


NEW YORK
STATE OF
OPPORTUNITY

Department
of Health

2018 NYS WIC Managers' Workshop

Supervising Employees with
Challenging Behaviors




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2

Agenda

- Identification of the challenging behaviors
- Typical challenges in addressing employee behaviors: Self-analysis
- Addressing the behavior using the C.A.L.M. model
- Responding to difficult conversations initiated by the employee: The C.U.P. model

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3

Common Pitfalls in Addressing Difficult Employee Behaviors

*For each approach, decide whether
it applies to you:*

FREQUENTLY, SOMETIMES or RARELY




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Have each participant review the list of the 14 common pitfalls and decide for each one if it applies to them frequently, sometimes or rarely.
After about 7-8 minutes, ask each person to examine their answers and choose two of the items marked either frequently or sometimes.

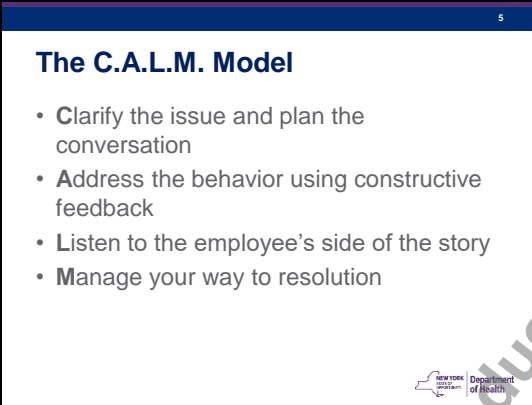
4

Reflecting on One's Challenges

1. Review the items that you marked frequently and sometimes.
2. Choose two of those items.
3. Talk with a partner at your table about how you could avoid the pitfall in the future.
4. Jot notes at the bottom of the page.



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The C.A.L.M. Model

- Clarify the issue and plan the conversation
- Address the behavior using constructive feedback
- Listen to the employee's side of the story
- Manage your way to resolution


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Using the PowerPoint slides, conduct a Lecturette on the C.A.L.M. model, emphasizing the key items for each step that appear in the slides and giving examples when relevant. When reviewing factual vs. emotional feedback, give participants an opportunity to draft factual and emotional feedback for one of their challenging employee behaviors identified at the start of the session.

6

Clarify the Issue and Plan the Conversation


- Think behaviors and performance standards
- Prioritize - when multiple issues
- Reflect on your own contribution
- Anticipate and plan for employee reaction
- Plan an opening
- Role play



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Address the Problem Using Constructive Feedback

- Approach as mutual problem
- Be specific and calm
- Customize to employee (i.e. style, previous conversations)
- Use factual and emotional feedback
- Avoid hot button words
- Avoid repeating what others' have said


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8

Listen to the Employee's Side of the Story

- Watch body language
- Give full attention
- NEVER interrupt
- Ask questions
- Paraphrase




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9

Manage Your Way to Resolution

- Discuss differences in perceptions
- Identify each other's concerns and needs
- Brainstorm strategies
- Agree on a course of action
- Plan for missteps
- Create a plan for follow-up




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10

Responding to Difficult Conversations Initiated by Employees: Use the C.U.P. Technique

1. Show **C**oncern
 - Defuse tension
 - Use quiet listening
2. Demonstrate **U**nderstanding
 - Use questions
 - Paraphrase understanding
3. Then **P**roblem-Solve
 - ID concerns/needs
 - Agree on a course of action and establish a plan for follow-up


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Using the PowerPoint slides, review each of the steps of the C.U.P. Emphasize that taking the time to do the “C” and the “U” steps makes problem solving go more smoothly and effectively.

11

Application: Case Scenarios


1. Form trios: Supervisor, Employee, Observer
2. Choose a pre-written case scenario or one of your own from the master list
3. Depending on your selection, use either the C.A.L.M. or the C.U.P. technique when you engage with the employee
4. Observer should give feedback at the conclusion as to how well the particular model was used.




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12

Additional Questions?



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