

CASE 98

#3

WHY SHOULD I?

Primary Topic—*Employee Problems and Problem Employees*

Additional Topics—*Communication; Criticism and Discipline; Delegation*

You are a unit manager in a hospital's clinical laboratory, and you have 22 direct-reporting employees.

You believe that you have comfortable working relationships with all of your employees except one. The single employee in question, a laboratory technologist, continually gives you a hard time regarding assignments. Whenever you give this person a task that she considers not part of her daily routine and is not specifically designated in her job description, her response is, "Why should I? That's not part of my job."

In one recent, frustrating exchange you found yourself responding angrily, "Because I said so, that's why!" This response not only failed to get results, it also generated increased hostility.

Question:

How are you going to deal with this employee?