



TenStep Supplemental Paper

22 January 2004

Employee Resentment - A Cause of Concern

An ever-changing and complex workplace fosters stress, tension, apprehension and low morale. Employees experience a sense of helplessness, rage, despair and anger, which they express in innumerable ways. The changing trends in the workplace, compounded by job insecurity, turns even the smartest and the most productive employee into a menace. His/her behavior, if left unchecked, could disrupt the organization's functioning.

A manager's success comes from his/her ability to deal with subordinates. HR professionals who are adept at such dealings can be a great source of wisdom. The HR manager can train other managers to recognize disruptive behavior between productive employees and effectively counter their actions.

Identify the troublemaker

- **Autocrat.** "This is the way things get done and will continue to be so."
- **Rebel.** Ignores all the rules and regulations because he/she is highly competitive.
- **Aggressor.** Never a team player. Very possessive about his/her territory.
- **Criticizer.** Gives unsolicited feedback in the most devastating way.
- **Procrastinator.** Works well only when he/she is in the mood to do so.
- **Perfectionist.** Insists on every dot and title before approving any document.
- **Backstabber.** No scruples in using other people for his/her advantage.
- **Objector.** Thinks that he/she has the best approach for every task.
- **Busybody.** Interferes in other's work and distorts information.
- **Politician.** Wins his/her co-workers' support and is always on the look out for an opportunity to usurp the manager.

What prompts disruptive behavior?

- General harassment
- Preferential treatment
- Insensitive managers
- Lack of recognition, resources and adequate training
- Unfair performance appraisals
- Broken promises regarding benefits
- Truant bosses
- Trust violation



TenStep Supplemental Paper

The way out

HR professionals need to alert functional managers to these subtle problems and arm them appropriately to handle the situation.

- Discourage discriminatory and harassing behavior
- Communicate through proper channels
- Monitor employee's work
- Create a congenial work environment
- Have a well-defined chain of command

The most important preventive measure any HR manager can suggest to other managers is to listen. No other effective weapon can disarm a cantankerous employee.

Employers need to have a holistic HR strategy to address workplace mental health and behavioral problems.