

HAVING THE COURAGE TO CONFRONT:

MANAGING BEHAVIORAL CHALLENGES IN THE WORKPLACE

Presented by:

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A TALE OF FOUR MARSHAS...



MARSHA #1

Bio:

- Long-time town employee; promoted under previous Town Administrator to a supervisory role
- Constant negative commentary to other employees, officials that impacts the work environment (“This place is a cancer!”)
- Rolling eyes and huffing during meetings and conversations

Why is this behavior an issue, and how would you address it?

Bio:

- Long-time town employee
- Reputation for “not playing well with others”
- Does not share information and silos job duties
- “Quiet quits” any time she receives negative feedback and says things like, “You’ll all see!”

Why is this behavior an issue, and how would you address it?



MARSHA #2

MARSHA #3

Bio:

- Well-known in town; friends with Select Board Chair
- Any time she is given direction or feedback, she yells, “I want my union rep! I’m filing a grievance!” and complains it is a hostile work environment
- Tells the Town Administrator to “be careful” because she will sue the town and everyone in it

Why is this behavior an issue, and how would you address it?

MARSHA #4

Bio:

- Elected board member
- Shares confidential information
- Requests to access employee personnel files
- Objectifies young male employee; calls him a “snack” and says his girlfriend is a lucky woman

How would you address this?



ABOUT US

Jaime Kenny, Esq. – Partner, Clifford & Kenny, LLP

Clifford & Kenny offers Labor Counsel services, independent investigations, workplace trainings and HR support.

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