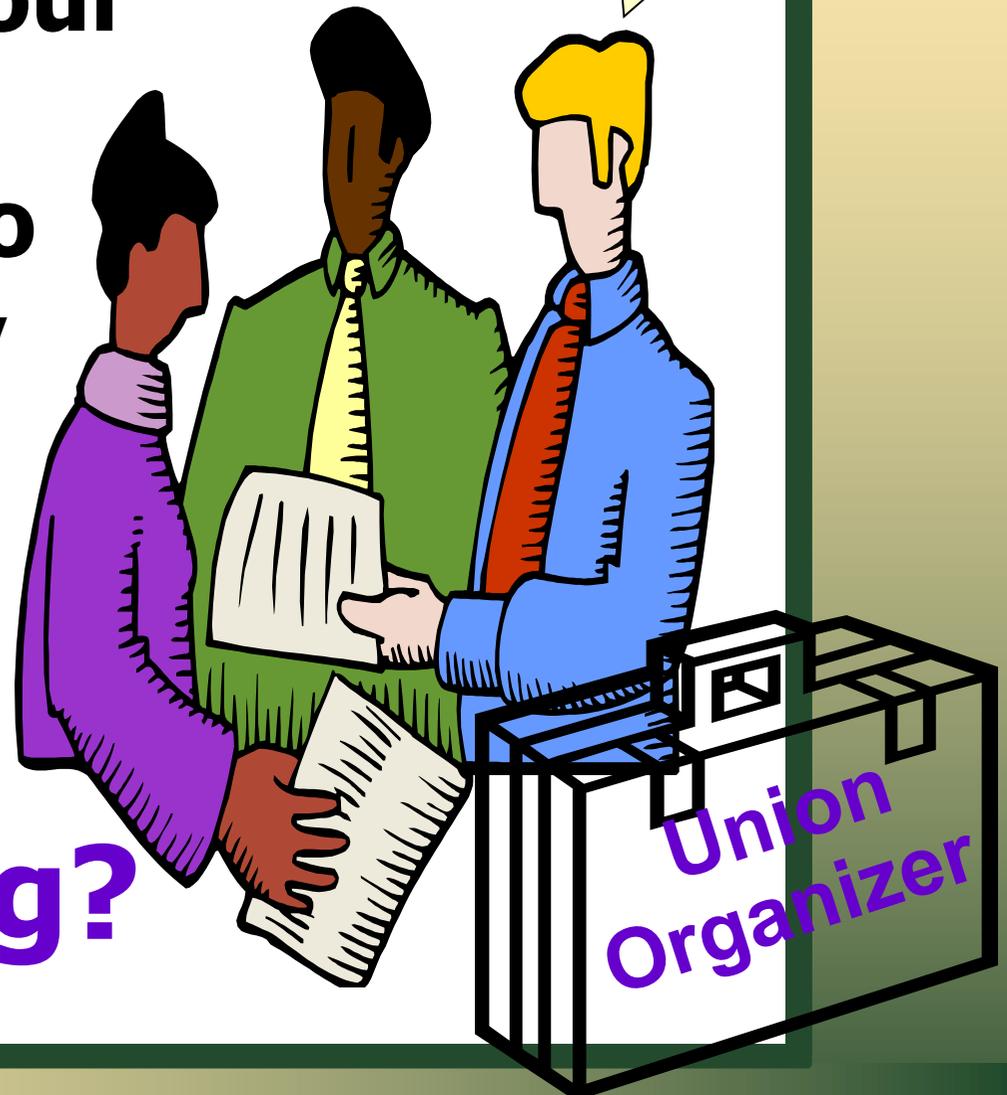
Universal Enhancement

Unions

I promise, we can help you improve your working conditions!

They only go where they are invited! By your behavior, you communicate to staff that they are valued.

