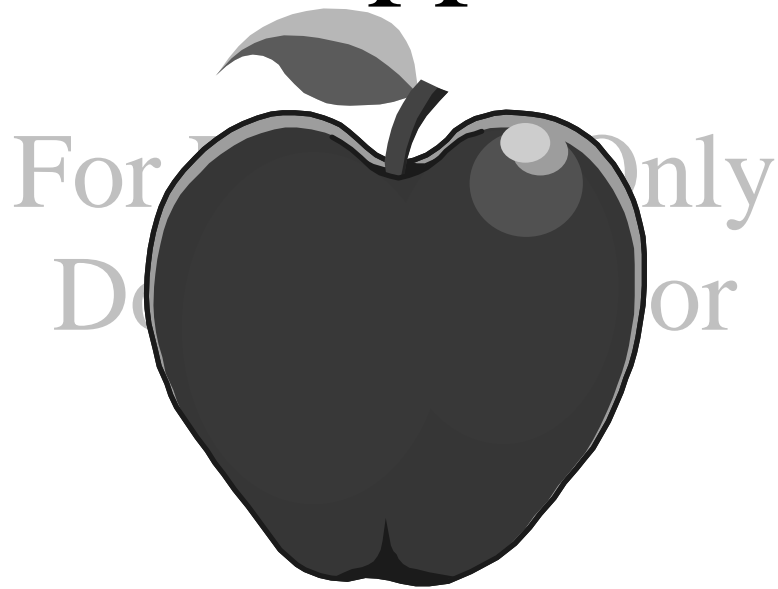


# Bad Apples™



## How to Deal with Difficult Attitudes

Facilitator's Guide



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## About the Author

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Each year, Michele Matt Yanna enhances the attitudes and actions of thousands of people throughout the United States...inspiring them with practical solutions for positive change. Since 1984 she has conducted thousand's of motivational seminars at conferences, for businesses, schools, churches, and even prisons.

She is the founder and president of two companies...The TRAINERS Group, Inc. in Des Moines, Iowa and Inspiring Solutions in West Palm Beach, Florida. She is an internationally recognized best-selling author, motivational speaker, and training consultant. Michele has created a variety of "how-to" resources including:

|                    |   |
|--------------------|---|
| Best-selling book  | <i>Attitude: The Choice is Yours</i> (Fourth printing)  |
| Book               | <i>Motivational Leaders: Strategies &amp; Wisdom From America's Top Professional Motivators</i> (Published October, 2000) |
| Training video     | <i>Attitude: A Little Thing That Makes a Big Difference</i>   |
| Training video     | <i>Serving Your Customers a Can-Do Attitude</i>   |
| Learning kit       | <i>Attitude: A Little Thing That Makes a Big Difference</i>   |
| Training Exercises | <i>Activities to Enhance the Good, Bad, and Ugly Attitudes.</i>   |

In 1998 she was selected as an "Iowa Up and Comer." Michele is a past president of the American Society for Training and Development (ASTD) Iowa Chapter. She is an active member of the National Speakers Association (NSA) and a founding board member for NSA-Iowa Chapter. In 1999 she earned the NSA designation of Certified Speaking Professional (CSP) candidate. Only 8% of the 3,500 NSA members worldwide have passed the rigorous criteria to attain the CSP designation.

In addition to being a successful business owner, she exerts energy into being a wife, step-mother of two, and caretaker of two cats. She and her family love to travel and golf.



## Acknowledgments

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I have been blessed with the opportunity to meet and work with such a variety of people throughout the world! As challenging as people are with difficult attitudes, I believe there are really no bad apples. So often, people are merely misunderstood, under-appreciated, and not given a chance to “shine.”

A special thanks to the talented team at VisionPoint Productions...their creative ideas made working on this program so much fun! As always, I appreciate my family and staff (especially my husband, Doug, and agent, Mandy Spangler) for their ongoing support and encouragement.

May those who utilize this program learn to accept, manage, and inspire the “bad apples” in life...whether they are at work, home, school, or play!



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*Michele Matt Yanna* Inspiring

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## Foreword

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Are you working with, serving, or even living with someone who has a bad attitude? Dealing with people that are negative or passive are some of the most challenging relationships. Just being around someone who complains, whines, or just doesn't say anything can cause you to feel frustrated, angry, or even helpless.

