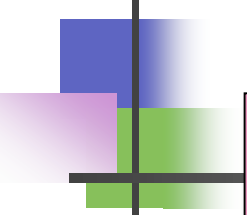


DEPROGRAM, REPROGRAM



THERE ARE NO PROBLEM CHILDREN IN MY CLASSROOM. FIRST, THE CHILDREN KNOW THERE IS NO TIME TO WASTE ON SUCH FOOLISHNESS. SECOND, THE CHILDREN ARE SO BUSY LEARNING GREAT NEW THINGS AND HAVING TOO MUCH ENJOYMENT TO GET INTO TROUBLE.

I PRAISE EVERY CHILD'S EFFORT. EACH CHILD IS PRAISED AND PATTED, HUGGED AND TOUCHED, EACH DAY, FOR EVERYTHING THEY DO RIGHT. WHENEVER THEY ACT HATEFUL I TELL THEM I WILL LOVE THEM IN SPITE OF IT. IT TAKES THE FIGHT OUT OF THEM.

—Marva Collins, Master Teacher
Turned down President Reagan's offer to be
Secretary of Education because her children needed her

**THE POWER OF PEOPLE:
FROM LOSERS TO WINNERS: TRANSFORMING PROBLEM PEOPLE**

THE MANAGER AS GARDENER

PLANT

PERSON

LIGHT



**OPEN INFORMATION SHARING, TRUST IN
RELATIONSHIPS**

WARMTH



HIGH C, BOSS RAPPORT, TEAM FEELING

WATER



3 R'S OF MANAGEMENT

SOIL



**HIGH S, ACHIEVEMENT OPPORTUNITY,
TOOLS & EDUCATION, MEANINGFUL WORK**

AIR



**FREEDOM TO ACT, RESPONSIBILITY WITH
AUTHORITY**

**ROOM
TO GROW**



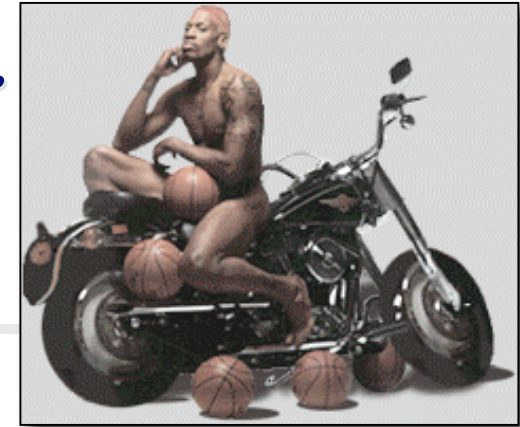
**JOB OWNERSHIP, CAREER PROGRESSION,
POLICY REVITALIZATION**

