



Working with Problem Faculty: A Six-Step Guide for Department Chairs

R. Kent Crookston

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Working with Problem Faculty

When asked to name their number one concern and problem, department leaders overwhelmingly said that it was dealing with difficult people. Now R. Kent Crookston draws on the wisdom of seasoned department chairs, the academic literature, and his own experience as a department head and dean to shed new light on this perennial problem. *Working with Problem Faculty* outlines a practical six-step process that aims at improving an entire department and charts a clear course for dealing with problem faculty by

- Clarifying values and expectations
- Following policy
- Building trust with colleagues
- Evaluating yourself and your perceptions
- Listening
- Taking appropriate action

By following these six steps, department chairs are able to challenge problem faculty with consideration, confidence, and effectiveness.

"Anyone seeking practical help in dealing with difficult people will appreciate this book. Using relevant examples, Crookston describes a six-step process for managing people who might appear to be unmanageable."

—**Mary Lou Higginson**, vice president for academic affairs emeritus, Baldwin Wallace University

"Crookston has done his homework. After careful research and decades of personal experience Dr. Crookston shares a practical, insightful, and crucial handbook for addressing the most formidable challenge all leaders face. And best of all, he doesn't just advise on how to act when things go wrong, he gives proactive guidance to ensure that things go right."

—**Joseph Grenny**, *New York Times* bestselling coauthor of *Change Anything* and *Crucial Conversations: Tools for Talking When Stakes are High*

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Joan Henderson:

People live in this new morning of lifestyle always try to and must have the time or they will get wide range of stress from both everyday life and work. So , whenever we ask do people have free time, we will say absolutely sure. People is human not a robot. Then we ask again, what kind of activity are you experiencing when the spare time coming to anyone of course your answer will probably unlimited right. Then do you ever try this one, reading ebooks. It can be your alternative throughout spending your spare time, the book you have read will be Working with Problem Faculty: A Six-Step Guide for Department Chairs.

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George Walker:

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