

Employee Retention...Effectively Recognizing and Addressing Dysfunctional Managers

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Identifying Managerial Dysfunction

- Focuses on management of projects; does not actively engage in the management of people
- Inability or unwillingness to deal with conflict
- A need to be the smartest person in the room and be recognized
- Allows incivility, unprofessionalism, passive aggression, and gossiping
- Inability to accept criticism/constructive feedback
- Lack of order/organization in meetings and processes
- Inability to communicate clearly and directly; changes direction frequently
- Actions are inconsistent with words; avoids accountability
- High turn-over
- Trust is absent

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12 Traits Bad Bosses Have In Common
Young Entrepreneur Council, September 25, 2018

1. Micromanagement
2. A one-size-fits-all approach to management
3. Doesn't lead by example
4. Lack of empathy
5. Focus on blame, rather than solutions and support
6. Uses their team as pawns for their own success

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12 Traits Bad Bosses Have In Common
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7. Lack of focus
8. Takes credit for others' work
9. No respect for employees
10. Little to no self-awareness
11. A sense of entitlement rather than a sense of duty
12. Expects other employees to be like them

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Other Dysfunctional Traits

- **Authoritarian** – My way or the highway
- **Abusive** – Employees walk on egg shells or avoid contact
- **Unpredictable** – Employees never know what to expect

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What Effective Administrators Look Like...

- An understanding that they don't have everything all figured out
- Build trust in all relationships
- Hold people accountable for what they do and say
- Model good behavior
- Communicate directly but respectfully
- Act with honesty, transparency, and thoughtfulness
- Listen to learn
- Surround themselves with people smarter than them

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How to Build Respect and Trust

- Always be authentically you
- Share the success...own the failure
- Be kind to yourself...this work is HARD
- Lift others as you climb
- Be humble
- Be self-reflective not defensive when things don't work out
- Always remember...the only ethics you control are your own!

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Dealing with people

- Teach people how to treat you...**every day**
- Set the standard for professionalism
- Be a relationship builder
- Be true to your word, always say what you mean, and ensure your actions are consistent with that
- Be direct but professional in your communications
- **Respond do not react!**

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Dealing with dysfunctional behavior

Three Cs of Curing Dysfunctional Behavior
By Rosanne Emmerich

- Clarity
- Consistency
- Consequences

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Clarity

- Make behavioral expectations impossible to misunderstand. Integrate them throughout your organization, employee handbooks, performance standards...

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Consistency

- The more you pick and choose which dysfunctional behaviors you will tolerate and which you won't, the more people will test your boundaries.
- Call it tight by adopting a zero-tolerance policy for dysfunctional behaviors.

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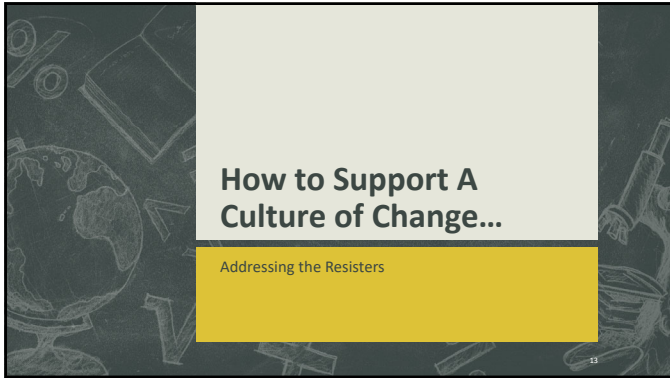
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Consequences

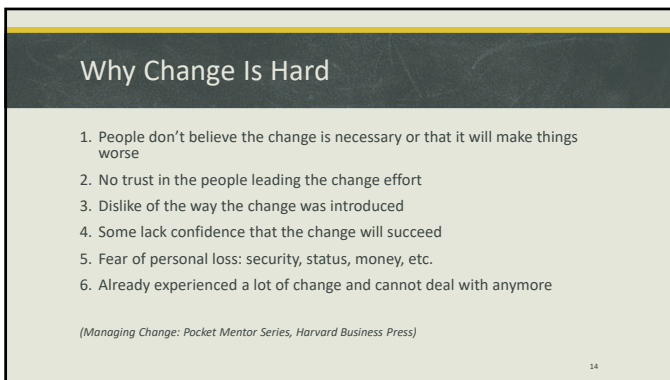
- Appealing to the better angels of human nature is a fine start. When that fails—and on occasion, it will—have firm and systematic consequences in place.

