I  BAD ATTITUDE SURVIVAL GUIDE - OUTLINE

- Generally
  - You cannot change someone else’s attitude.
  - Bad attitudes must be described as behavior.
  - Change behavior and attitudes may follow.

- Poor Performance
  - Organizational change
  - The change strategies implemented by management ultimately determine the success or failure of the intended change.
  - We all want the positive results of change, we just don’t want to make the trip to get there.
  - Yesterday’s behaviors will not support tomorrow’s growth.

- Looking ahead in our journey
  - Why does this all matter
  - Just doing your best isn’t good enough anymore. Today we have to get it right.
  - Management may be difficult, but it doesn’t have to be painful.

II  BAD ATTITUDES, ROOT CAUSES

- Low self-esteem
- Fear
- Boredom
- Unresolved conflict
- Inability to accept change
- Resentment

Secondary contributors

- Stress/burnout
- Physical conditions
- Lack of understanding of organizational goals, mission, vision
- Past experience
- Lack of feedback
- Lack of recognition

III  BAD ATTITUDES, MORE ROOT CAUSES

- Unresolved conflict
- Inability to accept change
- Resentment

Secondary contributors

- Stress/burnout
- Physical conditions
- Past experiences
- Lack of recognition
- Lack of feedback
- Lack of understanding of incremental goals, mission, vision

IV MANAGER SELF-ASSESSMENT

- Limitations, you can only influence what you have influence over

- Management style

  - Command and control major contributor to bad attitudes
  - You cannot threaten take away what you cannot promise or guarantee
  - Bad attitudes believe they are not being listened to
  - Involve in the process
  - Training targeted to develop the critical skills
  - Technical skills make us good, the people skills with technical skills make us great
  - Objective measurement brings accountability and responsibility

- Corporate Culture

V THE ROLE OF CONFLICT IN INFLUENCING BAD ATTITUDES

- Bad attitude employees

  - Lack conflict resolution skills
  - Are mistrustful
  - Personalize conflict
  - Not solution oriented
  - Bring historical perspective to conflict

- Bad attitude employee emotional conflict cascade

  - Event
  - Blaming
  - Generalized and pervasive feelings
  - Perceived threat escalation
  - Selective victimization
  - Behavioral responses

- Negative responses

  - Avoidance
  - Winning at all costs
  - Capitulation

- Impediments to resolution

  - Inflexibility
  - Emotional barriers

- Foundations of successful conflict resolution

  - Create conditions of flexibility
• Defuse emotional barriers
• Clearly identify the problem/cause
• Communicate effectively

VI POSITIVE CONFLICT RESOLUTION

- Third degree conflict
  • Descriptions
    Misunderstandings
    Irrational behaviors
    Unintended slights
    Differences of opinion
    Irritations
    Minor miscommunications
    Inconveniences
    Disagreements on the interpretation of facts and data
  • Third degree conflict strategies for addressing
    Coping skills (avoidance is not coping)
    Interactive communications

- Second degree conflict
  • Description
    Unresolved third degree conflict
    Disagreements over methodology
    Disagreements over mission
  • Symptoms
    Emotion/anger is visible
    Negative projection becomes the norm
    Personalization of conflict is high
    Personal opinion is embraced as fact
    Trust erodes
    Fear of punishment or retribution increases
    Passive aggressive behaviors may begin or intensify
    Winning and saving face gain importance and may become
    the dominant factor
    Distorted communications begin to occur
  • Strategies for addressing
    Interactive communication
    Mediation

- First degree conflict
  • Symptoms
    Low potential for successful resolution
    Lack of intention or skills to resolve the conflict
    The need for retribution or punishment overriding
    everything
    Individuals or groups having an interest in prolonging the
    conflict
    Required third party intervention
  • Strategies for addressing
    Mediation
    Arbitration

VII TURNING AROUND BAD ATTITUDE BASED BEHAVIOR
- People out of control

  • Turnaround strategies
    - Acknowledge their perceptions and avoid emotional involvement
    - Neutralize their emotion
    - Identify and diagnose the real problem
    - Identify multiple options
    - Agree on future actions

