

**Dealing With The Individual:  
When One Employee's  
Behavior Impacts Everyone**

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**Definition of Conflict**

A process that begins when  
one party in an  
interaction perceives that  
another party has  
frustrated or is about to  
frustrate a need or  
concern.

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**General Causes of Conflict**

- Lack of clear information/expectations
- Role confusion
- Organizational/system barriers
- Value conflicts
- Relationship conflicts
- Assumptions

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**Key Questions in Looking at Performance**

- What is the behavior that is problematic?
- Is it important? Why?
- Is the employee aware of the concern?
- Is the organization preventing performance?
- Can the employee do the job?
- Will the employee do the job?

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**Frequency of Behavior and Impact**

B e h a v i o r			
	Daily	Weekly	Intermittent

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**Defensive Behaviors**

Sarcasm	Anger	Silence
Tears	Defiance	Compliance
Analyzing	Self-pity	Minimizing
Attacking	Blaming	Threats
Projecting	Promises	Glaring
Conning	Seducing	Flattering
Violence Harassment	Withdrawal	Evasion/ Hostility

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**Why is Managing Conflict So Hard?**

- Fear of making things worse
- Fear of losing control
- Discomfort with anger
- Perception of a lack of organizational support
- Having a bad experience previously and/or feeling ineffective
- Wanting to be liked

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**Expectations of an Employee**

- What is the behavior that is the problem?
- What is the impact or why do you care?
- What would you like from me?
- What is your idea regarding what would help?
- Venting is an option, but there is a time limit

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**Survival Strategies**

- Know your strengths and shortcomings
- Consult with peers
- Consider your attitude/beliefs regarding performance management
- Remember that communication is a learned skill—no one is born with it
- The role of managing conflict and employee behavior is part of your "real work"

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**Survival Strategies (Cont.)**

- Don't lose sight of all the employees who perform well
- Keep track of your job satisfaction
- Get support as a person, not just as a supervisor
- Assess your level of consistency with employees

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