

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE D: ADDRESSING DIFFICULT OR HIGH CONFLICT BEHAVIOURS

- Check the internal policies and process, including conflict/grievance resolution, EO and bullying behaviours, performance management processes
- Rather than repeat too much of **Issue A – Work Performance Matters** above, please refer to that list of suggestions and points for guidance.

In addition:

- Recognise that you need to sort out up front whether the person seeking your assistance has been:
 - 1. Accused of displaying unacceptable or difficult behaviour or whether they are**
 - 2. Trying to manage someone who has been alleged to have behaved unacceptably**
- Both scenarios require different support solutions (with overlap). Without expanding on both in full be mindful the manager who has been accused of “bullying” or harassment or expressing themselves inappropriately may need debriefing, strategies for dealing with personal stress (akin to EAP support), and will need guidance on how to manage relationships in the workplace – particularly with the staff member(s) alleging the behaviour so they don’t make the situation worse.
- Depending on what the seriousness of the alleged transgression and point of escalation in the policy and procedure guiding the issue management, any number of interventions may be triggered from:
 - “counselling” the staff member who is alleged to have behaved poorly,
 - workplace mediation,
 - internal investigation,
 - health and wellbeing assessment or intervention,
 - performance management,
 - WorkCover claim or OH&S risk mitigation process,
 - being stood down subject to formal investigation etc
- All need to be considered on their situational merit and support strategies / coaching interventions put in place. Be mindful of your role is “invisible” to the organisation but crucial to the manager who is dealing with the issue.
- Clarify the path way of the difficulty a manager is experiencing with an employee, that is, is it performance, behavioural or disciplinary based.