

# **Managing Very Difficult Workplace Behaviour**



centre for leadership & management  
centrelm.com.au

# Managing Very Difficult Workplace Behaviour

---

## Introduction

Managers and staff are increasingly prepared to deal directly with very difficult behaviour encountered in the workplace.

Public sector organisations, including Universities, State and Local government and not for profit organisations have dramatically improved their capacity for internal communication and coaching, performance-management, participative planning, team building and organisational engagement. Yet these approaches do not deal with all staffing issues. For some people these more direct adult-to-adult approaches seem to make things worse! Some people – staff, colleagues, managers and clients 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 require 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.

## Objectives

The program will:

- Review participant's experiences and the impact of very difficult behaviour on the workplace
- Identify distinguishing, common characteristics of 'very difficult' workplace behaviour
- Describe and prepare general and specific strategies for managing different types of behaviour
- Discuss the common challenges that difficult behaviour creates personally for the manager and for the management team, other staff and the organisation as a whole – identifying general and HR management strategies

## Program Provider

The program has been developed and delivered by participant's CLM - Centre for Leadership and Management, Suite 4a, 190 Bourke Street, Melbourne VIC 3000

T: 03 9650 9642

E: [office@centrelm.com.au](mailto:office@centrelm.com.au)

W: [www.centrelm.com.au](http://www.centrelm.com.au)

Subject to the contractual terms under which this program is conducted, all intellectual property supplied remains the property of Centre for Leadership and Management.



centre for leadership & management  
[centrelm.com.au](http://centrelm.com.au)



Managing Very Difficult Workplace Behaviour  
CLM 022 0317 – Outline  
Centre for Leadership and Management

# Program

## 9.00 AM **Difficult Behaviours at Work**

The opening session will review the impact, costs and range of typical behaviours, defining and discussing common characteristics of difficult behaviours at work:

- Performance coaching and the awareness of more difficult work behaviours
- Impact and costs of difficult behaviour
- Typical behaviours and common characteristics
- 'Emotional Internalisation'
- Tactical engagement – what to do when feedback doesn't work!

10.30 AM Break

## 10.45 AM **Managing Difficult Behaviours**

The second session will identify common characteristics of very difficult behaviour and begin to examine how to manage these behaviours:

- Management and leadership strategies
- Coaching - collaborative and approaches for managing difficult behaviour
- Case studies – workshop and participant case studies
- Self awareness and management – 'on a bad day'
- Coaching conversations and feedback

12.30 PM Lunch Break

## 1.15 PM **Assessment and Management of Specific Behaviour**

This session will review the range and variability of difficult behaviours and describe and prepare strategies for managing specific types of behaviour:

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

2.30 PM Break

## 2.45 PM **Building Personal and Organisational Support**

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

## 4.00 PM **Summary and Review**