**PEST
PROTECTION**



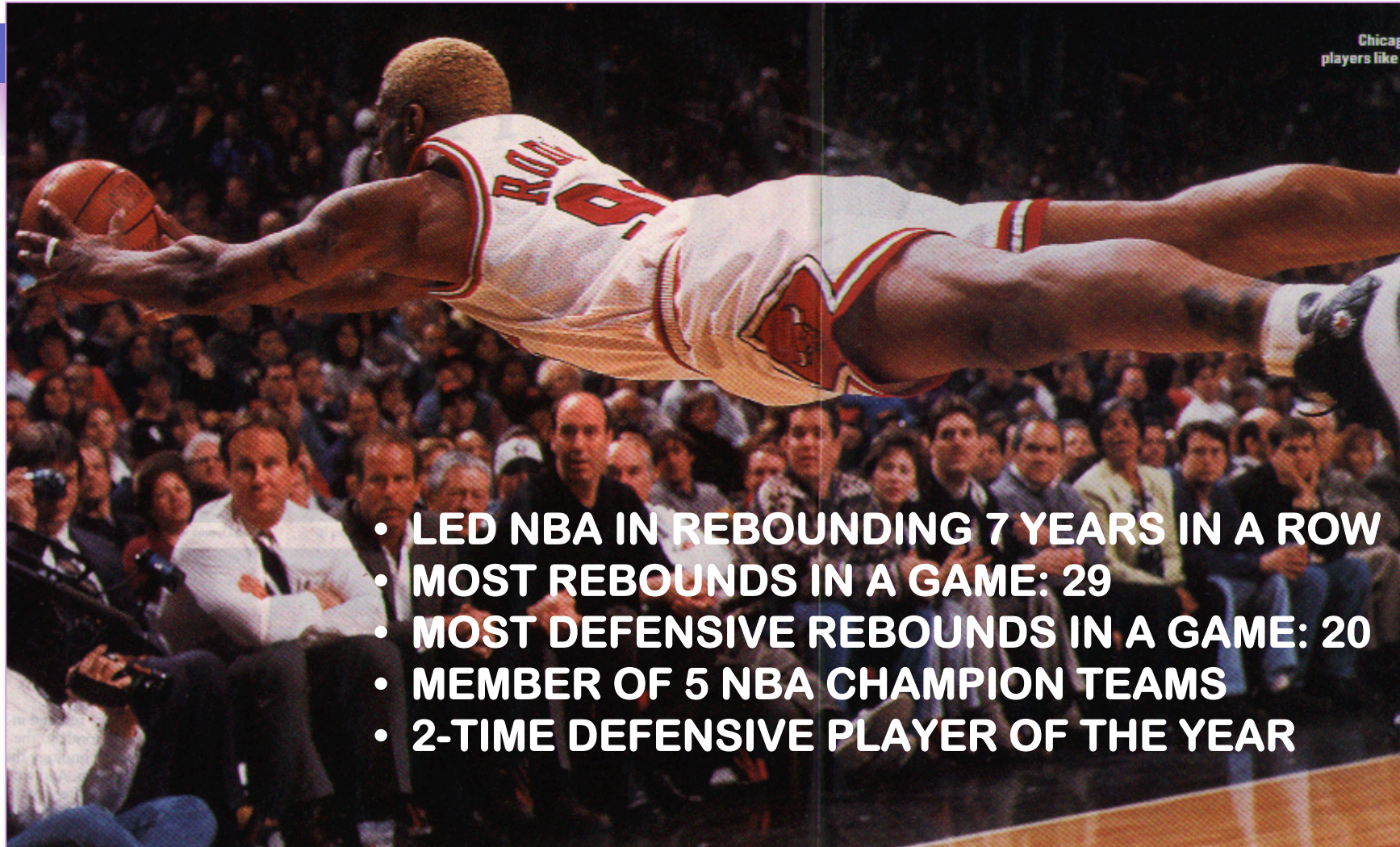
**POLITICAL SUPPORT IN CLINCHES, GET
ROCKS OUT OF WAY**

PROBLEM PERSON...



- FLAMBOYANT PERSONAL BEHAVIORS, TATTOOS, HAIR DYEING
- SUSPENDED REGULARLY, ARRESTED FOR VARIOUS MISDEMEANORS
- EVEN MADONNA COULDN'T HANDLE HIM!

