Managing Difficult Employees: Problems and Solutions

Strategic Business Partner – contact info

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Difficult employees suck the life—and time—out of managers

Every workplace has them. They never come to work on time, they invade your personal space, and they eat their favorite hot lunches at their desks. They never refill the coffee pot, they shout on the phone during personal calls, and they complain about every little organizational change. Difficult employees provide an additional set of problems for any manager.

Effective managers are able to find ways to motivate and work with challenging employees. In most cases though, a few problem employees can require the majority of a manager’s time. It has been estimated that difficult employees make up only 10% of a department or team, but they occupy 90% of the manager’s time.

In this report, we identify four main problems managers experience with difficult employees:

1. Managing Difficult Personalities
2. Managing Employees with Bad Attitudes
3. Managing Poor Performers
4. Managing Communication Problems

It is important to remember that managers must understand their own management styles before they address issues with problem employees. Management is a two-way street, and sometimes the problems in the workplace are nothing more than the result of a mismatched employee and manager. If you feel like more than 10% of your employees are difficult employees, then you and your management style may be the problem. Psychographic assessments and 360-degree feedback can help identify any mismatched employees and the effects they are having on their coworkers.

There are no simple solutions when managing difficult employees. But it’s important to identify problems quickly so that you can spend your time managing the entire staff, not just the high-maintenance employees.
Dealing with difficult employees is inevitable. As a manager, there will always be employees or clients who are annoying, lazy, or just downright rude. You have a choice to either work with them or let them go. Terminating the employment of difficult employees may help you in the short term, but it also increases hiring costs. And what if the employee is a high performer?

In this document, we looked at four different employee problems that require specialized management skills:

1. Managing Difficult Personalities
2. Managing Bad Attitudes
3. Managing Poor Performers
4. Managing Communication Problems

Although managing difficult employees takes time, it is still worth the effort in order to avoid additional hiring costs. Assessments also help managers deal with difficult employees. Knowing how your employees respond in stressful situations or how they fit with a certain management style arms you with valuable information that can help you manage problem employees. Assessments provide a vast amount of information that you can use to make decisions concerning your employees.

Difficult employees are always going to be in the workplace. The way in which you manage these employees will not only effect your reputation as a manager, but also the organization’s bottom line.
Profiles International – Who We Are

Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

Where We Are
Profiles serves 122 countries around the globe and has material in 32 languages.

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## Overview of our assessments and solutions

### Your Business Objective

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### Everyday Workforce Management

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### Sales and Customer-facing Workforce Management

| Screening, interviewing and selecting job candidates | PST | EBC |
| Retaining and growing customers and accounts | PST | EBC | PSA | CSP | PLP |
| Improving sales performance | PPI | CP360 | PMF | WES | PSA | CSP | PLP |

### Legend

- SOS: Step One Survey
- PXT: ProfileXT
- PST: Profiles Skills Tests
- EBC: Employee Background Checks
- PPI: Profiles Performance Indicator
- CP360: CheckPoint 360
- PMF: Profiles Managerial Fit
- WES: Workplace Engagement Survey
- PSA: Profiles Sales Assessment
- CSP: Customer Service Profile
- PLP: Profiles LoyaltyPro
ProfileXT® (PXT)

The PXT assessment measures how well an individual fits specific jobs in your organization. The “job matching” feature of the PXT is unique, and it enables you to evaluate an individual relative to the qualities required to successfully perform in a specific job. It is used throughout the employee lifecycle for selection, on-boarding, managing, and strategic workforce planning.

This assessment reveals consistent, in-depth, objective insight into an individual’s thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

Step One Survey II® (SOSII)

The SOSII is a brief pre-hire assessment that measures an individual’s basic work-related values. It is used primarily as a screening tool early in the candidate selection process.

This assessment provides valid insight into an applicant’s work ethic, reliability, integrity, propensity for substance abuse, and attitudes toward theft — including property, data and time.
Profiles Performance Indicator™ (PPI)

The Profiles Performance Indicator is a DISC-type assessment that reveals aspects of an individual's personality that could impact their fit with their manager, coworkers and team, and their job performance. It is used primarily for motivating and coaching employees, and resolving post-hire conflict and performance issues.

The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as response to conflict, stress, and frustration. The output from this assessment serves as an "operator's manual" for an employee, which helps managers better motivate, coach, and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information for improving team selection and performance.

A powerful feature of the PPI is the Team Analysis Report, designed to help managers form new teams, reduce team conflict, improve team communication, improve their ability to anticipate problems, and enhance their team leadership skills.

