



# How to Manage Difficult Employees

SBL/HRDF Claimable

The reality is that every superior will at one time or other have to deal with a difficult subordinate.

There are two broad categories of difficult employee behaviours – those with problems and those who cause problems. And there are two general approaches to handling difficult employees – counselling and disciplinary action. Superiors who lack the skills to manage difficult employees with counselling and to take disciplinary action will find their performance effectiveness compromised. Many companies end up paying the costs of litigation and nuisance factor – settlement payments with dismissal cases.

This two-day program is designed to provide the basic understanding and skills on how to handle common situations with difficult employees, using the soft approach to reform and rehabilitate, and skilfully using the hard approach as a last resort.

## Objective

Upon completion on this programme, participants will be able to:-

- Differentiate between employees with problems and employees who cause problem, and take different approaches to rehabilitate a problematic employee
- Identify 10 types of difficult employee behaviours and what cause or encourage these behaviours, and to take steps to discourage the occurrences
- Acquire communicative skills needed to handle difficult encounters
- Know their rights to take the best corrective action to help a difficult employee be a better team member

- Properly and lawfully handle common employee problems such as
  - Absenteeism and frequently taking emergency and unpaid leave
  - Malingering
  - Tardiness
  - Excessive Medical Leave
  - Disobedience and unwillingness to follow SOP
  - Insubordination and
  - Poor Performance

## Course Content

### **Module 1: Obligations of Employee and Employer**

- The Obligations of an Employee under the Contract of Service
- The Obligations of a Superior as a Supervisor of Subordinates

### **Module 2: Employees and Problems**

- Why Employees Cause Problems
- 10 Difficult Employee Behaviours
- Factors that Cause and Encourage Difficult Employee Behaviours and their Solutions

### **Module 3: Attitude and Behaviour**

### **Module 4: Principles of Behaviour Modification**

### **Module 5: Three Fs of Dealing with Employees**

### **Module 6: Preventive Measures**

- Role of Supervisor in Building the Right Work Environment & Employee Ethics at Work
- The Soft Approach - Counselling and Communicative Skills
- Applying the Concept of Positive Discipline

### **Module 7: Impact of Industrial Relations on Supervision and Cost**

- Disciplinary Procedure and Disciplinary Actions Allowed

### **Module 8: Principles of Positive Discipline Approach**

- How to Use Warning and Disciplinary Actions to Produce Positive Outcomes

### **Module 9: Handling Disciplinary Issues using Rules of Natural Justice**

## Module 10: The Laws

## Module 11: The Rights of Management to Manage the Workforce

- Addressing Specific Issues using Disciplinary Approach - Absenteeism and Frequently Taking Emergency and Unpaid Leave
- Excessive Medical Leave
- Malingering
- Tardiness
- Disobedience and Unwillingness to Follow SOP
- Badmouthing Superior or Workplace
- Insubordination and
- Poor Performance

## Module 12: How to Manage a Person under Performance Improvement Program

When & Where	Who Should Attend	Training Investment
17 & 18 Oct 2019 (Thursday & Friday) 9.00 am to 5.00 pm  Empire Hotel, Subang Jaya	Anyone who is managing subordinates.	RM 1,480 per participant (include Service Tax, Lunch, Tea Breaks, Course Materials & Certificate of Completion)  Early Bird (before 3 Oct '19) – RM 1,380  Group Discount (3 or more) – 10%

## Trainer's Profile

### Chan Wang Tak

#### Profession Credentials:-

1. Registered Pakar Industri Negara (PIND) in HRM and Business by the Jabatan Pembangunan Kemahiran of the Human Resource
2. Elected Council Member of the Malaysian Institute of Human Resource Management (2016 – 2018)
3. Industrial Court Panel Member (1990 – 1993)
4. HR Manager of Carter Semiconductor (M) Sdn Bhd (1973 – 1982)
5. Group Human Resource Manager of Georgetown Holdings Bhd (1983 – 1993)

6. Company Director, Principal Consultant of JBN Associates (M) Sdn Bhd (1995 – 2001)
7. Owner and Principal Consultant of Sow & Harvest Consulting Service (2001 – 2016)

#### Training Experience:-

- Lectures for the Malaysian Institute of Human Resource Management (MIHRM) in the following programs:
  - Certified Human Resource Manager
  - Certified Human Resource Officer
  - Certified Compensation and Benefits Manager
  - Certified Advanced Human Resource Manager
- Lectures at the Nilai University on Compensation and Benefits Management  
Conducts public and inhouse programs (Malaysian Labour Laws, Discipline Management and Industrial Relations, Domestic Inquiry and Investigation Skills, KPI setting and Performance Management Skills, Developing Competitive Salary Structures, Payroll Administration Skills, etc.)

#### Consultancy Experience:-

- Compensation consultancy and projects in setting up salary structures for companies such as Cement Industries (Sabah) Sdn Bhd, Agensi Kaunseling Dan Pengurusan Kredit (AKPK), JVC Philips Manufacturing Sdn Bhd.
- Set Up Performance Management System for private companies eg. JK Concept Sdn Bhd, Denso Malaysia Sdn Bhd.
- Provide HR management consultancy and HR department development, restructure HR functions for JR Auto Oil Seal Sdn Bhd, Kenwood, Wong Kok Group Sabah,
- Set up training department and transfer training management skills to internal team JVC Philips Manufacturing Sdn Bhd, Kenwood Electronics Technologies (M) Sdn Bhd.
- Represent private companies at the labour office, e.g. Super Departmental Store Sdn Bhd, JR Auto Oil Seal Sdn Bhd.
- Perform comparative studies on employee benefits for private companies, e.g. FFM Bhd
- Perform review of company's handbook, HR procedures and create employee handbook, e.g KKIP Power Sabah Sdn Bhd, Smiggley's Singapore
- Conduct HR Audit e.g. Pulai Spring Resort Sdn Bhd

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## Contact Us

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