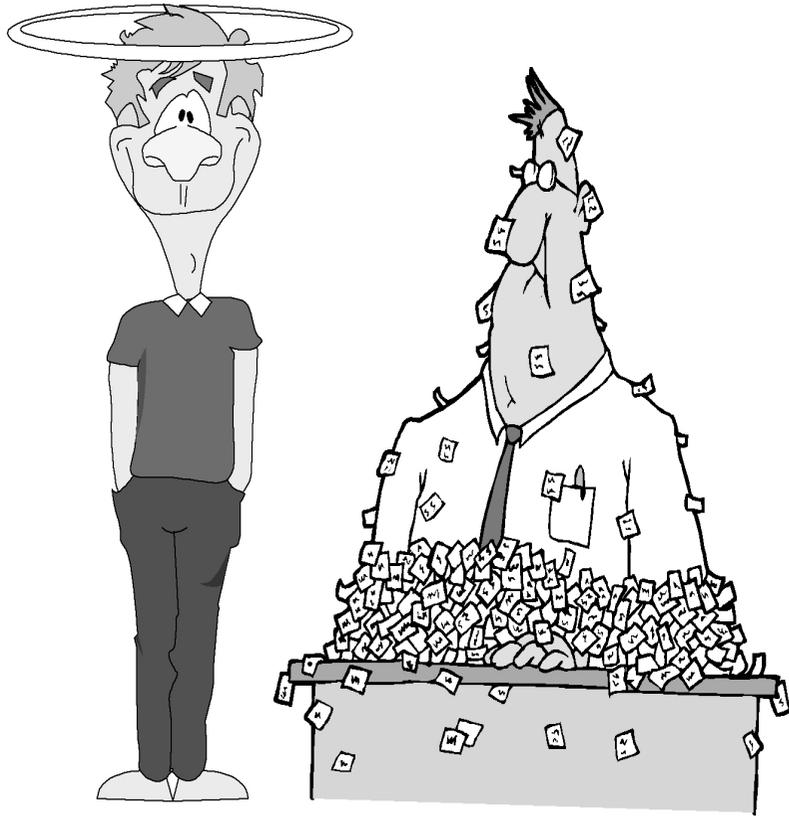
What are you communicating?



Universal Enhancement

I'm OK, You're Not

Do you judge others' behavior more harshly than you judge your own?



“But it’s different when I do it!”

Isn't it funny – when someone else takes a long time to do something, he's slow. **When I take a long time, I'm thorough.**

When someone else skips a task, he's lazy. **When I skip one, I'm busy.**

When someone else takes on a duty without being told, he's overstepping his bounds. **When I go ahead and do something without being told, I have initiative.**

When someone else states his opinion strongly, he's bullheaded. **When I state my opinion strongly, I'm firm.**

When someone else overlooks a few rules, he's irresponsible. **When I let a few rules slide, I'm doing my own thing.**

Universal Enhancement

Likeability

Smile

Sue, how is your Mom feeling since her surgery?



Universal Enhancement

The Oscar Face



“I’m so exhausted!”

**“I’m worried about
my marriage!”**

**“My mother is very
ill!”**

**“Well, first I want to
thank my agent and
my director - and
certainly my fans!”**



Universal Enhancement

Likeability

Smile

Greet

warmly

Show

appreciation

Sue, how is
your Mom
feeling since
her surgery?



Universal Enhancement

Likeability

Smile

Greet

warmly

Show

appreciation

Listen

Sue, how is your Mom feeling since her surgery?