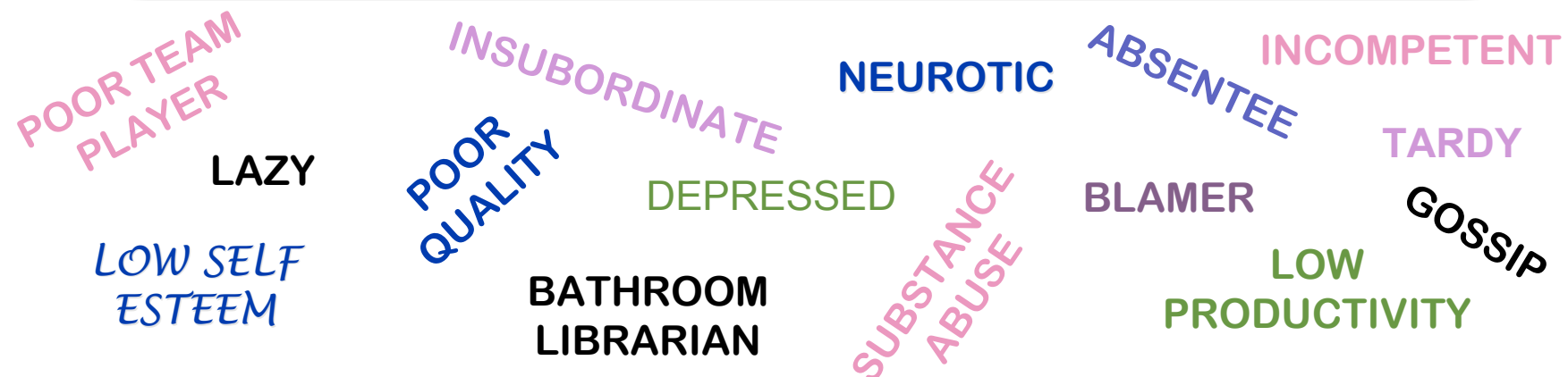
...OR CHAMPION PERFORMER?