Bad attitudes in the workplace can deteriorate morale, lower productivity, and increase costs. It doesn't take much for a co-worker, manager, or customer to feel the negative effects from someone with a bad attitude.

The good news is there is now a process for dealing with these difficult people! We have developed this program to help you learn how to:

- Recognize and describe the characteristics of a bad attitude.
- Understand how negativity impacts relationships and performance.
- Assess a challenging situation and determine an appropriate strategy.
- Utilize a 5-step process for dealing with difficult people.
- Identify the reason(s) for someone's poor performance.
- Develop potential solutions for resolving a problem.
- Regain your positive attitude about the other person or situation.
- Manage conflict with confidence, resulting in a positive outcome.

Training



## Uses for this Program

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This program is an excellent resource for any motivational training. Listed below are some of the specific applications for using this product:

### **Supervisory, Management, and Leadership Development**

An effective supervisor, manager or team leader must be able to motivate and maximize the performance of all employees. It's easy to motivate the people that are positive and productive, but it is extremely difficult to manage the attitudes and actions of people that are negative and apathetic about their responsibilities. **Bad Apples™** can give people some practical, easy-to-use techniques for managing negativity in the workplace.

### **Customer Service Training**

Studies show that 68% of customers quit doing business with a company because of one employee's bad attitude. To make matters worse, dissatisfied customers tell at least 8-10 people about their experience. However, 95% of dissatisfied customers will come back if an employee or manager can effectively resolve their complaint. **Bad Apples™** contains strategies for changing angry customers into loyal customers.

### **Team Building**

Like the cliché "*One bad apple spoils the whole bunch,*" one person with a bad attitude can have a negative impact on the entire team! Ironically, both people and apples are sensitive. An apple may spoil or bruise very easily if not handled or stored properly. Likewise, people are often affected by their environment and people around them. **Bad Apples™** can be a learning experience to help a team better understand how attitudes impact relationships and a process for overcoming attitudes that may be stifling their team's performance.



## Notes to the Facilitator

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This program is written to help you utilize a 5-step process for dealing with difficult people. Whether you are a manager trying to create a positive work environment or an experienced training professional conducting a motivational seminar on relationships, this program will provide you with everything you need to inspire learners to help get along with bad attitudes.

### Examples and Stories

We strongly encourage you to incorporate your own personal and professional examples and stories to illustrate points. In addition, ask learners to share some of their own. These stories and examples can be a very powerful tool in redirecting learners' thoughts and actions. Occasionally, these examples help people identify with the subject matter in a way that nothing else does.

### Pre-Training Activity

Before the training session, send out an invitation to all learners providing them with the benefits and logistics for participating in this training. You may want to include information about **Bad Apples™** using content included in this guide. The purpose of this invitation is to explain the value for this training, ease any anxiety and prepare them to learn. Attach a copy of the Pre-Training Assessment, located in the Participate Materials section. Ask each learner to return the survey one week prior to the training session. The Pre-Training Assessment will provide you with some insight about how the learners feel about and currently deal with difficult people. It will also help you to identify and overcome potential obstacles that may inhibit participants' learning.

### Timing and Agendas

Given the time constraints in most organizations, we are offering two different agendas to choose from. The first option is a 90-minute session that will introduce the use of the 5-step process for dealing with difficult attitudes. This session, in order to be most effective, should be followed up later with additional information and exercises. We recommend that all exercises be completed for optimum performance results. It would be best if you can get the participants together again for another face-to-face session. If you can't get together face-to-face, then memos and e-mails will help reinforce and continue the learning. Ask participants to return their results back to you.

The second option is a 4-hour session. This hands-on workshop will provide learners with an opportunity to practice utilizing the 5-step process and receive valuable feedback on their skill development. Again, some type of follow-up is recommended for optimum results. We encourage you to send out occasional e-mails, newsletter articles, or memos to remind and help reinforce participants' retention and use of the program material.

### Participant Materials

All the materials needed for this program are provided within this binder. The materials found in the Participant Materials section are reproducible. Please feel free to make as



many copies of the participant materials as needed for each learner. However, the video and training instructions are NOT reproducible. If additional copies are needed, please contact your vendor.

## **Self-Study Workbook**

The last section of this Facilitator's Binder is a Self-Study Workbook. All of the materials in this section are reproducible. The Self-Study Workbook can be used when a learner is unable to attend the group's face-to-face training, or when new employees or managers are hired after the training has taken place.

