American Management Association's
Managing the "Unmanageable": Tough People, Tough Situations

Learning Objectives

- Troubleshoot the Problem and Reframe It as a Challenging Opportunity
- Separate Out What's Critical from "Noise"
- Uncover Best Practices for Resolving the Challenge
- Manage to Reduce Risks (Legal, Retain Good Employees)
- Manage Performance with Clarity, Frequent Feedback, Coaching, Consistency, and Fairness
- Apply Progressive Discipline to Lay the Groundwork for Next Steps
- Plan and Conduct Tough Conversations
- Strategize a Solution to Resolve Your Unmanageable Challenge

Your Workplace Challenge: Articulate, Clarify, and Evaluate

- Identify Specific Challenges You Are Currently Experiencing with Direct Reports
- Articulate and Define the Problem
- Clarify
- Evaluate the Impact on All Stakeholders and Understand Their Needs
- Make a Commitment to Turn the Problem into an Opportunity

The Proactive Manager: Lead with Objectivity, Backbone, and Heart

- Manage Your Own Reactions and Stress
- Avoid Seeing Oneself as Victim
- Use Proactive Leadership Strategies
- Look at the Wider Context of Who You Are as a Leader
- Strengthen Your Ability to Think Critically About an Issue, Challenge Assumptions, and Consider New Approaches

Employment Law 101

- Gain Knowledge of Employment Law and Legal Risks
- Prepare to Handle Physical Security Risks (For Cyber Security Risks, Consult with Your IT Department)

Mastering Progressive Discipline and Securing Terminations for Cause

- Proactively Manage Performance
- Distinguish Between Feedback and Coaching
- Learning Better Verbiage to Use in Order to Get Your Point Across in a Respectful Way
- Plan to Use the Situation-Behavior-Impact Feedback Model
- Understand When and How to Apply Progressive Discipline Principles
- Recognize the Importance of the Written Record

When Differences Are at the Root of Workplace Challenges

- Assess Your Own Communication Style
- Recognize How People with Other Styles Need to Receive Information
- Assess the Impact of Generational and Multicultural Differences
- Recognize the Different Needs of Remote, Virtual Employees

Tough Conversations for Performance, Conduct, and Discipline Challenges

- Clarify Your Goals and Needs for the Conversation
- Plan How You Will Invite the Employee(s) and Set a Positive Tone
- Plan What You Will Say or Ask to Achieve Needed Action
- Practice Conducting Tough Conversations
- Involve the Employee(s) in a Two-Way Conversation
- Handle Resistance and Defensiveness Effectively

Seminar Conclusion: A Plan to Go Forward and Participant Feedback

- Review What You Found Most Valuable
- Finalize Your Action Plan for Applying Strategies to Your "Unmanageable" Challenge
- Report Highlights of Your Action Plan