- People who exhibit negative nonverbal communications

  • Symptoms
    - Rolling the eyes
    - Looks of contempt
    - Gestures of disgust
    - Slamming doors
    - Kicking wastebaskets
    - Punching walls

  • Turnaround strategies
    - Positive confronting statement
    - Describe the behavior
    - Summarize the perceived conclusion

- People who are defensive

  • Symptoms
    - Blaming other things and other people
    - Denying responsibility
    - Pleading innocent to crimes they haven’t been charged with
    - Justifying or rationalizing their action
    - Personal attacks

  • Turnaround strategies
    - Acknowledge and refocus

- Persons who pursue negative confrontations

  • Symptoms
    - I’m just an honest person
    - I just tell it like it is
    - I’m only telling you this for your own good

  • Causes
    - Want others to see things their way
    - Cruel
    - Demanding attention

  • Turnaround strategies (really applies to all)
    - Don’ts
      - Stifle or silence the employee
      - Subject them to ridicule
Tell them they are wrong
Fall into the trap of arguing

Dos
Deal with it in private
Maintain dignity and respect
Use I and we based communication
Validate their input
Broaden the communications options
Identify consequences of future actions

VIII TURNING AROUND OTHER BAD ATTITUDE EMPLOYEES’ BEHAVIORS

- People who spread poison
  - Symptoms
    Covertness
    Linkage to other past actions
    Get others to carry the water
  - Turnaround strategies
    Meet the issue head on in public
    Venting is problem identification, not problem solving
    Confront poison spreader directly

- People who communicate in negative, exaggerated terms
  - Symptoms
    This always happens to me
    You never say this to anyone else
    This company never gets things right
    This gets screwed up every time
  - Turnaround strategy
    Challenge the distorted communication

- People who vocalize narrow, personalized, self-serving beliefs
  - Symptoms
    You don’t like me
    I am treated unfairly
    You’re just doing that to aggravate me
    You don’t say anything to anyone else but me
  - Turnaround strategy
    Depersonalize the issue

- People who fear the inevitable impending doom
  - Symptoms
    I’m afraid this decision will put us out of business
    I’m afraid I’ll do something to make you fire me
    I’m afraid the new competitor will eliminate my position
    I’m afraid my pension won’t be there when I need it
I’m afraid I’m going to lose my job
Not seek promotion because increased responsibility
increases risk of failure
Refuse relocation or transfer because change may lead to
Doom
Tendency to identify failures and discount success

- People who become the troll on the highway to change

- Symptoms
  Been there, done that
  The perception the person possesses unique knowledge
  concerning the topic
  The self-designated devil’s advocate

- Turnaround strategies
  Acknowledge their statements
  Affirm their perceptions
  Assign them a part of the positive plan of action

- People who demonstrate inappropriate emotions

- Symptoms
  Inappropriate verbal or physical displays

- Turnaround strategies
  Let temper tantrum run its course
  Identify it as inappropriate behavior

- People who distort reality and facts

- Unintentional distortions
  Symptoms
    Faulty judgment/observation
    Exaggeration
    Lack of awareness of what to communicate
  Turnaround strategies
    Training and communication

- Intentional distortions
  Symptoms
    Withholding of information or intentional
    alteration of information
  Turnaround strategies
Withholding/establish clear duty to communicate complete information
Altering/hold them accountable for their actions
- People who pave the “one-way street”
  • Symptoms
    Arrogance
    Selfishness
    Intolerance of the ideas of others
  • Turnaround strategies
    Depersonalize the acceptance or rejection of input and ideas
    While stressing the high value of their input, also stress the equally high value of others’ input
    Play the hypotheticals

- People who complain
  • Symptoms
    Trying to elicit sympathy for their burdens
  • Turnaround strategies
    Get a life
    What’s different this time
    Positive recognition to change behavior
    Collaborate on resolution options