## **No Two Are Just Alike**

There are about 7,500 different varieties of apples grown worldwide. Like apples, people are different. Each person has a unique set of experiences, based upon their culture and upbringing.

Remember, no one can make you change your attitude or behavior. Likewise, when people try to deal with difficult people there are no guarantees. Your goal, as the facilitator, is to create an environment conducive to understanding and self-discovery. It is your job to help the learners to understand why people have bad attitudes and to utilize techniques for dealing with the situation.

## **An Apple a Day**

Just like the old English notion that "an apple a day keeps the doctor away," we need people...good or bad. By using this program, we hope that you can turn bad apples into good apples!



# Map for the Facilitator

This page is provided as a map for the facilitator. Below is an example of one of the exercise pages. The map will help guide you as you prepare for your session.

Each exercise has a specific learning objective. Keep these objectives in mind when you are facilitating the program.

Each exercise will list what materials are needed. Make sure you have the appropriate number of copies for your group size.

When the instruction is to “communicate the following to participants,” the text that follows can be read or paraphrased by the facilitator.

facilitator’s guide

## program introduction :15

**learning objective:**  
To introduce participants to each other and the subject matter, and create an environment conducive to learning.

**materials needed:**

- Flipchart with Key Learning Points listed
- Flipchart for characteristics

**facilitator’s instructions:**

1. Communicate the following to participants:  
Before we begin discussing the topic for today, let’s have you pair up and each talk about yourself for one minute. Then, we will have each of you introduce your partner and tell what you learned about him or her.
2. After all participants have introduced their partners, tell about yourself. This would be a good time to share a story or personal experience regarding motivation. By opening yourself up and sharing something personal, you will give permission for participants to do the same.
3. Have the *Key Learning Points* on a flipchart or overhead and communicate the following to participants:  
Today, we are going to set out on a journey. This journey will lead you to a path of self-discovery and self-motivation. The goal today is to help you understand that this journey is within your reach. By the end of this session, you will:
  - Realize you have the power to be self-motivated
  - Understand what you really want
  - Identify your goals
  - Create action steps to achieve your goals
  - Identify a mentor to help you on your journey

13

Approximate length of exercise.

Each exercise has facilitator’s instructions that will guide the facilitator during the program.



## Icon Map

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These icons are used throughout this material to help you easily identify what you need to do as a facilitator.



**Ask & Discuss**



**Read or Paraphrase**



**Show Video**

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### Agenda Options

#### 90 - minute Agenda

#### Time

#### Page

|  |            |    |
|--|------------|----|
| Introduction                           | 15 minutes | 12 |
| Characteristics of a Bad Attitude      | 12 minutes | 14 |
| Pre-Video Discussion                   | 13 minutes | 15 |
| <b>Bad Attitudes™</b> Video            | 20 minutes | 16 |
| Why People Do What They’re Supposed To | 10 minutes | 17 |
| Case Studies                           | 15 minutes | 23 |
| Review & Evaluation                    | 5 minutes  | 25 |

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#### 4 - hour Agenda

#### Time

#### Page

|  |            |    |
|--|------------|----|
| Introduction                           | 15 minutes | 12 |
| Characteristics of a Bad Attitude      | 12 minutes | 14 |
| Pre-Video Discussion                   | 13 minutes | 15 |
| <b>Bad Attitudes™</b> Video            | 20 minutes | 16 |
| Break                                  | 15 minutes |    |
| Why People Do What They’re Supposed To | 10 minutes | 17 |
| Explore the 5-Step Process             | 50 minutes | 19 |
| Understanding Difficult People         | 10 minutes | 20 |
| Turning Bad Apples into Good Apples    | 15 minutes | 21 |
| Break                                  | 15 minutes |    |
| Case Study – Application               | 10 minutes | 23 |
| Case Study – Practice                  | 45 minutes | 24 |
| Review & Evaluation                    | 10 minutes | 25 |



# Facilitator's Checklist

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## Before the Training:

- Read through the entire facilitator's guide.
- Watch the video several times.
- Determine the length of your session.
- Send out a memo inviting participants to the training – be sure to attach the Forward page and the Pretraining Assessment.
- Review the participants' Pretraining Assessments prior to the training and be prepared to discuss what you learned during the session.
- Locate audio/visual equipment and make sure it works.
- Make copies of any exercises needed for the training.
- Identify any personal stories that may make the session more meaningful to participants.

