

MANAGING VERY DIFFICULT WORKPLACE BEHAVIOUR

A PRACTICAL WORKSHOP PRESENTING FRAMEWORKS AND TECHNIQUES FOR MANAGING VERY DIFFICULT BEHAVIOUR IN THE WORKPLACE.

22 FEBRUARY 2010

MANAGERS AND STAFF NEED TO DEAL DIRECTLY WITH VERY DIFFICULT BEHAVIOUR ENCOUNTERED IN THE WORKPLACE.

Public sector organisations have dramatically improved their capacity for 'customer service', performance management, feedback, participative planning and communication. Yet these approaches do not always work. With some people these more direct 'adult-to-adult' approaches seem to make things worse! Some people – staff, colleagues, managers and clients do have very difficult, ongoing patterns of behaviour. They may be reasonable, competent and responsible at times and on some issues and get along with people – but have a history of difficulty in other areas and of consistently making other people very unhappy.

'Very difficult' people often have a reputation and a history of interpersonal difficulty, yet are unresponsive to feedback, often blaming others. These people take a disproportionate amount of effort from others and also seem pretty unhappy themselves. Increasingly we recognise that we have a responsibility to support the staff who must deal with this difficult behaviour day-to-day; to change how the organisation supports these staff – and to directly manage the difficult behaviour.

This workshop provides frameworks for understanding, defining and managing difficult behaviour; including a range of approaches and techniques for dealing with specific behaviours in the workplace.

AIM OF THE WORKSHOP

The program will:

1. Review the impact, costs and range of typical behaviours, defining and discussing common characteristics of difficult behaviours in the workplace
2. Examine how to assess and manage a range of difficult behaviours
3. Describe and prepare strategies for managing specific types of behaviour
4. Discuss the common internal and personal challenges that difficult behaviour creates for the manager, management team and other staff



VENUE

Crowne Plaza Melbourne
1-5 Spencer Street, Melbourne



FACILITATOR GREG COOK

DIRECTOR,
CENTRE FOR LEADERSHIP
AND MANAGEMENT

Greg is a psychologist with more than fifteen years experience in public sector management and consulting. He works with management and staff teams across the public sector – helping to build capacity to better manage the challenges of the modern workplace.

DATE & TIME

Monday 22 February 2010
9.00 am – 4.00 pm

COST

\$495.00 (including GST of \$45.00) inclusive of materials, lunch and parking

CLOSING DATE FOR REGISTRATIONS

Friday 5 February 2010

ARRIVAL

8.45 am

Arrival - tea & coffee

9.00 am

Welcome & Introduction

WHO SHOULD ATTEND

Managers with responsibility for managing and supervising staff teams that must deal with very difficult behaviour – from other staff within the team, clients, colleagues or other people in the workplace; and Senior Managers and Human Resources specialists with responsibility for supporting managers dealing with very difficult workplace behaviour - in local government, state and federal government and agencies in the non government sector.



SESSION 1

DIFFICULT BEHAVIOURS IN THE WORKPLACE

The opening session will review the impact, costs and range of typical behaviours, defining and discussing common characteristics of difficult behaviours in the workplace

- Staff supervision, performance management and 'customer service' and our increasing awareness of more difficult workplace behaviours
- Impact and costs of difficult behaviour – on the organisation, team, manager and the person
- Typical behaviours and common characteristics
- Performance / behavioural feedback and 'adult to adult conversations' – and what to do when feedback fails..

SESSION 2

MANAGING DIFFICULT BEHAVIOURS

The second session will begin to examine how to assess and manage a range of difficult behaviours

- Collaborative and more tactical approaches for managing difficult behaviour
- Case studies – workshop and participant case studies
- Frameworks for analysing and understanding difficult behaviour
- Tactical management of difficult behaviours

- formal HR
- 'on-the-job' containment and direction

LUNCH

12.30 pm
Lunch Break

SESSION 3

ASSESSMENT AND MANAGEMENT OF SPECIFIC BEHAVIOUR

This session will describe and prepare strategies for managing specific types of behaviour, including:

- 'Dramatic' – moody & unpredictable, self centred, attention seeking & irresponsible, and challenging behaviours
- 'Anxious or fearful' – dependent, fussy & inflexible, passive-aggressive and withdrawn behaviour
- 'Odd or eccentric' – suspicious or complaining and disconnected behaviour

SESSION 4

SELF MANAGEMENT

Throughout the workshop, we will discuss the common internal and personal challenges that difficult behaviour creates for the manager, management team, other staff and the person themselves

- Personal impacts and how to cope
- Seeking personal, team and organisational support

CONCLUSION

4.00 pm
Conclusion of Workshop