



Managing Very Difficult Workplace Behaviour

Managers and staff are increasingly prepared 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 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 difficult 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.

When: 9.00am am – 5.00pm, Thursday 30th October 2008
Fully catered (morning tea, lunch and afternoon tea)

Where: Library Conference Room, Level 1, Duhig Building, University of Queensland, St Lucia Campus

Cost: QULOC Members \$215
Non-QULOC \$230

Consultant: Gregory Cook



Gregory Cook is a psychologist with more than fifteen years experience in organisational consulting and management development.

Greg works as both “process consultant” and trainer – assisting executive, senior management, community groups and staff with complex and turbulent change in public sector organisations.

Recent consulting projects have included leadership and organisational development projects, partnering, strategic review and planning, HR planning, team development and the design and delivery of targeted management training.

Program Outline

8.30 – 9.00	Registration – coffee and tea available on arrival
9.00 – 10.30	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: <ul style="list-style-type: none">• Performance management and the awareness of more difficult work behaviours• Impact and costs of difficult behaviour – the organization, 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
10.30 – 10.45	Morning Tea (provided)
10.45 – 12.30	Managing Difficult Behaviours This second session will begin to examine how to assess and manage a range of difficult behaviours: <ul style="list-style-type: none">• 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
12.30 – 1.30	Lunch (provided)
1.30 – 2.30	Assessment and Management of Specific Behaviour <i>This session will describe and prepare strategies for managing specific types of behaviour, including:</i> <ul style="list-style-type: none">• “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 – 2.45	Afternoon Tea (provided)
2.45 – 4.00	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. <ul style="list-style-type: none">• Personal impacts and how to cope• Seeking personal, team and organisational support
4.00 – 5.00	Summary and Review

Registration required by 13th October 2008.



Queensland University Libraries Office of Cooperation

REGISTRATION FORM

To Register: email, mail or fax the completed Registration Form to

Anne Ritchie, Flexible Learning and Access Services, Logan Campus, Griffith University
University Drive, Meadowbrook, QLD 4131.

Fax: (07) 3382 1333 Tel: (07) 3382 1322 E-mail: anne.ritchie@griffith.edu.au

Before: 13th October 2008

Office Use

Confirmed
Registered
Received

QULOC Seminar Title: Managing Very Difficult Workplace Behaviour

9.00am – 5.00pm, Thursday 30 October, 2008,
Library Conference Room, Level 1, Duhig Building
University of Queensland, St Lucia

Delegate's Personal details

Title: _____ First name: _____ Last name: _____

Preferred Name for Name Tag: _____

E-mail: _____

Address for Correspondence: _____

Phone: _____ Fax: _____

I give permission for my contact details to be given to all delegates. YES/NO

Please advise if you have any special requirements* eg dietary or access requirements:

**QULOC will endeavour to accommodate special requirements wherever possible*

Registration type	Cost (Includes GST)	Amount paid
QULOC Institutional member	\$215	
Non-QULOC participant	\$230	

Payment – Please make **cheques payable to Griffith University**. All fees include GST. An official Tax Invoice/Receipt will be issued.

Please send me an Invoice **Cheque Attached** **Credit Card Payment**

Charge to my: Visa Mastercard American Express (circle one)

Card Number _____

Name of Card Holder _____ Expiry date _____

Signature _____ Amount _____

Note: A \$50.00 cancellation fee applies to cancellations made up to 5 working days prior to the event. No refunds for cancellations made within 5 working days of the event. Registered participants, who are unable to attend, may send along a substitute without incurring additional charges.