## The Day of the Training:

- Review your notes.
- Check the TV/VCR.
- Prepare flipcharts.
- Check the lighting of the room.
- Set up room arrangement. Participants will need to get into small groups during the session.

## After the Training:

- Review the Program Evaluation.
- Determine what, if anything, should be changed about your program.
- Send a follow-up e-mail or memo to participants reminding them to meet with their mentor or coach.
- Ask participants to e-mail you regarding their progress toward their goals.



# Invitation

---

Are you working with, serving, or even living with someone who has a bad attitude? Dealing with people that are negative or passive are some of the most challenging relationships. Just being around someone who complains, whines, or just doesn't say anything can cause you to feel frustrated, angry, or even helpless.

Bad attitudes in the workplace can deteriorate morale, lower productivity, and increase costs. It doesn't take much for a co-worker, manager, or customer to feel the negative effects from someone with a bad attitude.

The good news is there is now a process for dealing with these difficult people! **Bad Apples™** is a training program to help you learn how to:

- Recognize and describe the characteristics of a bad attitude.
- Understand how negativity impacts relationships and performance.
- Assess a challenging situation and determine an appropriate strategy.
- Utilize a 5-step process for dealing with difficult people.
- Identify the reason(s) for someone's poor performance.
- Develop potential solutions for resolving a problem.
- Regain your positive attitude about the other person or situation.
- Manage conflict with confidence, resulting in a positive outcome.

Join us on (date) from (start time – end time) in (location) for an inspiring workshop to help you (insert text describing the appropriate use for this program.)



## Video Overview

---

Through five different scenarios, you will learn how to use a 5-step process for dealing with difficult attitudes.

### **Bad Apple #1: The Boss Who Knows It All...And Then Some!**

Paula's manager, Tom, isn't willing to listen and consider her ideas.

### **Bad Apple #2: The Customer Who Got Up on the Wrong Side of the Bed**

Jonathan and Anna help an angry bank customer.

### **Bad Apple #3: A Real Team Player...NOT!**

Kara observes one of her employees, Sam, is not willing to help his fellow co-workers.

### **Bad Apple #4: Change is Not in My Vocabulary!**

Jan, an R.N., is frustrated with Amy, a C.N.A. for not utilizing the new treatment codes.

### **Bad Apple #5: The "Whatever" Co-worker**

Jason tries to motivate one of his employees, Max, who doesn't seem to apply himself on the job.

## The 5-Step Process

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1. Determine Your Involvement
2. Understand the Other Person
3. Influence His/Her Attitude
4. Resolve the Problem
5. Recover and Go On



# Introduction

---

**Length:** 15 minutes

## Learning Objectives:

- Introduce participants to each other.
- Provide an overview of the program.
- Create a positive learning environment.

## Materials Needed:

- Flipchart or Overhead with the Program Objectives Pre-printed
- Flipchart for "Why I Want to Learn How to Deal with Difficult People"
- Introduction Worksheet

## Facilitator's Instructions:

1. Welcome the participants to the program and introduce yourself.
2. Provide an overview of the program and intended learning objectives:

***Bad Apples® is a training program to help you learn how to:***

- ***Recognize and describe the characteristics of a bad attitude.***
- ***Understand how negativity impacts relationships and performance.***
- ***Assess a challenging situation and determine an appropriate strategy.***
- ***Utilize a 5-step process for dealing with difficult people.***
- ***Identify the reason(s) for someone's poor performance.***
- ***Develop potential solutions for resolving a problem***
- ***Regain your positive attitude about the other person or situation.***
- ***Manage conflict with confidence, resulting in a positive outcome.***





3. Ask each participant to introduce themselves and share one reason why learning strategies to deal with difficult people would be helpful to them. Record their response on flipchart. Possible responses include:



***I deal with them everyday.***

***They drain all my energy and enthusiasm.***

***They are a distraction to my productivity.***

***They stress me out!***

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# Characteristics of a Bad Attitude

**Length:** 12 minutes

## Learning Objectives:

- Understand how attitudes are communicated.
- Describe what bad attitudes look and sound like.