IX UNDERSTANDING WHY PERFORMANCE IS POOR

- Lack of ability to do the job
- Lack of proper knowledge, training or information to do the job
- Lack of confidence to do the job
- Performance impediments, real or imagined
- Attitudes of resistance or refusal to do the job

X TURNING AROUND POOR PERFORMANCE

- Types of poor performance
  • Insubordination
  • Personal problems
  • Absenteeism and tardiness
  • Employee who is skating
  • Disruptive passive-aggressive behavior
  • Procrastination

- Insubordination
  • Turnaround strategies include counseling and verbal warning

- Personal problems
  • Short term problems
    Clearly identify the problem and its duration
    Negotiate an agreement
    Request documentation
    Identify how employee will make up lost time
    Enforce the agreement
  • Long-term problems
    Listen and maintain confidentiality
Demonstrate empathetic but not enabling sympathy
Reinforce standards, objectives, and expectations
Monitor employee to insure performance and maintain accountability

- Absenteeism and tardiness
  • Revisit policy
  • Circumstances investigated
  • Legitimate personal reasons dealt with as above
  • Restate policy and emphasize unacceptability of conduct
  • Identify discussion as verbal warning
  • Monitor ongoing results

- Skating employee
  • Symptoms
    Employees who are not performing to ability for various reasons unrelated to bad attitude
  • Turnaround strategies
    Appeal to their pride, primacy, or legacy
    Increase their leadership role

- Disruptive passive-aggressive behavior
  • Types
    Sabotage
    Talking behind people’s backs
    Spreading negative rumors or gossip
    Agreeing with management to his face, disagreeing behind back
    Making and intentionally breaking agreements and pleading a misunderstanding
    Undermine manager’s position by spreading rumors above manager
  • Turnaround strategies
    Deal with employee in private
    Let employee know you know what’s going on and that it has to stop

- Procrastination
  • Causes
    Fear of failure
    Resistance
    Boredom
  • Turnaround strategies
    Fear/remove fear from task
    Resistance/explain importance and downside to not performing
    Boredom/rotate tasks, structure tasks not to be boring, assess the value of the tasks

XI THE DISCIPLINARY PROCESS

- Counseling
- Confrontation
- Documentation

**XII MOTIVATING BAD ATTITUDE EMPLOYEES**

- Hierarchy of needs
  - Physiological and safety needs
  - Affiliation and belonging needs
  - Self-esteem and self-actualization needs

- The role of manager to motivation
  - Setting goals
  - Create a motivational culture
  - Maintain dignity and respect
  - Share recognition and rewards

- Strategies for success
  - Increase skills inventory
  - Communicate information
  - Give employees influence and input
  - Acknowledge individuality
  - Acknowledge transferable skills
  - Have fun

- Dos
  - Give personal positive attention
  - Listen
  - Identify options or unfixables
  - Feedback
  - Praise positive change or performance
  - Give away “how” decisions when possible
  - Develop their skills
  - Have fun
  - Reward and recognized all contributions to success
  - Negotiate their goals

- Don’ts
  - Fail to listen
  - Fail to have goals
  - Give responsibility without authority
  - Fail to give feedback
  - Have poor information flow
  - Fail to correct poor performance in others
  - Furnish inadequate resources, including time
  - Require repetitive work
  - Be disorganized
  - Fail to end things

**XIII BAD ATTITUDE EMPLOYEES AND CHANGE**

- Nature of change
  - Inflicted or elected
  - Inevitability of change

- Organizational change
- Bad attitude employees and change
  - Defense against criticism
  - Defense against loss
  - Defense against potential unfairness

- Turnaround strategies
  - Explain and interpret
  - Listen to their perception of loss, fear, or resentment
  - Make bridging agreements
  - Establish accountability and consequence
  - Announce the change early and often
  - Celebrate past achievements
  - Articulate your confidence in their ability
  - Open up the how to do it
  - Train the change
  - Balance ongoing discussion with effective action
  - Monitor incremental activity and results
  - Monitor and celebrate the new achievements
  - Confront resistance
  - Implement consequences
  - Display the courage to live the change