

Managing Very Difficult Workplace Behaviour: Masterclass



centre for leadership & management
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Overview

The 'masterclass' is focussed on the management of very difficult workplace behaviour. The workshop will review the characteristics, impact and 'dynamics' of very difficult workplace behaviour and offer opportunity to review the interplay between the 'presenting' behaviour, organisational context and culture, IR/HR constraints and the capability of the manager and management team.

The review workshop will utilise 'live' participant case studies and include discussion of potential organisational and HR strategies and potential 'protocols'.

Context

Very difficult workplace behaviour is **perhaps** the most demanding leadership task – combining organisational, managerial, personal and interpersonal challenges.

Organisations have sought to progressively develop cultures of engagement and support. Yet this is often in tension with a 'perfect storm' of dramatic and rapid change, limited resources and increased pressure for outcomes. Managers find themselves demanding more of their staff and are under increasing pressure themselves. These challenges are often further compounded by a history of casual, unfocussed or poor staff management. In many cases, there is also a well-known history of very difficult behaviour by some individuals.

In this environment very difficult workplace behaviour can become more prevalent but it is also less well tolerated. It is harder to manage but it is more important that we do so effectively.

This workshop provides frameworks for understanding, defining and managing difficult behaviour; and the opportunity to discuss and develop suitable workplace strategies or protocols give the real world constraints of context, culture and IR/ HR requirements.

Objectives

The program will:

- Review and discuss participant's **case examples** – developing detailed management strategies
- **Review the first workshop** and the impact, characteristics and types of very difficult behaviour – including the particular challenges created for the manager, management team, other staff and the organisation as a whole
- Analyse the **organisational context/psycho-social system**, risk and protective factors for very difficult workplace behaviour and how it is managed, tolerated, allowed or ignored in relation to participant's case studies
- Review and discuss **IR/HR requirements, methods and tools** and their application as enablers or constraints in the 'case management' of very difficult workplace - including 'protocols' for early intervention, 'case' planning, executive engagement, specialist support and consultancy.

Program

9.00 AM

Very Difficult Workplace Behaviour

The opening session will review the impact, characteristics and types of very difficult behaviour – including the particular challenges created for the manager, management team, HR consultants other staff and the organisation as a whole

- Common characteristics of ‘Very Difficult Workplace Behaviour’
- Impact on those seeking to manage the behaviour - ‘Emotional Internalisation’
- Organisational context, protective and risk factors
- Organisational support –
 - Management arrangements, roles and responsibilities
 - Strategies for holding authority and containing anxiety
- Managing Very Difficult Workplace Behaviour Strategies
- Workshop case studies – workshop and participant case studies

12.30 PM

Lunch Break

1.15 PM

Developing Workplace Strategies

This session will utilise case studies to review the wide range of issues relevant to management of very difficult workplace behaviour – including workplace specific employment agreements, industrial relations and occupational health and safety requirements, local organisational cultures and management practices, ‘manager’ capability’ etc.

We may also review/draft suitable HR ‘protocols’ for early intervention, case planning and management, Executive engagement, specialist support and consultancy

- Case Study examples – focusing on
 - Management and HR support arrangements
 - Protocols for
 - Early intervention and assessment/triage
 - Case management responsibilities and processes
 - Management support
 - Internal communication/referral/collaboration

4.00 PM

Summary and Review