



# Understanding the Why Behind Challenging Employees

2024 TMUA Utility Leadership &  
Management Conference



# Types of Challenging Employees



Passive Aggressive

Gossiper

Bully

Negative

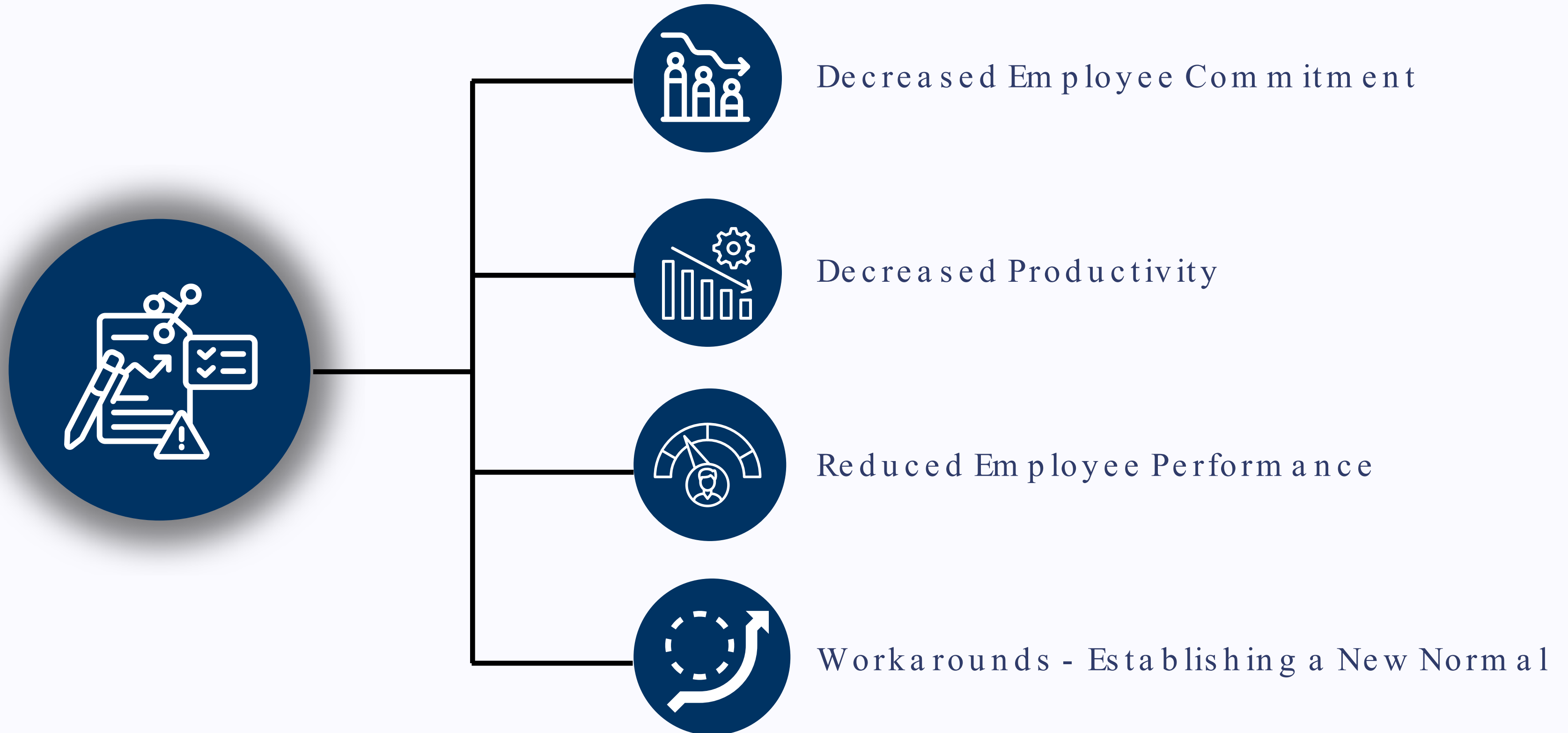
Grumpy

Narcissist

Too Busy

Procrastinator

# Impacts of Challenging Employees



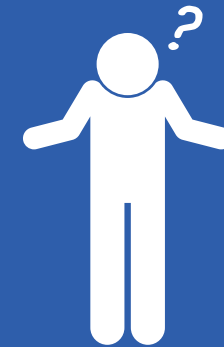
# Contributing Factors



Multigenerational  
Workforce



Lack of  
Communication



Unclear  
Expectations



Lack of Employee  
Understanding



PAST

EXPERIENCES

DRIVE

FUTURE

BEHAVIOR

2

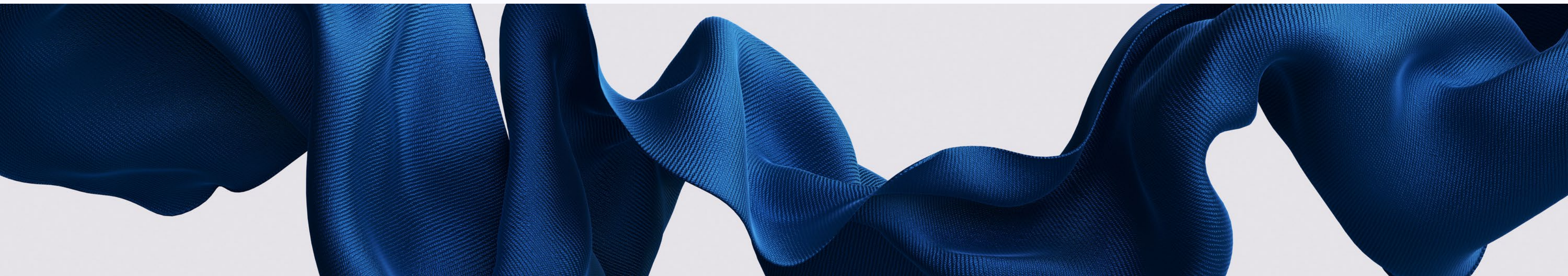


# EMPLOYEES GIVE HINTS

We just have to notice them

# The Neuro-Leadership Institute's SCARF Model

The SCARF Model is grounded in science and helps people understand the drivers of behavior. SCARF gives insight into how you can recognize personal preferences (yourself and others), identify troubling behaviors and chart a path towards a more productive working atmosphere.





## Threat (Away State)

- Anxious
- Distracted
- Stressed
- Angered
- Scared
- Skeptical

Statu  
Our relative  
importance to others

Certain  
Ability to predict  
outcomes

Autonom  
Sense of control

Relatednes  
In-group or out-group

Fairnes  
Perception of fair  
exchange

## Reward (Toward State)

- Positive
- Open
- Creative
- Innovative
- Resilient
- More focused





## What it sounds like...

## Action to take...

### Status

"Will I lose my influence, responsibility, office, job title, JOB?"

- Ask their opinion
- Listen
- Include and appreciate
- Ask for help
- Reinforce their role

### Certainty

"What exactly does that mean for me and my team?"

- Refocus on what is certain
- Be honest & transparent
- Set goals & expectations
- Communicate

### Autonomy

"Do I lose the amount of control I have and decision making ability?"

- Delegate & collaborate
- Empower
- Encourage discovery/proactivity
- Realize when to be non-directive

### Relatedness

"Am I in the know?"  
"Will my social circle be impacted?"

- Find things in common
- Find motivators
- Encourage teamwork & input
- Set team goals w/team rewards

### Fairness

"How is that fair?"  
"How did they get that job?"

- Equal access to information
- Ensure everyone has a say
- Acknowledge emotion-empathy
- Fair doesn't mean equal