Universal Enhancement

Being a Good Listener

Listener's Code: Never Pass Up

**The Opportunity
To Be Silent**



Definition of Listening: Be Quiet

Universal Enhancement

Scrabble

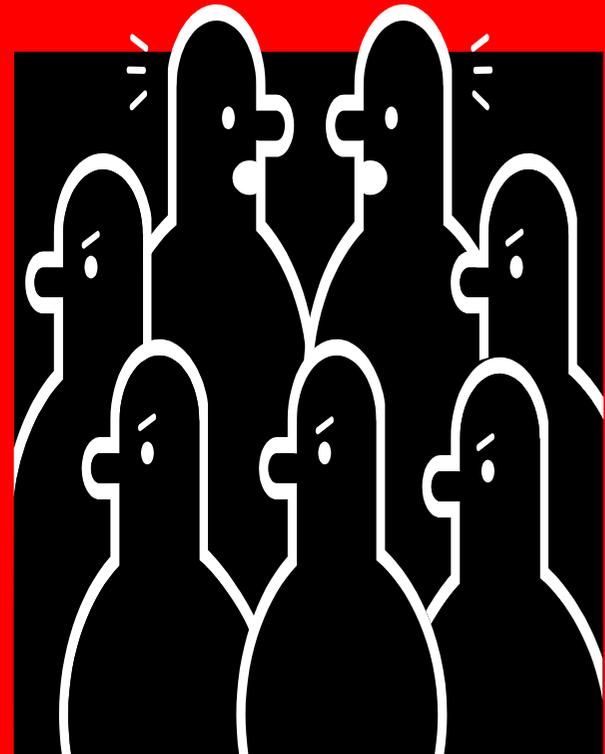
Listen

L N L I
I E I S E I
S L N S L E

Silent —

**It's
Inherent!**

Sshh!



No Talking!

Universal Enhancement

Likeability

Smile

Greet

warmly

Show

appreciation

Listen

Be responsive

Talk softly

Show courtesy

Sue, how is your Mom feeling since her surgery?



Universal Enhancement

Being Courteous

Saying "bless you" to a person who sneezes

Asking a colleague, who earlier said they had a headache, if they feel better

Allowing others in your dinner party to get in front of you in the buffet line

Wishing an acquaintance prior to their departure, a safe and pleasant time



Universal Enhancement

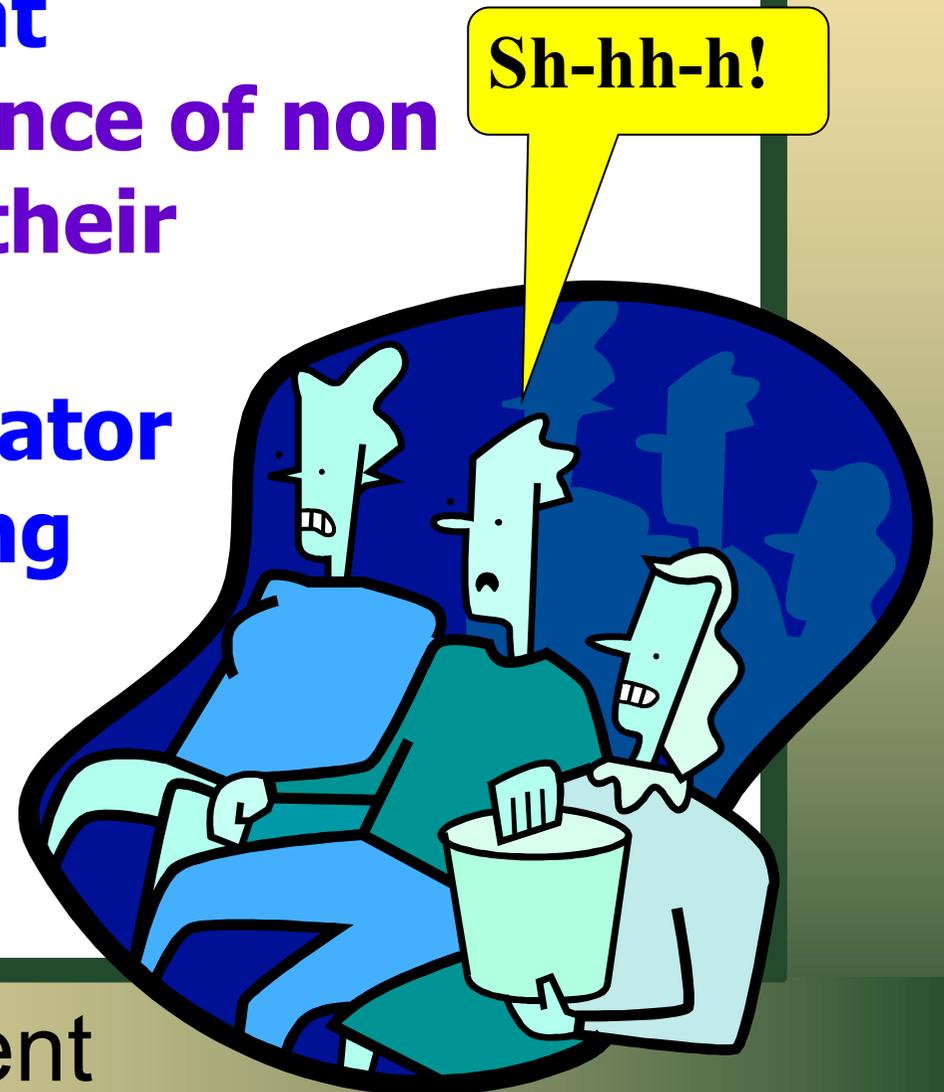
Being Courteous (cont'd)

