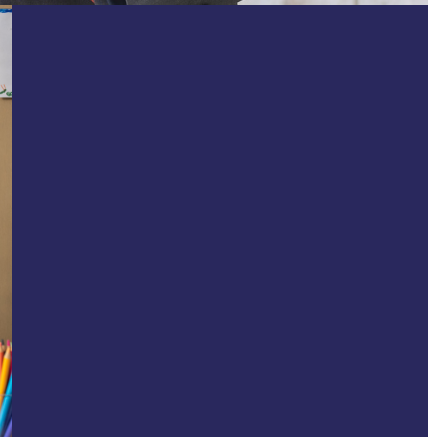
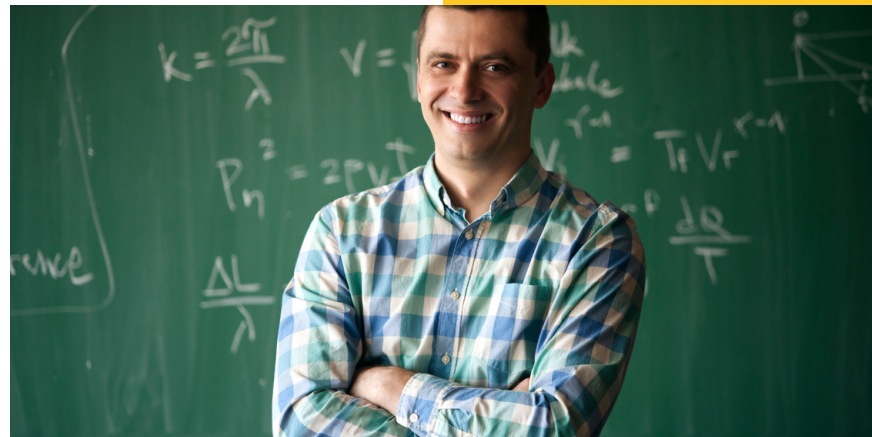
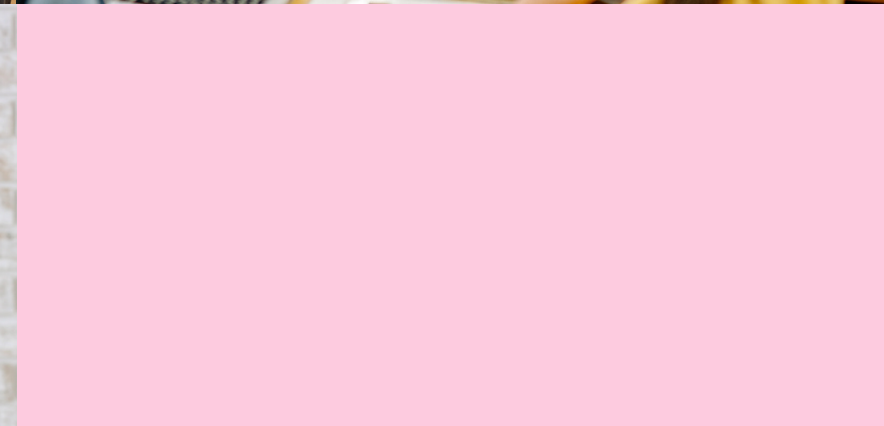




Leading Difficult People

Meghan Griffin, PhD
Provost, Southeastern University
June 28, 2023

A



Model Faculty Members

- "Four Weird Things"
- Portrait of Success
- "Saddleback Joe"
- Cultural Values - "no arrogant geniuses"

The Multiplier Effect

- Playground energy
- SEU's story - "how do you want to be perceived?" question
- Clarity is Kindness
- You Deserve What You Tolerate

Difficult Faculty Archetypes

Think of your toughest person.
Let's discuss...