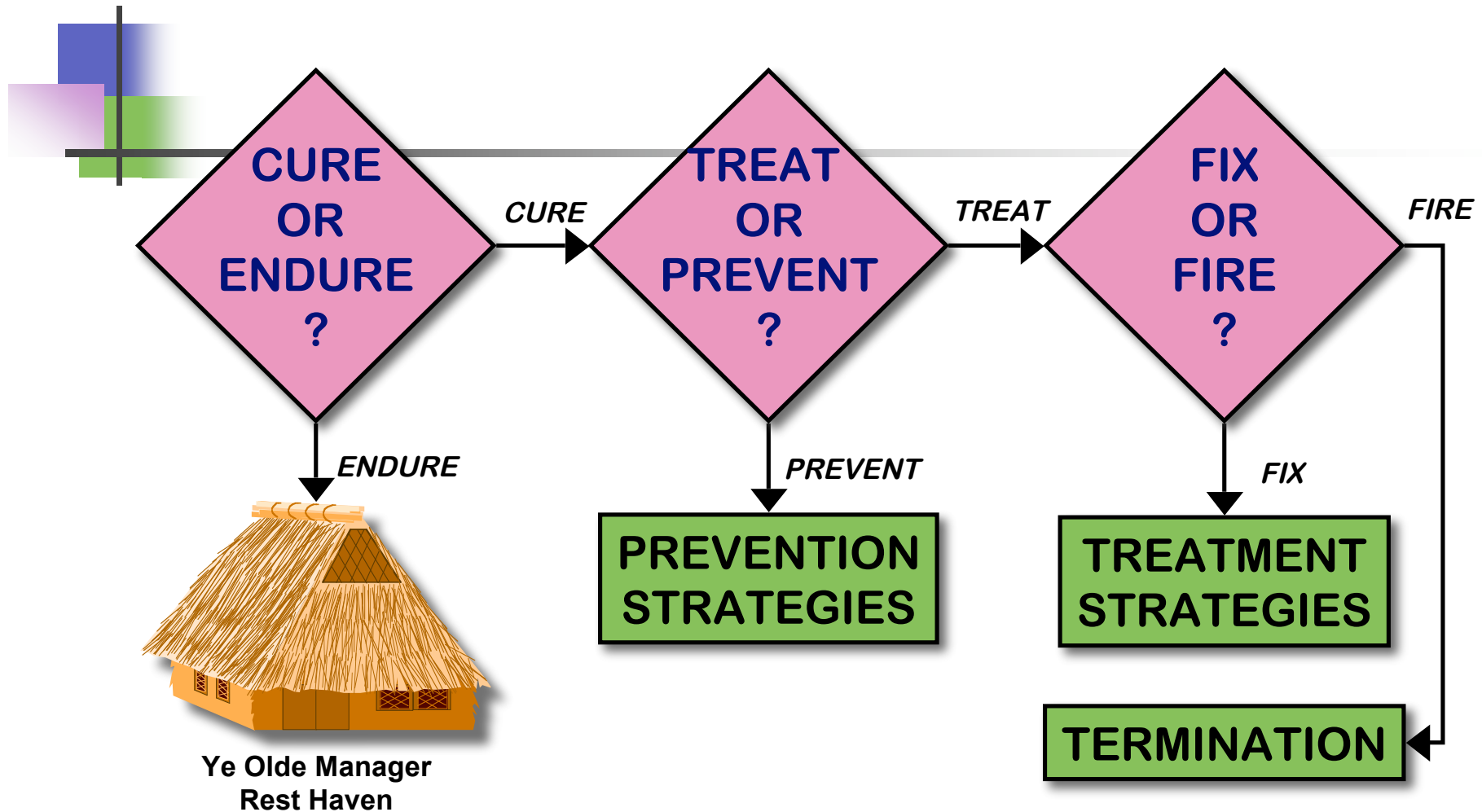
PROBLEM EMPLOYEE TYPES & COSTS

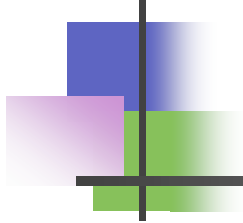


1. TOT SALARIES = \$_____ ; TOT EMPLOYEES = _____
2. a. # PROB EMPLOYEES = _____ = _____ %
 b. # FIRABLE EMPLOYEES = _____ = _____ %
3. a. P.E.% X 8 (DAMAGE MULTIPLIER) = _____ %
 b. F.E.% X 8 (DAMAGE MULTIPLIER) = _____ %
4. a. P.E. SALARIES X MULTIPLIER = \$_____ DAMAGE
 b. F.E. SALARIES X MULTIPLIER = \$_____ DAMAGE



