

Coaching Workplace Challenges

Innovations in Employment Supports

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Introduction – Workplace Challenges vs. Challenging Behavior

Section 1

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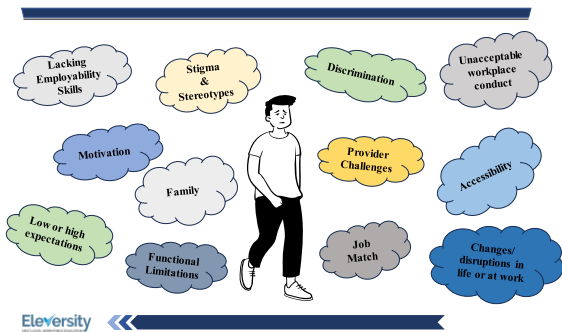
What do you think when you hear...



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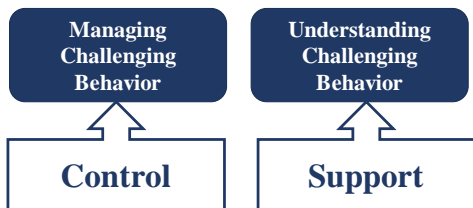


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What comes to mind when hear...



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Evolution of Behavior Support

- Originally the focus was on either eliminating or increasing behaviors with reinforcement.
- Later the focus was on the “communicative function” of behavior. We began to ask “Why?”
- More recently, we have begun to look at things like the environment and quality of life.

-The University of Maine Center for Community Inclusion & Disability Studies, 2010

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Give yourself 1 pt. for each item that is true for you

Gossiped at work	Did only the bare minimum at work	Did a "Hi and Bye" visit in Extended
Called in sick, but you weren't	Came to work in a bad mood	Took shortcuts just to finish something
Checked your social media at work	Did not ask for help when needed	Were distracted on your phone during an Innovations training
Snuck in late or out early at work	Did not help a co-worker just because	Threatened to quit your job
Blamed someone else for my mistake		Refused to make a change you didn't like

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Adaptive vs. Maladaptive Behavior

Adaptive	Maladaptive
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Categories of Difficult Behaviors

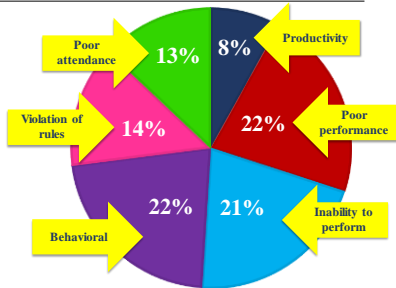


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Reasons SEMP Employees were Fired in 2019



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Breakout Room

What are the most common challenging behaviors you have encountered while supporting someone in the workplace?

- Which category or categories do they fall under?
- How have you addressed these challenging behaviors in the past?
- When do you consult with or refer the problem to professional?
- Is the behavior really a problem?
- Are we overreacting to the behavior?

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Before We Can Support—

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—Internal—

What is happening within the person?



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Know the Individual and their History

- Do they have an Individualized Plan of Protective Oversight or Behavior Support Plan? (IPOP)
- Do they have a treatment or safety plan from a therapist?
- Do they have relaxation or stress management techniques?
- Are they taking medications that may be affecting them?
- Are they experiencing illness or pain?
- What does the person want or need?
- Are there other things that you have noticed?



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—External—

What is happening around the person?



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What is happening at work, home, or elsewhere?

- How are their relationships at home, work, and with VSP?
- Are there domestic stressors?
- Is there a match with the environmental conditions at workplace?
- Is there a match with the person's abilities and the tasks at hand?
- Are they any changes at work:
 - new manager
 - co-worker changes
 - productivity or hours of work changes
- Other things you have noticed?



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Positive Approaches — Managing Workplace Challenges

Section 3



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Career Adaptability—*Composed of four resources*

- Concern for the future** → The individual ability to connect past with present and to be positively projected towards the future
- Control** → The tendency to think that the future is in part manageable and that it is important not to give up
- Curiosity** → The inclination to learn about the environment, themselves and the outside world
- Self-confidence** → The self-efficacy in own ability to handle the challenges, obstacles and barriers that may be encountered

Sanitili, et al., Journal of Vocational Behavior 85 (2014) 67-74



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The starting point lies with the simple task of asking permission to work with employee on the behavior in question.

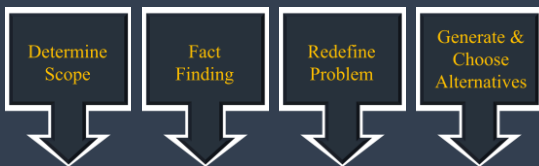
As Daniel Pink states: "Goals imposed by others...can have disastrous consequences."

Identify Positive Supports

- Change the environment
- Change your reaction to the behavior
- Meet unmet need
- Change medication regimen or hours of work if possible
- Teach a new behavior or skill
- Find strategies for support on [Job Accommodation Network](#)

Adapted from: [Positive Approaches to Challenging Behaviors](#)

Approaching a Workplace Challenge



Understanding Challenging Behaviors (n.d.) Institute for Community Inclusion, Boston, MA.