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Aggressive



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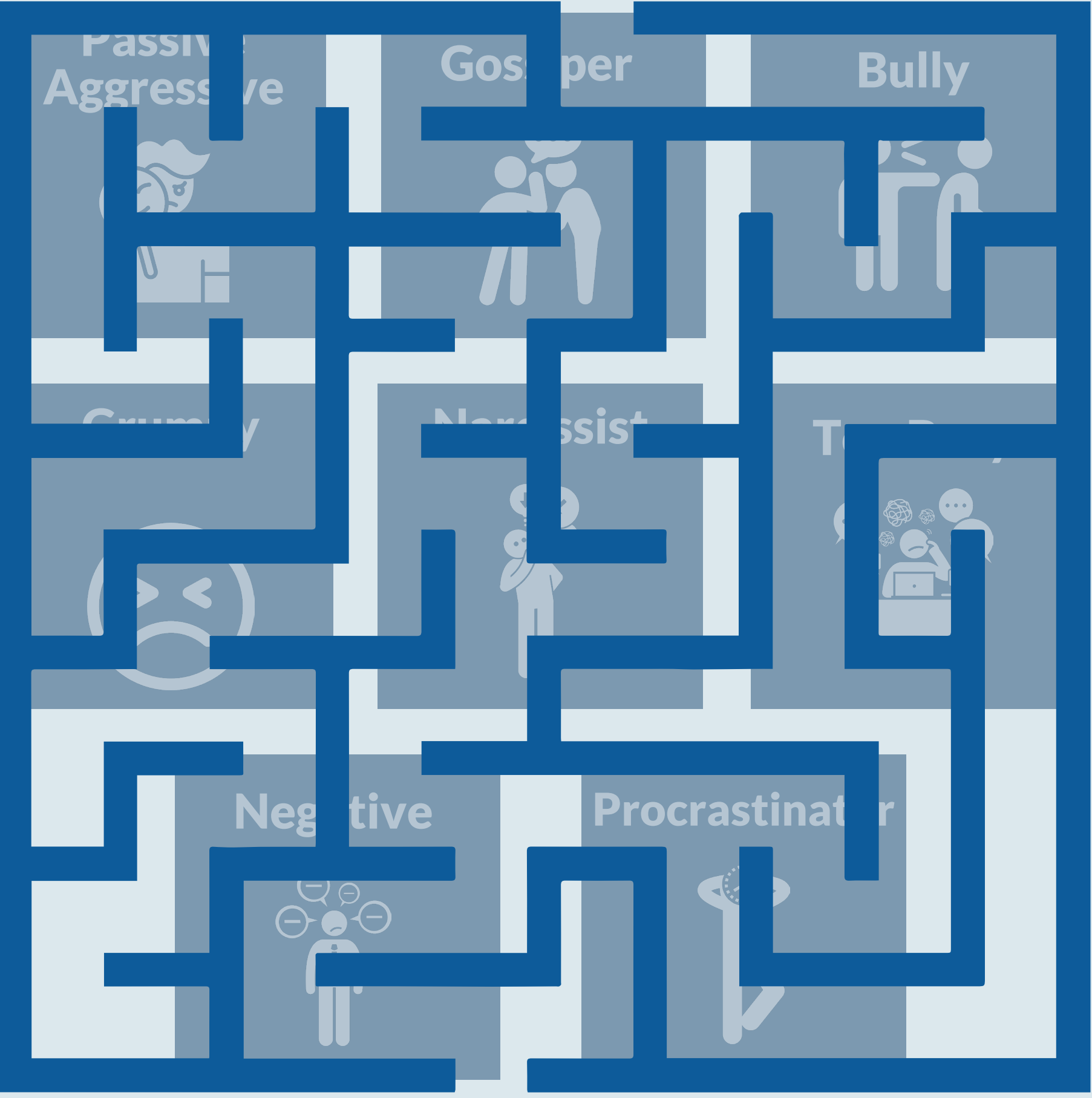
Teaser