## Materials Needed:

- Characteristics of a Bad Attitude Worksheet
- Flipchart for “Characteristics of Bad Attitudes”

## Facilitator’s Instructions:

1. Explain how attitudes are communicated.

*7% Words*                      *What you say*  
*38% Tone of*                   *How you say it*  
*Voice*  
*55% Body*                      *What you do – facial*  
*Language*                      *expressions, gestures,*  
    *etc.*  
  
*100%*



2. Tell the participants to think about people they have encountered that have a bad attitude. For instance, they could be co-workers, customers, family members, friends, or strangers out in public.

3. Ask them to describe in specific terms the characteristics of a bad attitude. Encourage them to record their responses on their Characteristics of a Bad Attitude Worksheet, while you list them on the flipchart. Possible responses include:



| <u>What do they say?</u>  | <u>How do they sound?</u> | <u>What do they do?</u> |
|---------------------------|---------------------------|-------------------------|
| <i>No way!</i>            | <i>Angry</i>              | <i>Frown</i>            |
| <i>I can't do that!</i>   | <i>Defensive</i>          | <i>Point fingers</i>    |
| <i>Don't blame me!</i>    | <i>Bitter</i>             | <i>Cross arms</i>       |
| <i>It's not my job!</i>   | <i>Whiny</i>              | <i>Walk away</i>        |
| <i>That won't work!</i>   | <i>Loud</i>               | <i>Look down</i>        |
| <i>I don't have time.</i> | <i>Abrupt</i>             | <i>Bored</i>            |
| <i>Whatever!</i>          | <i>Rude</i>               | <i>Tired</i>            |
| <i>I don't know.</i>      | <i>Sarcastic</i>          | <i>Roll eyes</i>        |
| <i>I don't care.</i>      | <i>Monotone</i>           | <i>Blank stare</i>      |
| <i>Yea right.</i>         | <i>Silent</i>             | <i>Nothing</i>          |



# Pre-video Discussion

**Length:** 13 minutes

## Learning Objectives:

- Understand how attitude impacts other people.
- Describe the negative effects on co-workers, customers, a company and its culture.

## Materials Needed:

- Pre-Video Discussion Worksheet
- Flipchart for “How Bad Attitudes Affect... Co-workers, Customers, Culture, Company”

## Facilitator’s Instructions:

1. Request each person find a partner and discuss questions 1-3 on the Pre-Video Discussion Worksheet.



***How do you feel or react around people with bad attitudes?***

***What are the unhealthy or improper ways to deal with difficult people?***

***What does the saying, “One bad apple ruins the whole bunch” mean?***



2. Ask all participants to share how bad attitudes affect other people. Encourage them to record their responses on their Pre-Video Discussion Worksheet, while you list them on the flipchart. Possible responses include:

|  |  |
|--|--|
| <u><b>Co-Workers</b></u><br><i>Angry</i><br><i>Frustrated</i><br><i>Resentful</i><br><i>Complain</i>   | <u><b>Customers</b></u><br><i>Dissatisfied</i><br><i>Complain</i><br><i>Quit doing business</i><br><i>Tell other potential customers</i>         |
| <u><b>Culture or Environment</b></u><br><i>Tense</i><br><i>Deteriorates teamwork</i><br><i>Lowers morale</i><br><i>Breaks down communication</i> | <u><b>Company</b></u><br><i>More mistakes</i><br><i>Lowers productivity</i><br><i>Increases cost</i><br><i>Loss of employees &amp; customers</i> |



# Bad Apples™ Video

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**Length:** 20 minutes

## Learning Objectives:

- Watch and listen to how attitudes affect the workplace.
- Learn how to use a 5-step process to deal with difficult attitudes.
- Realize that “Bad Apples” can actually turn out to be “Good Apples.”

## Materials Needed:

- TV and VCR
- Video, *Bad Apples: How to Deal with Difficult Attitudes*

## Facilitator's Instructions:

1. Communicate the following to introduce the video:

*The video you are about to watch will introduce you to 5 “Bad Apples”...people in the workplace with bad attitudes. You will hear how their attitudes are affecting other people...their co-workers, bosses, and customers.*

*In addition, you will learn how to use a 5-step process to deal with a difficult situation or relationship. Afterwards, I will ask you to identify what was helpful in changing a “Bad Apple” into a “Good Apple.”*

2. View the video, *Bad Apples: How to Deal with Difficult Attitudes*

3. After watching the video, ask the participants to identify:

*What did you see or hear that was effective in dealing with those 5 difficult people?*





# Why People Do What They’re Supposed To

**Length:** 10 minutes

## Learning Objectives:

- Learn the top 10 reasons why employees don’t do what they’re supposed to do.
- Identify possible causes for poor performance.
- Realize that a bad attitude may be a result of factors you aren’t aware of and can be easily corrected.