It helps evaluate overall team balance, strengths, and weaknesses, as well as team members’ personality characteristics along 12 key factors: control, composure, social influence, analytical, patience, results orientation, precision, expressiveness, ambition, teamwork, positive expectancy, and quality of work. It also provides team leaders with practical recommendations and action steps to take in order to succeed in their jobs.
Introducing Profiles International

How We Do It – Assessment and solution descriptions

**CheckPoint 360°™**

The CheckPoint Management System is a 360-degree assessment. It is used primarily to evaluate the effectiveness of your managers and leaders. This assessment combines feedback from direct reports, peers, supervisors, and even customers, with a personalized program for developing specific leadership skills based on that feedback. This process highlights a manager’s job performance in 8 universal management competencies: communication, leadership, adapting to change, relationships, task management, production, development of others, and personal development.

The CheckPoint 360 helps managers identify and prioritize their own development opportunities. And it helps the organization to better focus management training and development investments; proactively uncover misaligned priorities between senior executives and front-line managers; and surface management issues that could lead to low employee productivity, morale, job-satisfaction, and increased turnover.

**Profiles Managerial Fit™ (PMF)**

People typically don’t quit their companies, they quit their bosses. Profiles Managerial Fit (PMF) measures critical aspects of compatibility between a manager and their employees. This report offers an in-depth look at one’s approach to learning, as well as six critical dimensions of compatibility with their manager: self-assurance, conformity, optimism, decisiveness, self-reliance, and objectivity.

Managers use this information for adapting their styles in order to get the most from each employee; improve communication; increase engagement, satisfaction, and productivity; and reduce employee turnover.
Introducing Profiles International

How We Do It – Assessment and solution descriptions

Workplace Engagement Survey (WES)

Our Workplace Engagement Survey (WES) measures the degree to which your employees connect with their work and feel committed to the organization and its goals. This gives you and your management team a detailed view of what influences engagement across all of your workforce segments and how your employees compare statistically to the overall working population.

In addition, the WES measures “satisfaction with employer” and “satisfaction with manager” across your entire organization, and gives recommendations for your organization to improve.

Profiles Skills Tests (PST)

Profiles International provides comprehensive assessments to measure essential knowledge and skills. We use powerful technologies, such as performance-based testing, which simulates popular software products like Microsoft Office, to ensure accurate, reliable, assessment of knowledge, skills, and abilities. Our skills assessments cover Software Skills, Clerical Skills, Call Center Skills, Accounting and Finance, Medical, Nursing, Legal, Industrial, Computer Literacy, Retail, Food Services, Information Technology, Staffing, and Human Resources.

Employee Background Checks (EBC)

Profiles International provides comprehensive employee background checks for our clients. These include Consumer Credit Reports, Criminal History Record, Drivers’ History Report (DMV), Education Verification, Employment History Verification, Foreign Nationals Terrorist Sanctions Search (OFAC, CLFST & OSFI), Identity Verification Search, Incarceration Records Search, Military Service Verification, Cursory Nationwide Criminal Index Database Search (CNID), and many more.
How We Do It – Assessment and solution descriptions

Profiles Sales Assessment™ (PSA)

The Profiles Sales Assessment (PSA) measures how well a person fits specific sales jobs in your organization. It is used primarily for selecting, on-boarding and managing sales people and account managers.

The “job modeling” feature of the PSA is unique, and can be customized by company, sales position, department, manager, geography, or any combination of these factors. This enables you to evaluate an individual relative to the qualities required to perform successfully in a specific sales job in your organization. It also predicts on-the-job performance in seven critical sales behaviors: prospecting, call reluctance, closing the sale, self-starting, teamwork, building and maintaining relationships, and compensation preference.

Customer Service Profile™ (CSP)

The Customer Service Profile (CSP) measures how well a person fits specific customer service jobs in your organization. It is used primarily for selecting, on-boarding, and managing customer service employees.

The CSP also looks at what your current and future employees believe is a high level of customer service, while at the same time showing where they align (or not) with the company’s perspective. We have a general industry version of this assessment as well as vertical specialties in hospitality, healthcare, financial services, and retail.
Introducing Profiles International

How We Do It – Assessment and solution descriptions

Profiles Loyalty Pro™ (PLP)

Profiles LoyaltyPro™ is a web-based customer loyalty surveying tool. Loyalty, as determined through the “voice of the customer,” is a leading indicator that predicts the “staying power” of an account.

Profiles LoyaltyPro™ offers companies a tool to gather ongoing, critical account intelligence that helps them assess the relationship between the buyer and the supplier, ultimately driving the action plan to improve customer service. Having insight into your customer’s perception of your relationship allows you to steer the strategic business efforts and initiatives of the account management teams to continually improve customer relationships and build a network of loyal customers.