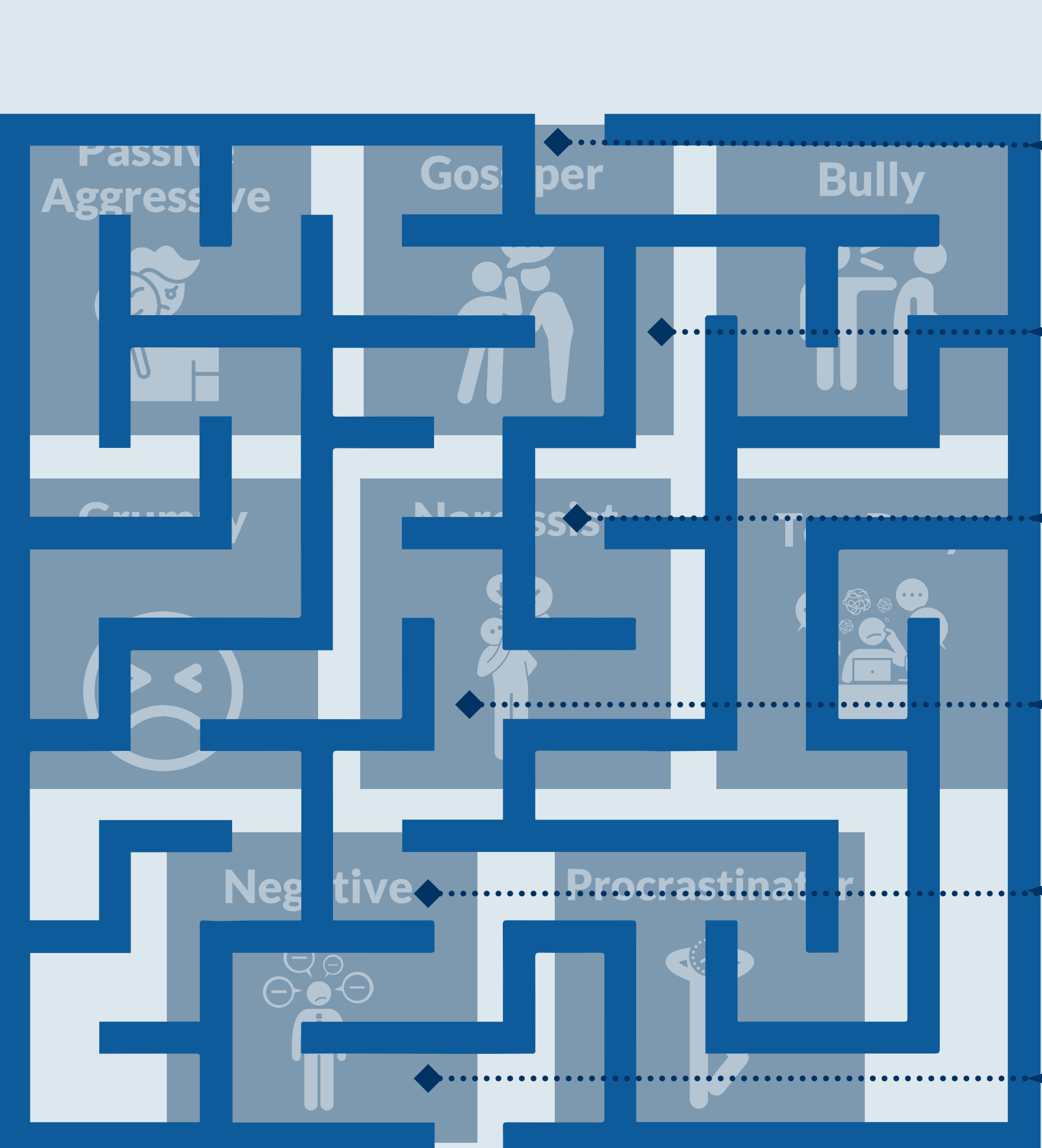


Negative



Procrastinator





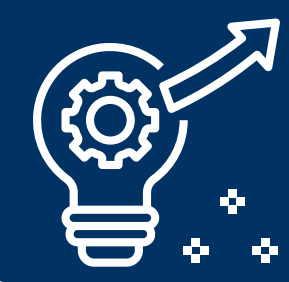
Begin with the End...Vision!  
 Where are we going?  
 Why do we need to go there?  
 What will it do for them and the utility?



Communicate  
 What's happening...when?  
 Transparency, timeliness and multi-modal



Make it Personal  
 What's in it for them?  
 What do they need stop, start & keep doing?  
 What has to be done for this to happen?



Evolve  
 Job design, knowledge, skills, qualifications,  
 workflows and processes  
 Co-create the future