## Materials Needed:

- Why People Do What They’re Supposed To Worksheet
- Overhead of the Worksheet to record possible causes

## Facilitator’s Instructions:

1. Introduce the survey results:



*Ferdinand F. Fournies, author of the book, “Why Employees Don’t Do What They’re Supposed to Do” asked 4,000 employees and managers with various occupations in a wide variety of industries for the reasons they hadn’t done something in the past they were supposed to have done on the job. The top ten reasons are listed below in order of most to least frequent response.*



2. Ask them to identify possible causes for each reason someone didn’t do what they were supposed to. Possible responses include:

| Top 10 Reasons                                     | Possible Causes                                     |
|--|---|
| 1. They didn’t know why they should do it.         | <i>No one explained the importance of the task.</i> |
| 2. They didn’t know when to begin and end it.      | <i>No one clarified the timeline and deadlines.</i> |
| 3. They didn’t know what they were supposed to do. | <i>No one defined the expectations.</i>             |
| 4. They didn’t know how to do it.                  | <i>No one showed or trained them.</i>               |



|  |   |
|--|---|
| 5. They thought they were doing it.  | <i>No one gave them feedback.</i>   |
| 6. They thought your way wouldn't work, or their way was better.                 | <i>Previous experience or lack of understanding.</i>  |
| 7. They thought something else was more important.                               | <i>No one redirected their priorities.</i>  |
| 8. They aren't rewarded for doing it...or they aren't punished for not doing it. | <i>No one gave them positive or corrective feedback.</i>  |
| 9. They are rewarded for not doing it...or they are punished for doing it.       | <i>They aren't being treated fairly because:</i><br><i>Example A: If they complain, they aren't asked to do a task.</i><br><i>Example B: They have to do someone else's work.</i> |
| 10. They didn't think they could do it.  | <i>They lack confidence in themselves.</i>  |

**Optional discussion question:**

*What could a manager or co-worker do in each case to help someone do what he or she is supposed to do?*





## Explore the 5-Step Process

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**Length:** 50 minutes

**Learning Objectives:**

- Understand the purpose of each step in the process.
- Discuss how to complete each step.

**Materials Needed:**

- Explore the 5-Step Process Worksheet

**Facilitator's Instructions:**

Spend approximately 10 minutes on each step:

1. Explain the purpose of the step...why it is important to the situation.
2. Identify the strategies for implementing the step.
3. Use the questions to discuss how to complete the step.

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# Understanding Difficult People

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**Length:** 10 minutes

## Learning Objectives:

- Recognize 9 different types of difficult people.
- Understand why it happens.
- Utilize strategies for dealing with them.

## Materials Needed:

- Understanding Difficult People Worksheet
- Overhead of "Understanding Difficult People"

## Facilitator's Instructions:

1. Introduce the roster of characters that are often difficult to deal with:

- *The Quiet One*
- *Stubborn*
- *The Heckler*
- *The Rambler*
- *Conversationalist*
- *The Whiner*
- *Personality Problems*
- *Wrong Track*
- *The Know-It-All*

2. Review the reasons why it happens and what you can do about it.

3. Request each participant discuss with a partner:

***"Which characters are the most difficult to deal with? Why?"***



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# Turning Bad Apples into Good Apples

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**Length:** 15 minutes

**Learning Objectives:**

- Recognize 13 “Bad Apples” you may have encountered.
- Identify things you could say, ask, or do to turn them into “Good Apples.”

**Materials Needed:**

- Turning Bad Apples into Good Apples Worksheet
- Overhead of “Turning Bad Apples into Good Apples”

**Facilitator's Instructions:**



1. Either in small groups or with partners, ask the participants to identify things that someone could say, ask, or do to make a positive influence on a “bad apple.” For the sake of time you might have half of the group do the odd and the other half do the even numbered items. Record your responses below. Make them specific, relevant and appropriate to the participants.

