Sometimes You Just Need to Give Up On An Employee -- and Get On With It

I was coaching a director recently about one of his problem managers. The director had tried coaching, performance feedback, warning, and supervision so close the manager grumbled about micro-management.

This problem child was poisoning the whole team: not following safety procedures which led his group to do likewise; whining about the director; and refusing to help other departments. The manager had worked in the organization for 40 years, applied for the director’s job and in general, thought he knew more than the director.

While placing this person on a performance improvement plan might work -- and is, in fact, what I recommended -- some employees simply refuse to “get with the program” no matter what you do. When you have one of those types who simply won’t - or can’t - change, sometimes firing or demotion is the only option. While the corporate equivalent of capital punishment can be painful for the henchman, some managers will struggle with an impossible person way too long. The wrestling match can end up damaging the team's performance, as well as the supervising manager’s efficiency and performance since he or she becomes bogged down in trying to fix an impossible situation.

While we always like to be optimistic -- and you need to be if you’re a manager -- sometimes you just need to let someone go. Move on. Hire the right person for the right job and get on with it.

For more ideas about this topic, see my book, *We Need to Talk: Tough Conversations With Your Employee -- From Performance Reviews to Terminations, Tackle Any Topic With Sensitivity and Smarts.*

**MORE TIPS ON EMPLOYEE COMMUNICATION IN THE WORKPLACE**

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