



Techniques for Managing Unmanageable Workers

He's rude. She's an egomaniac. They are all slackers. He goes AWOL when you need him most. She misses deadlines. They all chase clients away. Combined, they fracture your team's morale. Who are they? They are the "unmanageable" employees — and they are costing your company a fortune.

Anne Loehr, author of *Managing the Unmanageable: How to Motivate Even the Most Unruly Employee*, estimates that her executive clients lose, on average, 30 percent of their productivity because of issues related to unmanageable employees.

But there's a difference between someone who is acting unmanageable or has become unmanageable in response to a particular set of circumstances, and someone who can't act any other way. The key here is to recognize the difference between the two.

Fortunately, most people fall into the first category — and they are salvageable. Perhaps the employee isn't clear on what the expectations of the position are, or he or she has a family member who has fallen ill. Or maybe you are trying to manage the baby boomer the same way you manage the Gen X employee. *Managing the Unmanageable* will give you practical tips and proven techniques to show you how to:

- Quickly create action plans to turn your unmanageable employee into a star performer
- Develop new strategies for attracting and retaining the most talented employees, before they become unmanageable
- Learn key words that will allow you to clearly communicate with every generation on your team
- See workplace collaboration and innovation soar after using five simple tips
- Find best practices for preparing Gen Y and Gen X employees to advance and assume leadership roles
- Use proven models to effectively lead your team to success.

Managing the Unmanageable stands apart because of its entertaining, user-friendly and accessible approach. Offering practical, down-to-earth tips for solving everyday problems, *Managing the Unmanageable* is at once knowledgeable and enjoyable, including chapters such as "The Grumbler," "The Loose Cannon" and "When It's Time to Call It Quits." *Managing the Unmanageable* offers mid-level managers in any organization — from corporate to non-profits to military to government — a fresh perspective, and a new voice in training and development.

Managing the Unmanageable: How to Motivate Even the Most Unruly Employee by Anne Loehr and Jezra Kaye, Career Press, July 2011. ■

Turn a Griper Into a Professional

No matter how well they do their jobs, chronic complainers can quickly get out of hand. And the negativity they bring to the workplace may have an undesired effect on the productivity of other employees. Here are a few steps you can take to get a griper on the road to better behavior:

1. Make sure you have clear, concise and current policies, practices and procedures. Most gripes have to do with how business is conducted. If you can refer to a given rule, regulation or procedure that needs to be followed, the griper may realize that he or she doesn't have much ground to stand on.
2. Take the complaints seriously and urge the griping staffer to present a solution. Make sure the staffer takes an active role in finding the solution. Not only will this empower the employee and make him or her feel more valued, it may also educate the employee on how tough it can be to get a procedural change enacted. By going through this, the griper may be more respectful of your efforts in the future.
3. Set aside time at your regular staff meetings for employees to voice concerns and irritations without fear of reprisal. Give each employee no longer than one minute to voice concerns and then make sure the same worker suggests a solution. This is a proactive way to get problems and concerns out in the open, instead of having them grow and fester beneath the surface.
4. If the griping continues, make it clear to the employee that all workers are measured in terms of performance, attendance and behavior. Point out that there are outlets for voicing constructive complaints and concerns. Also point out that griping about a perceived problem does not lend itself to finding a solution. Encourage the staffer to be part of the solution. ■