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### Your Answer Key: Turning Bad Apples into Good Apples

| “Bad Apples”          | Things You Could Say | Things You Could Ask | Things You Could Do |
|-----------------------|----------------------|----------------------|---------------------|
| 1. Brad Bored         |                      |                      |                     |
| 2. Carol Complainer   |                      |                      |                     |
| 3. Gregory Gossip     |                      |                      |                     |
| 4. Betty Busywork     |                      |                      |                     |
| 5. Roger Rigid        |                      |                      |                     |
| 6. Victoria Victim    |                      |                      |                     |
| 7. William Whatever   |                      |                      |                     |
| 8. Lisa Lazy          |                      |                      |                     |
| 9. Doubting Thomas    |                      |                      |                     |
| 10. Jill Jealous      |                      |                      |                     |
| 11. Worry Walt        |                      |                      |                     |
| 12. Betty Backstabber |                      |                      |                     |
| 13. Timid Tim         |                      |                      |                     |

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## Case Study – Application

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**Length:** 10 - 15 minutes, depending upon the length of the training

**Learning Objectives:**

- Apply the use of the 5-step process to a recent or current situation.
- Practice writing statements and questions to accomplish each step.

**Materials Needed:**

- Case Study – Application Worksheet
- Your completed sample of “Case Study – Application” on overhead

**Facilitator's Instructions:**

1. Prior to facilitating this program, you will need to complete a sample Case Study – Application Worksheet to demonstrate how to use this worksheet. Choose an appropriate situation, one that the participants can relate with, but doesn't embarrass anyone. Make an overhead of the completed sample.
2. Show the participants your sample worksheet.
3. Ask them each to complete one of their own. You may choose to let them describe either a relationship at work or home.



# Case Study - Practice

**Length:** 45 minutes

## Learning Objectives:

- Practice utilizing the 5-step process for dealing with difficult attitudes.
- Obtain feedback and suggestions for enhancing your effectiveness when dealing with difficult attitudes.

## Materials Needed:

- Flipchart to explain how to set up the Practice Rounds:

| 15-minute Rounds | Bad Apple    | Uses the 5-Steps | Observer     |
|------------------|--------------|------------------|--------------|
| 1                | Person One   | Person Two       | Person Three |
| 2                | Person Two   | Person Three     | Person One   |
| 3                | Person Three | Person One       | Person Two   |

## Facilitator’s Instructions:

1. Number off by three and divide the group into triads (3 per group).
2. Explain how the practice round(s) will work:
  - **Each person will have 15 minutes to practice using the 5-step process.**
  - **For the first round: Person One will be the “Bad Apple”, Person Two will practice using the 5-steps to deal with the “Bad Apple,” and Person Three observes and gives feedback.**
  - **Ask Person Two to describe the situation to Person One who will be the “Bad Apple.”**
3. Allow 10 minutes to practice using the 5-steps in a role-play discussion. At the end of 10 minutes, stop the discussion and ask the observers to give specific feedback on how well the 5-steps were utilized. The observers will have 5 minutes to share feedback and make suggestions.
4. Repeat the same process for Rounds 2 and 3.





# Review and Evaluation

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**Length:** 5-10 minutes, depending upon the length of the training

## Learning Objectives:

- Review the key concepts learned during the training.
- Evaluate the effectiveness of the program.

## Materials Needed:

- Program Evaluation Worksheet
- Supply of squeeze **Bad Apples**® for each participant

## Facilitator's Instructions:

1. Review the activities and/or the learning objectives for the program:



*As you learned today, bad attitudes in the workplace can deteriorate morale, lower productivity, and increase costs. It doesn't take much for a co-worker, manager, or customer to feel the negative effects from someone with a bad attitude.*

*However, you now have a process for dealing with these difficult people! Today you learned how to:*

- *Recognize and describe the characteristics of a bad attitude.*
- *Understand how negativity impacts relationships and performance.*
- *Assess a challenging situation and determine an appropriate strategy.*
- *Utilize a 5-step process for dealing with difficult people.*
- *Identify the reason(s) for someone's poor performance.*
- *Develop potential solutions for resolving a problem.*
- *Regain your positive attitude about the other person or situation.*
- *Manage conflict with confidence, resulting in a positive outcome.*



2. Ask each participant to share what was most beneficial to them and what they will do when dealing with difficult attitudes.
3. Distribute the Program Evaluation Worksheets. Request each participant complete their evaluation before they leave.
4. Announce they will receive a squeeze *Bad Apples* when they turn in their evaluation. Encourage them to put their *Bad Apples* on their desk as a reminder that most “Bad Apples” are “Good Apples,” depending upon how you deal with them.

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Training