PRESENTS

8 HOUR
MANAGING TOXIC
EMPLOYEE’S—RAISING
MORALE IN THE
WORKPLACE

WHEN:  Friday, January 15, 2016 – 8 am/5 pm

WHERE:  Lindenwood University-Collinsville
1101 Eastport Plaza Drive, Collinsville, IL. 62234

WHO:  Jan Mirikitani, Mirikitani and Associates, Inc. Jan has been a law enforcement Trainer for 27 years, and has taught on the federal, state, and municipal levels.

TO REGISTER:  Visit our website www.silec.org or call SILEC at (618) 277-1550.  Limit 40.

This course identifies the Commander’s/Supervisor’s personal communication style: assertive, aggressive, or passive (non-assertive), & how a passive laisse-faire manager’s communication style can support toxic employees. The course defines Toxic I & Toxic II behaviors, causes, & effects. It describes covert & overt crazy-maker manipulative ploys toxic employees use to undermine department policies, leadership, & employees.

It discusses assertive, straight-forward coaching methods for confronting toxic behavior & 360 strategies for requiring & enabling employee development. It demonstrates & practices neutral writing strategies for documenting toxic behavior & coaching. The goal is to develop a capable employee whose communication methods are negatively impacting other quality employees & to limit their negative impact.
OUTLINE:
I. Toxic I Communicators/Employees
   A. I-centered, zero-sum game, push-pull covert manipulations
   B. Overt: open aggression & hostility
      1. Bully: threats, profanity, name-calling, tirades
      2. Insubordinate: disregards orders, trivializes rules, and ignores job duties.
      3. Drama stars: over-reacts to change, brings personal life to work
      4. Unprofessional: openly criticizes department/command
   C. Covert: 2 personas, play games
      1. Lie, misrepresent the facts, slander, gossip
      2. Freeze some out, silent treatment
      3. Track all discipline in the department
      4. Disenfranchised, constant critic, grudges
   D. Chronic negative-lens, whine, complain, unreasonable work expectations, victim verbiage, entitled, demanding.
   E. Manipulates others, uses them, and pushes work off on others.
   F. Supervisor: Information about TOXIC-1 employee often comes to you from a third party.
      MBWA: Management by Walking Around-see for yourself what others have said. Should be present to recognize Toxic I duplicity.
II. Dealing With Difficult People: Strategies for Crazy-Maker Communicators
   A. Common passive-aggressive communication habits: grievance collectors, conflict avoidance/passive, aggressive avoidance, trivializes, guilt, revenge (overt & covert aggression), deflection, scapegoating, & lying.
III. Toxic II Communicator/Employees
   A. Normally a good employee, now inundated/overwhelmed by grief, life crisis, or self-imposed stressful people & outcomes, impacting their workplace communication & job performance.
   B. List of common life changes that impact all of us.
   C. Overt: easily upset, irritable, moody, harsh outbursts, late, mistakes.
      Covert: depressed, withdrawn, unproductive, not at work station.
   D. Show concern when you confront/speak to the behavior you observe.
   E. Encourage/coach coping skills.

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