

Episode 58: Disruptive and older team, what can I do?



What you are facing is something that almost all of us have faced.

Step 1: Talk to them

I suspect they are more nervous of this situation than you are.

They are showing it by their behavior and you need to deal with this.

My suggestion is that you have one-on-one conversations with each of them.

You need to talk to them about how they are feeling about how the new team is working.

Often you have to press but if you don't get an answer, be clear and transparent.

Don't be defensive or even offended with what they say.

Listen to them and understand their concerns.

Remember it might actually be something you are doing.

Watch Episode 25 for more details on taking and giving feedback.

Step 2: Make it about the plan not you.

You need to not make it or take it personally, but so do they.

You have business objectives or "a plan" and they need to focus on that.

They need to see that it's not about "you and me" it's about "the plan".

Try not to make "the plan" the problem but the focus of what you are all doing.

Step 3: Help them do their job by removing obstacles.

I normally tell people whom I manage that I will try and do three things:

I will make them work faster than they want to, make them think broader and finally help move obstacles out of their way.

You are probably doing the first two already, now you need to do the third.

Your people need to see that you are on their side and willing to fight for them.

Bottom Line: Every first time manager or supervisor experiences these issues. The key thing to remember is that the bottom line is not about your feelings but about getting the job done.