Not speaking in the movie theatre

Assisting a friend or colleague with putting on their coat

Smoking in the presence of non smokers only with their permission

Being first on an elevator and asking oncoming riders what floor they need



Universal Enhancement

Likeability

- Smile
- Greet warmly
- Show appreciation
- Listen
- Be responsive
- Talk softly
- Show courtesy
- Use eye contact
- Focus conversation
away from yourself
- Share humor

Sue, how is
your Mom
feeling
since her
surgery?



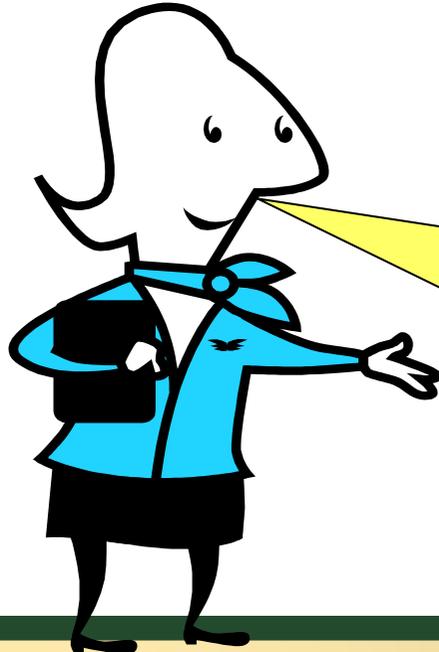
Universal Enhancement

Humor

To tell a joke one must have water in their well

When telling a joke one must be willing to risk that no one will laugh or worse yet- the joke will flop and people will laugh at you

If one can't take the RISK, we protect ourselves by not initiating humor



Hey, did you hear the one about the farmer's daughter..



Universal Enhancement

Telling A Joke

To tell a joke, one must ***risk*** that others won't laugh or they may laugh at you.



To tell a joke you must allow yourself to be vulnerable.

It Becomes Your Coat

This is not
my coat!



Monday

It feels a little
strange.



Wednesday

I like my
coat.