Determine the Scope of the problem

- Is this a real problem?
- Would the person benefit from a better match?
 - Person-environment
 - Person-task
 - Person-choice
 - Person-interest
- Is there another work site that would be more naturally tolerant of the person's behavior/actions?
- Is it fair to try to change this behavior?

Understanding Challenging Behaviors (n.d.) Institute for Community Inclusion. Boston, MA.



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Fact Finding

- Describe the behavior in detail
- Refer to Discovery Findings / CBPV situational assessments for environment and preferences
- Functional Analysis of the behavior
 - What is happening before [events, triggers, cues, environment, etc.]
- Identify—
 - When behavior occurs
 - Where behavior occurs
 - Who is around
 - What is the task or activity
- What are external factors?

Understanding Challenging Behaviors (n.d.) Institute for Community Inclusion. Boston, MA.



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Redefine the problem or questions to be answered

Based on the information developed, how can the problem be re-framed or redefined?

Understanding Challenging Behaviors (n.d.) Institute for Community Inclusion. Boston, MA.



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Generate and Choose Alternative Solutions

- **Prevention Strategies** [Ecological changes]
- **Consequences** — How will you or others respond when the behavior occurs?
- **Adaptive alternatives** — Choose and teach adaptive alternatives that substitute for, or replace the behavior
- **Choose alternatives** — Develop a plan that addresses each of the 3 components above


  Understanding Challenging Behaviors (n.d.) Institute for Community Inclusion, Boston, MA

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Intervention Strategies

Short-term Interventions → Long-term Interventions

  Adapted from De-escalate Anyone, Anywhere, Anytime

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Let's Practice — Breakout

Section 4

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Manual Pages— 7-10

1. Gary

2. Joshua

3. Janet

4. Liza

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Gary works at a local grocery store as stocker. He is very good at his job, is punctual, diligent and has good customer service skills. This is Gary's first competitive job and he's been working in it for 3 years, since leaving the sheltered workshop. For the past several months, Gary has been voicing his desire to find a new position either within the store or elsewhere. The problem is that Gary talks about nothing else, and has been telling customers of his career frustrations, as well as seeking out his supervisor on every shift and pressuring her for a promotion. Gary's supervisor has contacted you to make him stop. She tells you that this is upsetting customers, co-workers, and interfering with work.



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Joshua works at Top's Market as a cart pusher. This is his first competitive job and he's meeting his employer's expectations. Joshua enjoys working outside and believes the added exercise will help in his goal of losing weight. Joshua has 2 problems that are impacting his job. The first is his need for new shoes with better support. Joshua tends to walk on his toes, and with his cheaply made sneakers, his feet ache after working a shift. He's made numerous requests to his IRA staff to go shopping, but his staff claim that it will have to wait until there are enough staff on. In the meantime, the med staff have been giving him Tylenol for pain.

The second problem is that Joshua is on a diet for weight loss to manage some medical concerns. During his 4-hour shift, staff give him a yogurt for a snack. Joshua does not like the kind of yogurt his group home buys, and he wants fruit-on-the-bottom. When Joshua requests his preference, the response is that fruit-on-bottom is too expensive, and this is good enough. Between his sore feet and having to eat yogurt he doesn't like; Joshua is losing his motivation to work. His mood is depressed, and his language has become defeated. His supervisor has noticed the change from a positive, energetic employee, to one who moves slowly, looks downcast, and doesn't interact.



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Janet has been working at a local hospital as a facilities worker. One of her main job functions is to empty the sharps containers throughout the hospital. Janet is excellent at her job, which requires strict adherence to procedure. It's been a few months since Janet has started and everyone has noticed a dramatic change in her mood, attitude, and energy level. When the job coach visits Janet at work she is on task, and her supervisor reports she's doing a good job, but states she can't help but notice the changes.

Janet's mother contacts the job coach and is very concerned about her daughter and believes that it's because of her work. Prior to working, Janet was a happy, talkative, funny person. The job coach talks to Janet about work, and she discloses that she hates working at the hospital and can't stop thinking about all of the gruesome things she's seen. She states she has to go into the ER, where there are bloodied sheets, and hurt people who are crying in pain. She said she hears people moaning and sees children who are sick. She said she can't sleep and can't stop thinking about the suffering. She wants to work and knows this is a good job. She didn't want to say anything because she doesn't want to start over.





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Liza works at a large corporate bank in the credit card department. Her essential duty is data input. Liza has been in her position for 10 years and has gotten very good performance reviews to this point. Liza has low vision and uses a screen magnifier, and also takes an extra 15-minute break when needed but works 15 minutes longer than her scheduled shift to make up the time. This accommodation has been in place since she started. Liza has had 4 different managers since she started and there has never been a problem until her newest manager. When he started, he increased everybody's productivity expectation by 7%. Liza has become more anxious than usual, which has caused an increase in mistakes. She has not been able to take an additional break because she is afraid of not meeting the productivity expectation. When she spoke to the new manager, he suggested she should cut her hours back if she can't handle the job.





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