PRESCRIPTIVE OPTIONS



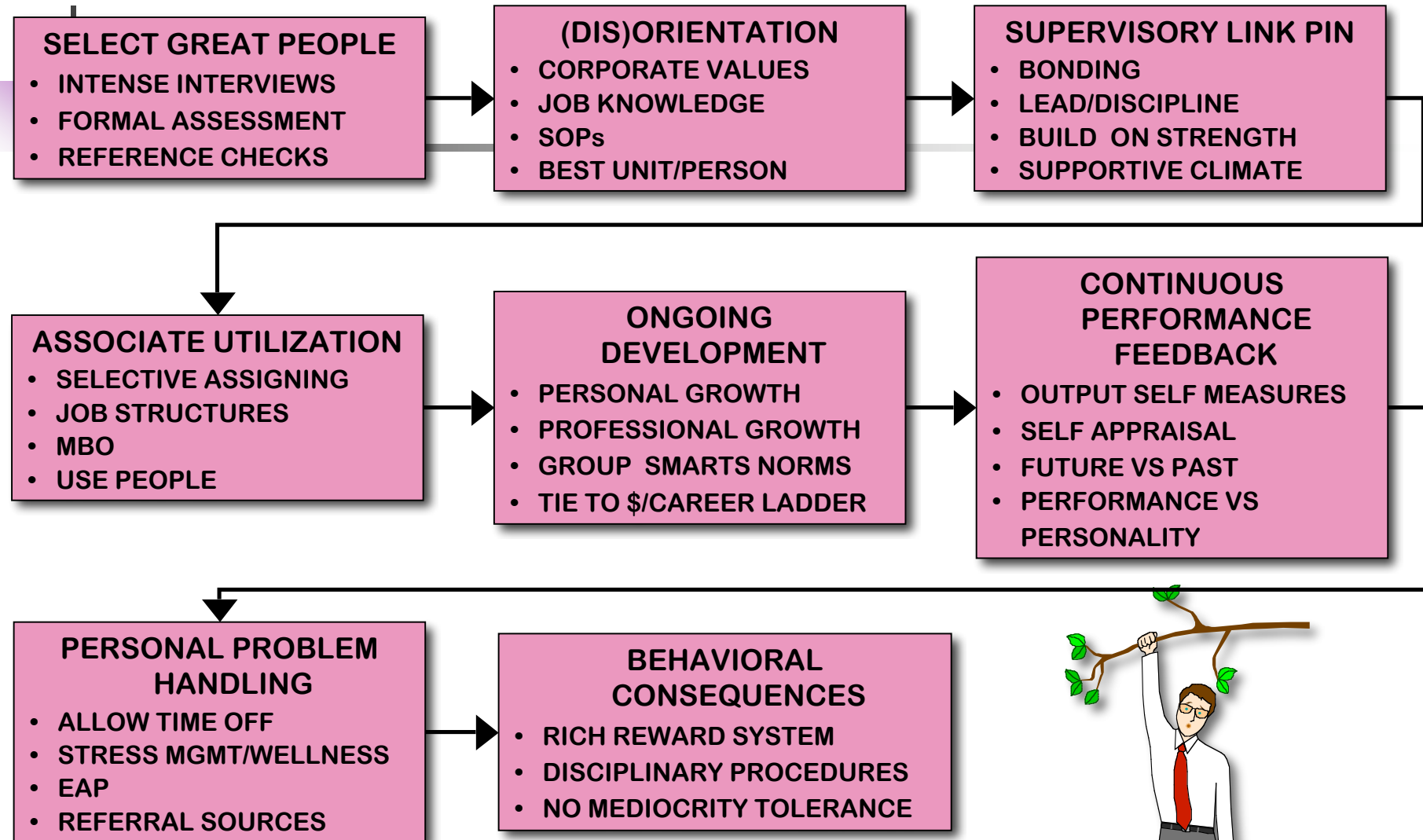


***HOW DO YOU SUPPOSE
AL CAPONE HANDLED
POOR PERFORMANCE?***



POSITIVE PREVENTION

POSITIVE PREVENTION OF PROBLEMS

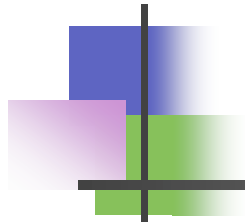




INVENTORY SCORING

- 1. TEAR OFF THE RIGHT FRONT MARGIN**
- 2. ADD UP POINTS IN EACH CATEGORY & ENTER TO SCORE COLUMN UNDER "RAW SCORE"**
- 3. TOTAL THE CATEGORIES**
- 4. RANK ORDER THE CATEGORIES (HIGHEST = 1)—SAME SCORE CATEGORIES GET SAME RANK**

IPEM NORMS



<i>CATEGORY</i>	<i>MGMT NORMS</i>	
	AVG	RANK
PROBLEM DIMENSIONS	5.6	3
THE MANAGER'S ROLE	6.2	1
POSITIVE PREVENTION	6.0	2
COUNSELING & APPRAISAL	4.3	7
POSITIVE DISCIPLINE	5.3	5
SPECIAL CASES	3.5	8
DISCIPLINARY PROCEDURES	5.4	4
EMPLOYEE TERMINATION	<u>4.7</u>	6
	<u>41.0</u>	



LEGAL ISSUES

**ALL THE LAW YOU
NEED TO KNOW
(OR WANT TO!)**

KEEP OR REMOVE?

**NOT DEALING WITH PROBLEM PEOPLE IS A
GREATER RISK THAN KEEPING THEM!**



1. LIABILITIES ARE ASSOCIATED WITH ***INADEQUATE EMPLOYMENT SCREENING OR FAILURE TO CORRECT OTJ BEHAVIORS.***
2. EMPLOYERS INCREASE LIABILITY EXPOSURE TO LAWSUITS BY:
 - **NEGLIGENT HIRING** — HIRING AN UNFIT APPLICANT
 - **NEGLIGENT RETENTION** — RETAINING AN UNFIT EMPLOYEE
 - **NEGLIGENT REFERRAL** — PROVIDING MISLEADING EMPLOYMENT HISTORY
 - **RESPONDEAT SUPERIOR (“LET THE MASTER ANSWER”)** — AN EMPLOYER IS VICARIOUSLY LIABLE FOR HARMS INFLICTED BY A NEGLIGENT EMPLOYEE (A MANAGER’S ACTS CONSIDERED THE EMPLOYER’S ACTS, YOUR PERSONAL LIABILITY IS NOT AT STAKE.)