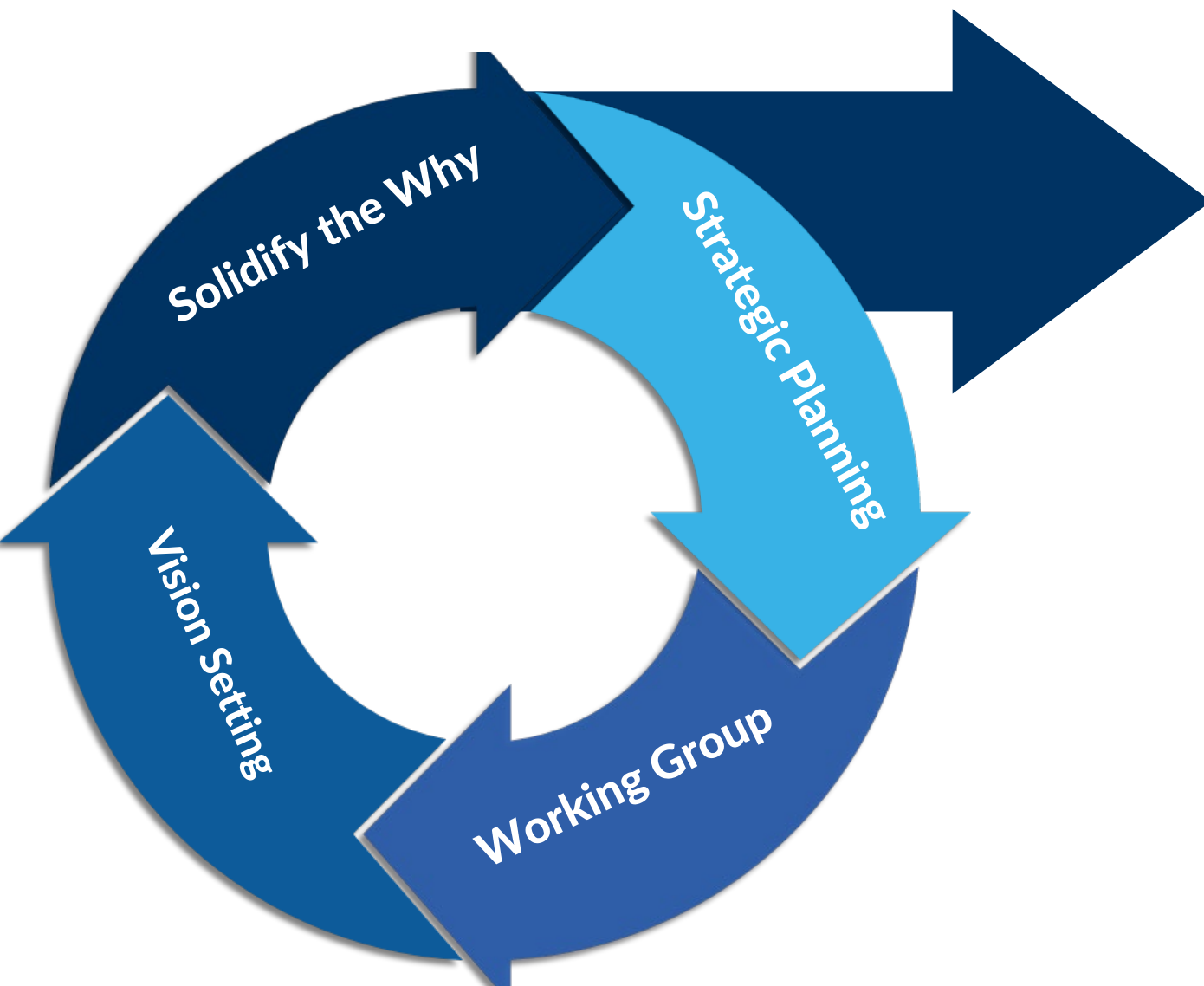


Empower  
 Easiest path towards acceptance  
 Diversity in perception, thinking, & approach



Normalize  
 Recognize the impact & normalize approach  
 Encourage unconstrained BIG thinking  
 Recognize, value & reward change

# Infuse SCARF into Planning



## Three Phases of Change

### Phase I Plan



It's all about planning...strategic down to the tactical level.

- Creating need for change
- Change vision & objectives
- Change Management Team
- Change Management Plan
- Communication Plan

### Phase II Prepare



Set team up for success. Focus on empowerment & inclusion.

- Initiate Comm. Plan
- Moving from & Moving to
- Stop, Keep, Start
- Build measurements

### Phase III Execute



Implement the plans...achieve the vision & objectives

- Make the change
- Monitor measurements
- Be accountable
- Celebrate successes

# SCARF



Curren  
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Réalit

ACKNOWLEDGE  
PAST &  
PRESENT

y

E\_xplor  
e

A\_lternative

TAKE  
ADVANTAGE OF  
TODAY

s

T<sub>ap</sub>

E<sub>nergy</sub>

CO-CREATE  
THE FUTURE



Thank  
You  
Questions???