Friday

**Perhaps initially uncomfortable,
new behaviors internalize.**

Universal Enhancement

Likeability

Smile

Greet Warmly

Show Appreciation

Listen

Be Responsive

Talk Softly

Show Courtesy

Use Eye Contact

Focus Conversation

away from yourself

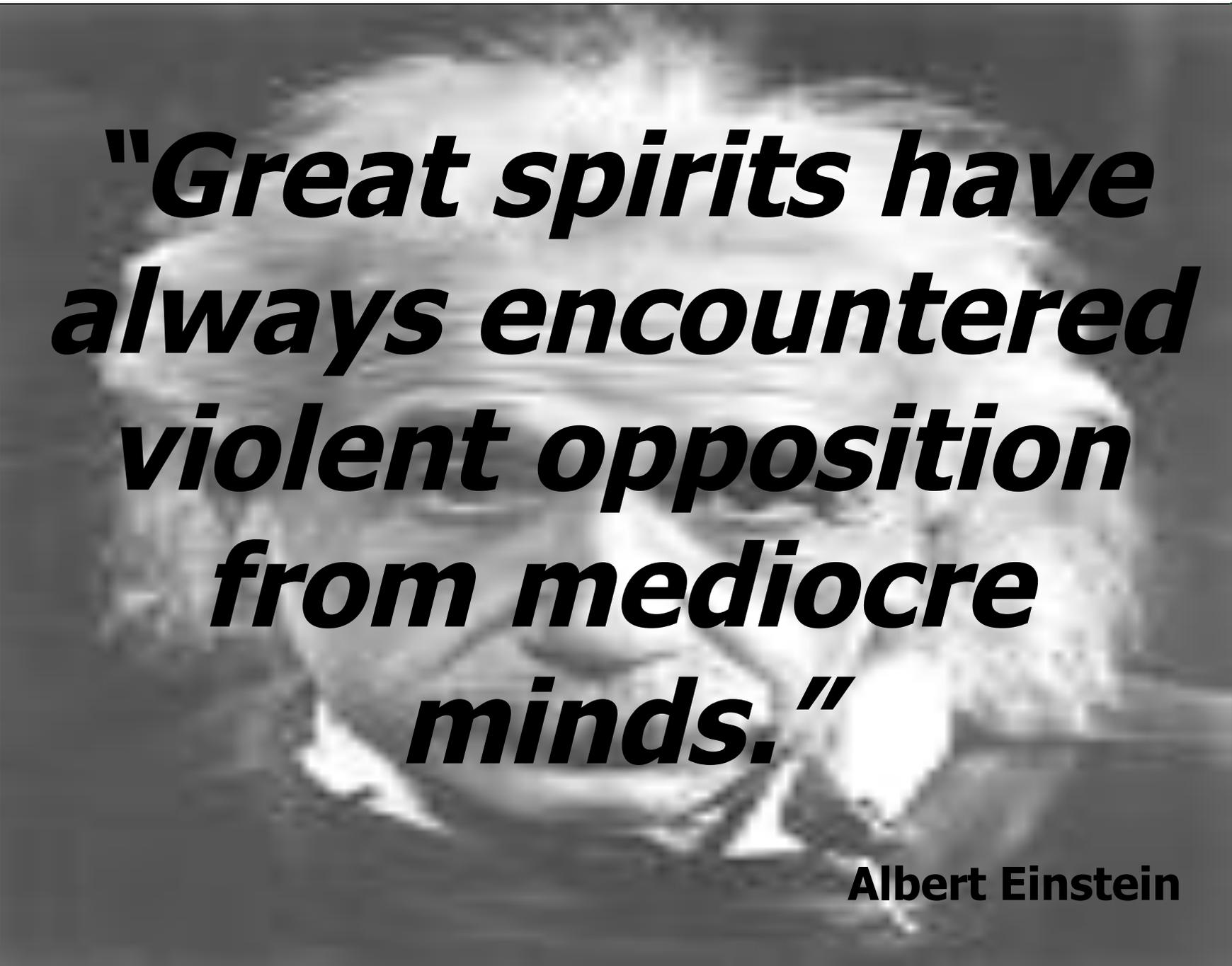
Share humor

If others do not like you, they are more likely to be message resistive.

Sue, how is your Mom feeling since her surgery?



Universal Enhancement



***"Great spirits have
always encountered
violent opposition
from mediocre
minds."***

Albert Einstein

Universal Enhancement

Be Kind To Yourself

When you treat yourself kindly it is a good indication that you will treat others kindly as well. It is a statement that you have "water in your well."

Know when to say no

Take time off from work for renewal

Your personal life must come first

Stay home when ill



Universal Enhancement