THE TWO GREAT PRINCIPLES OF AMERICAN JUSTICE

- 1. WERE PEOPLE TREATED FAIRLY?**
- 2. WAS THERE “DUE PROCESS” IN THEIR TREATMENT?**

BUT, IT'S STILL ANYBODY'S GUESS AS TO HOW ANY JURIST WILL DECIDE OR WHAT NEW WRINKLES ANY JURISDICTION WILL ADD. BEST BET ALWAYS IS TO FOLLOW THE TWO GREAT PRINCIPLES AND LET THE LAWYERS WORRY ABOUT THE IFS, ANDS, AND BUTS.



EMPLOYMENT AT WILL

FAIR LIMITS ALLOW TAKING ACTION

“EMPLOYMENT AT WILL” MEANS CAN DISCIPLINE OR DISCHARGE FOR ANY REASON (GOOD, BAD, OR NO) AS LONG AS IT NOT A PROHIBITED REASON:

- **RACE, RELIGION, NATIONAL ORIGIN, COLOR**
- **AGE 40-70, MARITAL STATUS, SEX, SEXUAL PREFERENCE**
- **UNION ACTIVITY, POLITICAL BELIEFS**

ONLY EXCEPTIONS TO EMPLOYMENT AT WILL:

- **EMPLOYEES UNDER CONTRACT**
- **NO RETALIATION DURING DUE PROCESS (e.g. CLAIMS UNDER EEO, OSHA, WAGE & HOUR, NLRB, ETC.)**
- **“UNJUST FIRINGS” (COERCION, FIRING WITHOUT CAUSE)**



YOU ARE NOT EXPECTED TO BE A LAWYER!