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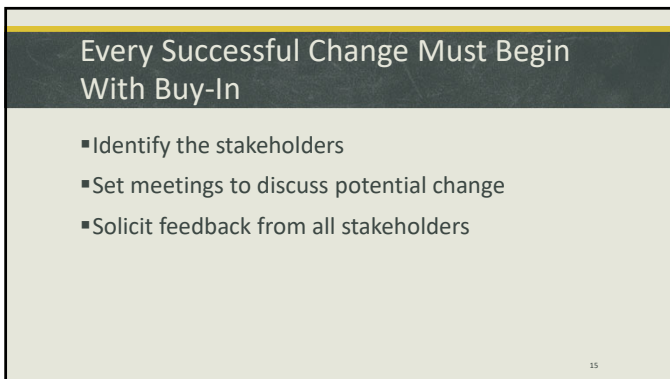
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Implementing A Specific Change

The Four Meeting Method

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Meeting One

- Introduce problem, outline the process and details for determining a solution
- Homework for team to come back with possible solutions
- Meet one-on-one with some team members to feel out sentiments, leverage relationships, create buy-in
- Be genuine about wanting input...do not present it as a democracy if it's not

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Meeting Two

- Ask for and write down all ideas
- Share opposing viewpoints if only one side is shared
- End meeting by reviewing all items on list
- Send follow-up email summarizing the discussion
- Let stakeholders know that all viewpoints will be considered – ask them to do the same

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Meeting Three

- Categorize solutions into three columns
 - Strong
 - Possible
 - Not possible
- Develop next steps for execution and implementation
- If the decision belongs to a committee...the committee makes the list

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Meeting Four

- Discuss decision
- Discuss methods for implementation
- Keep stakeholders engaged and informed if changes are made or delays occur
- Reevaluate after implementation to determine if its working or if changes need to occur

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Going Forward...

The **Four Meeting Method** does not resolve all of the conflict related to a specific departmental change but it does prevent unit members from saying that they were not a part of the process...

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Always Remember...

Effective Leaders Use Influence Not Power

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Positive Ways to Influence Change

https://www.mindtools.com/pages/article/newCDV_85

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Build Connections

- Work to build strong, positive, honest relationships beyond your circle because everyone needs allies.

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Be Brave But Not Naive

- Be professional but guarded. Work to understand what is behind the issues so that you can counter and avoid negative politicking.

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Neutralize Negativity

- Don't get sucked into negative politics. Avoid passing on rumor and innuendo. Always consider the source of where the information is coming from.

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Don't Underestimate The Power of Positivity

- Accept responsibility for owning and creating the culture you work in
- You want people to want to be on the bus

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Always Remember...

**If you can't change
the people...change
the people**

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**Addressing Bullying and
Abusive Conduct**

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Bullying and Abusive Conduct

Workplace bullying is referred to as "abusive conduct," and is defined by Government Code 12950.1 as conduct of an employer or employee in the workplace, with malice, that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests.

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Where does bullying and abusive conduct occur?

- At any level of an organization
- Bullies can be, and often are, managers and supervisor as well as co-workers

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Impacts of Bullying and Abusive Conduct

- Depression, absenteeism, self-harm, lower productivity, acting out against others in the workplace
- Low morale individually and within the Department

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Examples of Bullying and Abusive Conduct

- Constant and unfair criticism
- Purposeful withholding of information
- Creation of unnecessary barriers for someone to do their job
- Social bantering and teasing
- Angry outbursts such as raising your voice to intimidate
- Insults and behind-the-back put-downs
- Hostile glares and other intimidating gestures
- Malicious gossiping
- Monopolizing supplies and other resources
- Aggressive e-mails or notes
- Overt threats and aggression or violence

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Management Responsibilities

- Pay attention. If you see something...say something?
- Understand what abusive conduct looks like
- **Be a part of building a culture of respect and fairness**
- Understand District policies and procedures, and make sure you uphold them
- Do not tolerate disrespectful or unprofessional conduct!
- Hold employees accountable for their words and actions

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Strategies of Effective Administrators

Tips from Human Resources

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To Establish Trust A Leader Must Be...

- Fair minded and open
- Authentic
- An Honest Broker
- Trustworthy
- Thoughtful in words and actions
- Positive
- Well informed

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Effective Leaders Understand the Importance of Messaging

- Everything you put in email and text gets saved and shared
- **Respond** don't react
- Less is always more
- Be direct but thoughtful
- If it is particularly sensitive...have someone read it before you send it
- CCT – Clear, Concise, Thoughtful

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Effective Leaders....

- Listen to understand
- Insist on a culture of professionalism and respect throughout the organization
- Lead by example
- Surround themselves with people who can be honest
- Address issues early, often, and communicate directly
- Set clear expectations for the department and employees

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Remember

- We don't get to choose our struggles, but we do choose how we **respond**
- Avoiding hard things just makes things **HARDER**
- Don't water dead plants
- There is no performance improvement plan for stupid so **be smart!**
- **Laugh often...this work is HARD!**

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This Work is HARD...Be Kind to Yourself

- Spend time with people who fill your tank
- Manage your stress
- Get outside when you can
- Plan walking meetings
- Take back control of your phone and email
- Place controls on your calendar
- Be present when you are home or with family and friends
- Be forgiving of yourself when things don't go right

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Thank you!



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