

SOMEONE YOU SHOULD KNOW

Author tells employers how to deal with 'bad apples'

by ANDREA KIMBRIEL

Terry Sember is vice president of Internet and technology for Chakra Communications in Buffalo. He has also owned his own business, Sember Resources, and worked with various organizations at different levels. He drew from that experience in "Bad Apples: How to Manage Difficult Employees," which he co-wrote with his wife, Brette McWhorter Sember.

"I've been exposed to a lot of people and a lot of things, so it's kind of a culmination of that," he said of the book. In it he shares advice on how to deal with what he said can be one of the most frustrating issues for a manager — difficult employees, or "bad apples" as he terms them.

Sember said he takes a positive approach, telling people how to identify why people are acting the way they are and, he hopes, giving them tools to intervene and keep people from turning into bad apples.

There are different types of bad apples — some are procrastinators, others are back stabbers. Sember said he gives strategies for dealing with situations that arise in organizations and he discusses how to realize which employees can be helped. Letting them go is a last resort, he said.

"I think our approach is a good one. We try to be positive. We really try to instill that into the book as well," he said.

"Bad Apples" was published within the last two weeks by Adams Media and is available at local bookstores, including Barnes & Noble, as well as amazon.com and his Web site, www.managingbadapples.com.

He also wrote "The Essential Supervisor's Handbook" with his wife, who has authored more than 30 books.

"She and I had been talking about the possibility of working together on a book," she said. A publisher was interested in the topic, and its eventual success motivated them to write this second book. He said they work well together and may collaborate again in the future.

The book has sold well and has been reprinted in China and Russia, he said. It is a reference for those who are new to being a manager. Just because someone is a good employee doesn't mean they are equipped to be a good manager, he said. He gives hands-on advice about how to prepare oneself for new challenges, including how to manage former co-workers.

If you have a suggestion for someone to feature in this column, send it to Andrea Kimbriel, editor, Clarence Bee, 5564 Main St., Buffalo, NY 14221 or call 204-4921.



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