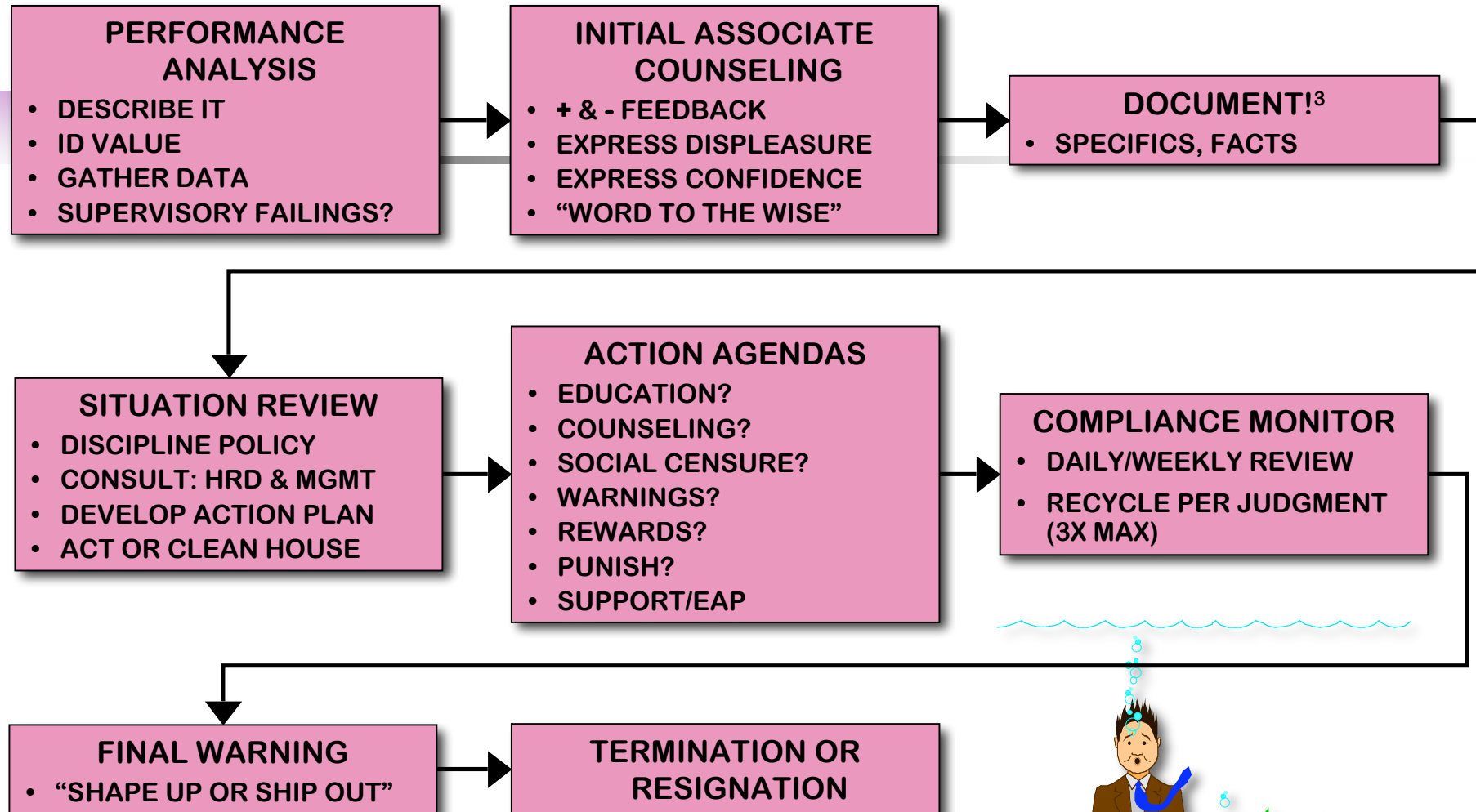
1. **DON'T BE OVERLY CONCERNED ABOUT LEGAL DETAILS**
2. **BE CONCERNED ABOUT FAILING TO TAKE TIMELY ACTION**
3. **SIMPLY FOLLOW THE POLICIES & PROCEDURES—THEY HAVE THE LAW BUILT INTO THEM**
4. **KEEP HR AND YOUR MANAGEMENT WIRED**
5. **YOU WILL BE SUPPORTED**

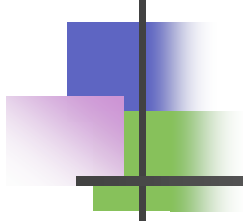


POSITIVE DISCIPLINE

OBJECTIVES:
SALVAGING PEOPLE AND
PROTECTING TEAM & MISSION

POSITIVE DISCIPLINE OF PROBLEMS





***THERE IS NO GREAT WISDOM IN UTTERING
WORDS OF BLAME, BUT GREAT WISDOM IN
UTTERING A WORD WHICH, INSTEAD OF
UPBRAIDING A MAN, CHEERS HIM UP AND
GIVES HIM COURAGE.***

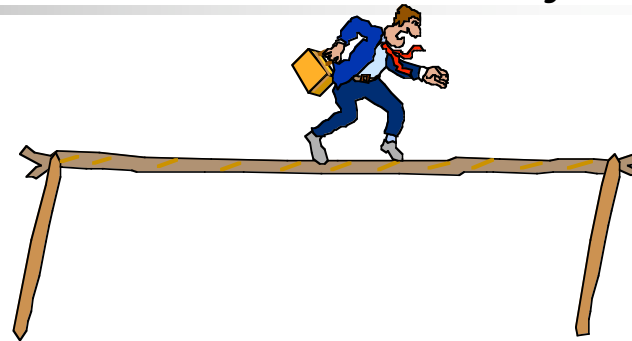
—Nikolai Gogol, Taras Bulba

HOW TO FIRE SOMEONE

“Fire them so they can be successful someplace else.”