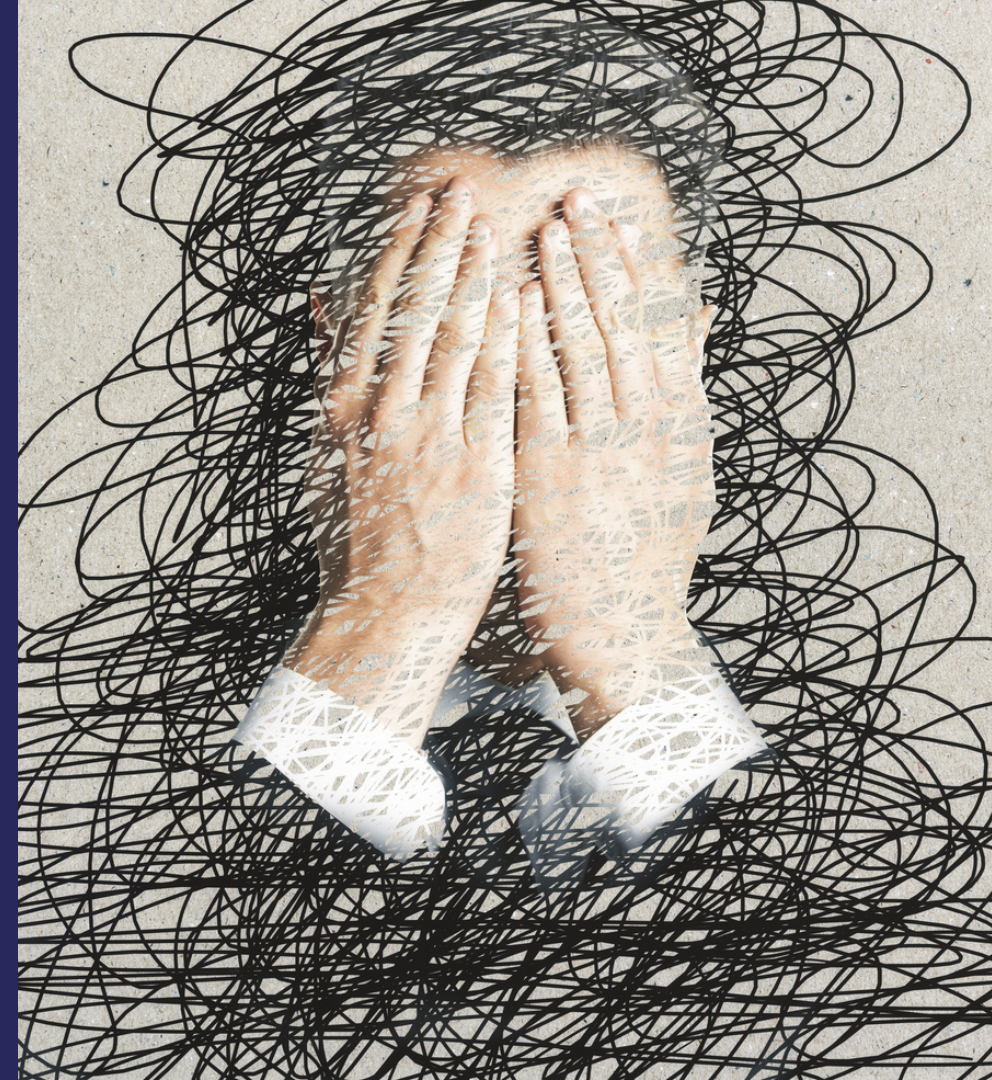
What is the issue with their behavior, patterns, or productivity? What have you tried? What works and what doesn't? What enables their bad behavior? What line can they NOT cross?



BUT FIRST...

Managing your toughest
employee of all...

YOU.



Are you
BLASTD?

Need a 5-minute clean?
The 12-week interval...

How Is It
With Your
Soul?

An Assessment for
Leaders



NAMING DIFFICULT BEHAVIORS

DEFIANCE

open resistance;
bold disobedience;
outright challenges



DOWNERS / MORALE DRAGS

Hopelessness, jumping
to conclusions,
"systemic issues,"



PASSIVE- AGGRESSIVENESS

silence, avoidance,
sarcasm, leaving things
undone, coming late,
"timing out" issues, non-
compliments, disguised
insults... "plausible
deniability"

Difficult People

Strategies & Maneuvers

CONVERT THEM

- Culture resets, mindset change, and hiring the new deans - *with* the most difficult faculty.
- Share the stories - the Thanksgiving weekend revelation
- Show them where their skillset fits; how they're a part of the future!

KEEP THEM CLOSE

- Ernest Shackleton & his tent strategy
- Signals awareness & attentiveness
- A leader "builds trust, bears pain, and brings hope."

CLARITY IS KINDNESS

- Committee appointments by CAO approval
- Performance Improvement Plans (will not renew until satisfactorily completed)
- Non-renewals: remote work for spring semesters / timeline for kindness

LET GOD BE GOD

- SEU had to release 32 faculty 3 years ago and it was brutal. Timing was terrible.
- But... every single person landed on their feet. Because their care was always GOD's job
- Lunch reconciliation - a dean story

THIS IS NOT OPTIONAL

But YOU were called to steward an
institutional mission for a Kingdom
purpose...

personnel issues are hard but
WORTH IT.





Q&A

& DISCUSSION

HAPPY TO CONNECT!

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PASSIVE- AGGRESSIVE BEHAVIORS

silence, avoidance, sarcasm, leaving things undone, coming late, "timing out" issues, non-compliments, disguised insults... "plausible deniability"



Naming & Addressing Behaviors

DEFIANCE

Open resistance;
bold disobedience



Downer / Morale Drag

Hopelessness,
jumping to
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