



Dealing with Challenging Staff Members
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Key Points

1. Establish a foundation as discussed in The Leader's Dilemma
 - Create a workplace culture in which employees can communicate safely
 - Convey concern and seek to be of assistance
 - Have resources available in advance
 - Periodically check in with employees who share concerns...and those who don't
 - Clarify and reestablish work performance expectations in light of the circumstances
2. When difficulties with staff members arise, carefully gather information
 - Follow legal and procedural guidelines
3. When speaking with the individual, utilize Stephen Covey's Habit 5
 - Seek first to understand, then to be understood
4. Identify appropriate solutions to issues of concern
 - Ideally, obtain voluntary compliance
5. Recognize that some employees will be amenable to help, and others will not
 - Healthy employees will want to resolve problems
6. Once information is gathered, review with internal/external group
 - Leadership team, HR staff, legal counsel, risk management, etc.
7. Create and deliver a performance improvement plan
 - Focus on workplace behaviors

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