—Sherman's Incredulity

1. **DON'T PASS THE BUCK, DON'T DELEGATE, DON'T FAIL TO DO**
2. **DO IT IN PERSON, GET TO THE POINT, KEEP IT SHORT**
3. **KNOW POLICY CONSTRAINTS & PROCEDURES**
4. **PRESERVE DIGNITY, USE TACT: AVOID DISCUSSIONS & “PROOFS”**
5. **HAVE ALL SEPARATION INFORMATION ON HAND: CREATIVE & SUPPORTIVE OUTPLACEMENT IF POSSIBLE**
6. **WATCH WHAT IS SAID TO OTHER STAFF**
7. **ANALYZE WHAT WENT WRONG**





QUICK COMMUNICATIONS

**IF LOST, MAYBE I'LL FIND MY WAY HOME
IF IN A GOOD PLACE, MAYBE I'LL STAY**



THE ONE MINUTE PRAISING

1. LET PEOPLE KNOW YOU'LL TELL THEM HOW THEY'RE DOING
2. PRAISE IMMEDIATELY AFTER PERFORMANCE
3. DON'T PRAISE IN GENERAL—BE SPECIFIC—TELL THEM WHAT THEY DID RIGHT
4. INDICATE HOW GOOD YOU FEEL ABOUT WHAT THEY DID RIGHT, HOW IT HELPS THE ORGANIZATION & OTHERS
5. SILENCE—LET THEM “FEEL” HOW GOOD YOU FEEL
6. ENCOURAGE THEM TO DO MORE OF THE SAME
7. SHAKE HANDS OR TOUCH—MAKE IT CLEAR YOU SUPPORT THEIR SUCCESS



THE ONE MINUTE REPRIMAND

1. REPRIMAND IMMEDIATELY
2. IDENTIFY WHAT'S WRONG—BE SPECIFIC
3. TELL PEOPLE HOW YOU FEEL ABOUT WHAT THEY DID WRONG— LEAVE NO ROOM FOR DOUBT
4. UNCOMFORTABLE SILENCE—LET THEM “FEEL” HOW YOU FEEL
5. SHAKE HANDS OR TOUCH—LET THEM KNOW YOU ARE ON THEIR SIDE
6. TELL THEM HOW MUCH YOU VALUE THEM, BUT NOT THEIR PERFORMANCE IN THIS SITUATION
7. WHEN THE REPRIMAND IS OVER, IT'S OVER



FROM LOSERS TO WINNERS

DISCUSSION TOPICS

1. WHAT PROBLEM **PREVENTION** STEPS ARE MISSING/NEED IMPROVEMENT?
2. WHAT PROBLEM **TREATMENT** STEPS ARE MISSING/NEED IMPROVEMENT?
3. “PERSONNEL WON’T LET ME.” WHAT HELP IS NEEDED TO GET IT DONE?
4. HOW CAN A SUPERVISOR GET NEW ASSOCIATES BONDED TO HIM/HER?
HOW ABOUT LONGER TERM WORKERS?
5. HOW CAN A SUPERVISOR PUT PEOPLE ON NOTICE SO THEY DON’T GET OUT OF LINE (DEMEANOR, STANDARDS, COMMUNICATION, ETC.
6. “HE’S GOT A BAD ATTITUDE.” DEFINE BEHAVIORS THAT SHOW THIS.
HOW SHOULD THE MOTIVATIONALLY DEFICIENT EMPLOYEE BE MANAGED?
7. HOW & WHEN SHOULD SOP’S BE COMMUNICATED? WHAT MAKES A GOOD SOP?
8. “I HATE DOING PERFORMANCE APPRAISAL BECAUSE...” ROLE PLAY “THE WORST PERFORMANCE APPRAISAL I EVER HAD”



SUPPLEMENTAL SLIDES

SKILL OR ATTITUDE?



Chicago, IL. Between 9am-5pm.
General Office
■ **WANTED** ■
12 hard workers to replace 12
who wouldn't. No exp. nec.
Call: 847-928-9820
General Office

—*Chicago Tribune*