


Dealing With The Dark Side: How To Handle Your Most Difficult Employees

Kimberly A. Miller, Ph.D.




© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

1




Outline & Expectations

- Content covered
- Plan: (lecture, engaging discussion, ask questions throughout)
- Electronics expectations



© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

2




Important Things To Consider

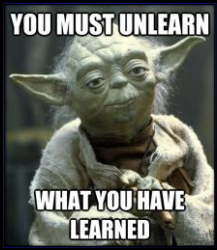
- Thorough hiring & training processes weed out poor fits
 - Character based hiring process (hiring profile)
 - Deep background investigation
 - Psych eval
 - What did you miss before in employees?
 - Training should ensure they have KSA's, character, & are a fit
- Make sure your trainers are the BEST and train skills & character
- Stay on top of mental health concerns
 - Crispy people don't function well
 - Intervene when necessary
 - Providing referrals (peer support, therapist, MD)
 - Create wellness program (classes, quiet room, therapy dog)

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

3




Bringing Them Back From The Dark Side




© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

4




Believe

- There is always a "reason"
- Everyone needs someone to believe in them
- People rise to our level of expectation & do what we allow




© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

5



Turning Them Back To The Light

- "Own" them as a problem
- No one does nothing for no reason
 - Lead with curiosity
 - What is their "capacity?"
 - Is it a self-care issue?
- Develop a strong relationship
- Give them feedback
 - Many don't know how they are perceived
- Teach them skills to be different



© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.


6



Specific Tools & Strategies

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author

7



Critical Nature Of Character

- Write down the top 3 qualities of your best employees (Is this the standard?)
- Character must be the cultural foundation
 - It IS a perishable skill
 - Just as imp as hard skills
 - None of us are as "good" as we think
- If you don't change the culture, behavior won't change

many people would be scared if they saw in the mirror, not their faces ... but their character.

© Kimberly A. Miller 2015, 2016. No part of this document may be used or reproduced without express written permission from the author

8



You Can't Always Be Yourself

- Viacharacter.org
- Dangers of strengths
 - Overuse
 - Underuse
 - Inappropriate use
- External vs. internal expression
- Be yourself 60% of the time





every second is a chance to turn your life around.

© Kimberly A. Miller 2015, 2016. No part of this document may be used or reproduced without express written permission from the author

9

Reconnect Them To Their Why

- Why did they get into the profession?
 - Passion/purpose
 - Higher cause
- When/where/why did things get off track?
- What do they really "stand" for?
- What do they need to move forward?

The Golden Circle

WHY
 The reason you do what you do. The purpose, cause, or belief that drives you. It's the heart of your mission.

HOW
 The actions you take to achieve your why. The processes, methods, and strategies you use.

WHAT
 The results you produce. The products, services, and outcomes you create.

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author

10

Set Them Up For Success

- Do they feel valued/appreciated?
 - Are they using their strengths?
 - Can they earn their voice back?
- Ask what they need
 - Goal & gap filling
 - "I don't know" is NOT acceptable
- Shrink the change
 - Small, specific, measurable goals
 - Enable quick wins
 - Track progress & provide feedback

A person who feels appreciated will always do more than what is expected.

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author

11

Employee Evaluations

- Do they matter?
 - Accurate, timely, accountable
 - People do what you "allow"
- Strength-based & character focus
- Are goals included?
 - Followed up on?
- Professional development tool
- On-going feedback/mentoring
 - Completed throughout the year

"I can't believe it."
-Luke

"That is why you fail."
-Yoda

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author

12




Soft Skill Training Accountability

- New training
 - Identify the "why and what"
 - Goals clearly laid out (how will you be different "behaviorally" after?)
 - Expectations during and after
- After training
 - Revisit goals, solidify and formalize
 - Create plan for practice
 - Behaviorally based measures/timeline
 - Feedback & assessment process
 - How will they add value to the org. (teach others?)





© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author

13




What If They Won't Turn?

- A good culture is the most powerful leverage
- Document them out the door
 - If you keep them you are saying their behavior is acceptable
- Never fear a lawsuit if you have done the right thing

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author


14



Questions??

© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author


15



It's easy to join our mailing list!

Just send your email address by text message:

Text **DRMILLER** to **22828** to get started.



Message and data rates may apply.

16



Kimberly A. Miller & Associates
Organizational *Consulting Services*
Leading You to Excellence

www.KimberlyMillerConsulting.com

Dr.Miller@KimberlyMillerConsulting.com
970-492-5037



© Kimberly A. Miller 2015-2019. No part of this document may be used or reproduced without express written permission from the author.

17
