

# The National Institute of Corrections' Leadership Webinar Series ***Dealing with Challenging Staff Members***

April 12, 2023 | 1:00-2:00 EST



Ed Sherman, Psy.D.  
Presenter



Belinda Stewart  
Host

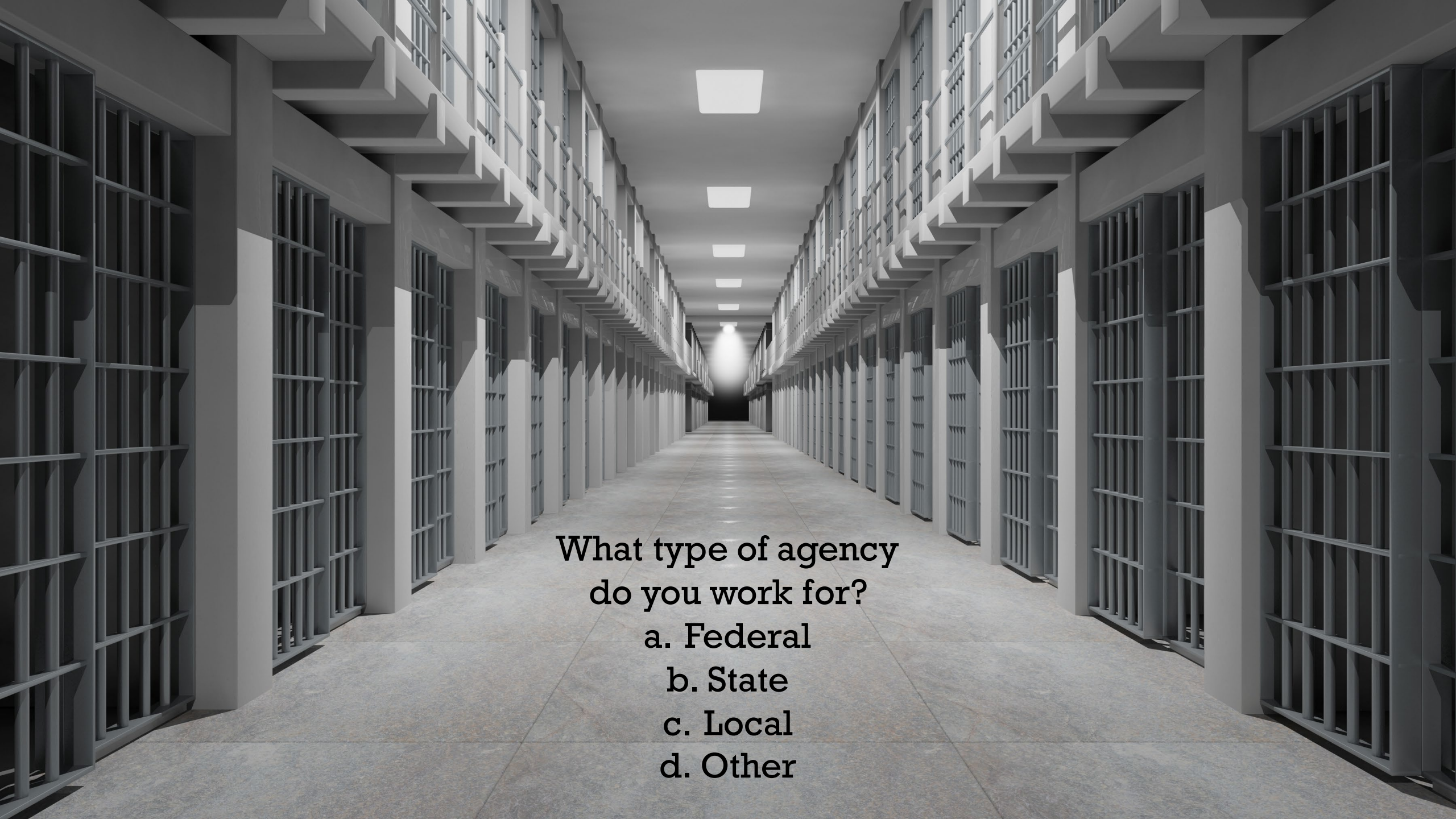


***Dealing with Challenging  
Staff Members***

Ed Sherman, Psy.D.  
Sherman Consulting



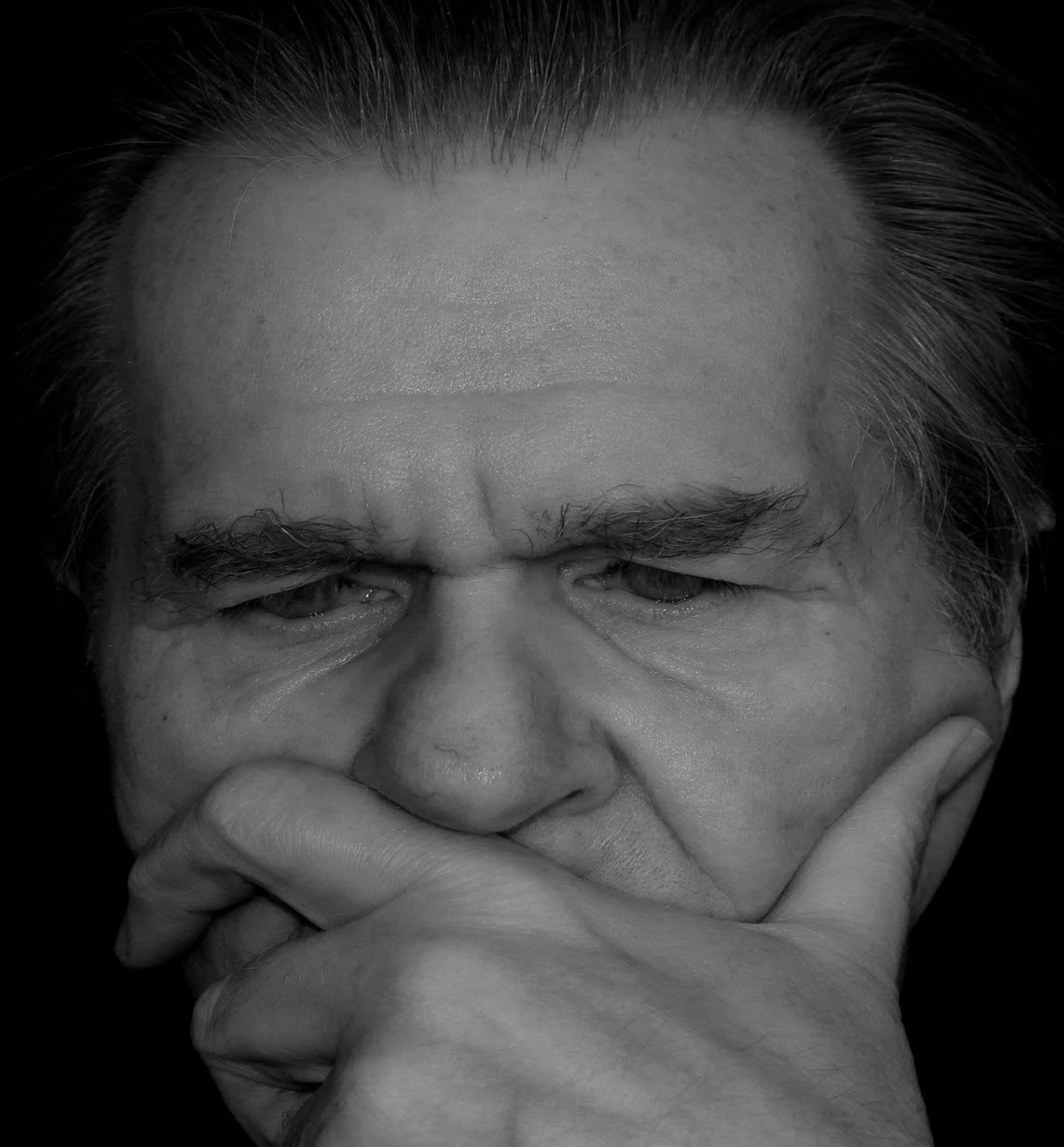




What type of agency  
do you work for?

- a. Federal
- b. State
- c. Local
- d. Other

Your most challenging employee situation





# The Leader's Dilemma



**AGENCY**

**EMPLOYEES**





1. Create a workplace culture in which employees can communicate safely





2. Convey concern and seek to be of assistance



3. Have resources available in advance





4. Periodically check in  
with employees who  
share concerns...  
and those who don't







5. Clarify and reestablish work performance expectations in light of circumstances





Performance evaluation should be a  
continuous process



PEOPLE PROBLEMS ARE  
AMONG THE SITUATIONS  
BOSSES DISLIKE DEALING  
WITH THE MOST







1. Insufficient training

2. Dislike of conflict



In a research study by MIT Sloan School of Management, what was found to be a highly valuable factor in negotiation processes?



1. A greater amount of authority
2. A greater amount of credibility
3. A greater amount of information
4. Silence

***Silence***





Carefully gather information





Obtain voluntary compliance





**Some staff members may not be cooperative**





Review with internal/external group





Deliver performance improvement plan

Harvard  
Negotiation  
Project

10th-ANNIVERSARY EDITION



THE  
NEW YORK  
TIMES  
BUSINESS  
BESTSELLER

# Difficult Conversations

[ HOW TO DISCUSS  
WHAT MATTERS MOST ]

Updated with Answers to the 10 Most Frequently Asked  
Questions About Difficult Conversations

DOUGLAS STONE ■ BRUCE PATTON ■ SHEILA HEEN  
OF THE HARVARD NEGOTIATION PROJECT

With a foreword by Roger Fisher, coauthor of **GETTING TO YES**

Seek first to  
understand,  
then to be  
understood













Leadership Series  
Ed Sherman, Psy.D.

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Wednesday, April 26, 2023  
The Leader as Mentor: An Effective Organizational Style

North American Association of Wardens & Superintendents  
2023 Annual Conference  
Columbus, OH





## Contact Information

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