and
Exercising Tough Love When All Else Fails

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April 16, 2015
Agenda

• Context

• STUFF Defined

• Case Scenarios

• Strategies for Diffusing Organizational Noise

• Strategies for Exercising Tough Love

• Benefits and Consequences

• Q&A Wrap Up
People’s propensity to complain

Frivolous law suits

You’re going to step on something

Playing the cards

Cultural Mis-steps

Miscommunication

Misunderstanding

Mishaps (Oops!)

Mistake

People have to allow us to make mistakes with them
In this context, “Stuff” is “Something That U Find Frustrating” – it is the stuff that gets on people’s nerves, it’s the stuff that makes people angry, it’s the stuff people don’t like – it’s distracting and disruptive to people’s daily psyche, and some say “it’s the stuff that makes them sick”.

The Stuff we’re talking about here is not illegal harassment which is behavior that threatens or torments somebody, and also includes inappropriate practices and behaviors such as jokes, disparaging remarks; nor is it illegal discrimination which occurs by treating people differently through prejudice on the basis of a protected characteristic (race, color, religion, national origin, sex, orientation, age, pregnancy, disability, veteran status or genetic information).

Subtle messages that sometimes devalues, discourages and ultimately impairs performance in the workplace.
Boiling Point – Outpours/Outcomes

• Write-ups out of the “wazoo”
• Over-monitoring as an exit strategy
• Onslaught of grievances being overturned
• Anonymous data pushed under doors at night
• Unprofessional work environment
• Memos to senior leaders
• Frivolous investigations
• Relationships altered
1. Empowerment

2. Consultation

3. Facilitated Conversation

4. Alternate Dispute Resolution
   - Negotiation
   - Mediation
   - Arbitration

5. Formal Investigation

6. Intergroup Dialogue

Strategies for Diffusing Organizational Noise
Sometimes You Have to Exercise Tough Love

- Send a message to others in the unit
- Address performance challenges
- Address disruptive behaviors
- Clean house – productivity issues
- Formal reorganization/restructuring

Squif Has Been Up Way Past Its Bedtime
1. Progressive Discipline
   • Oral Warning
   • Written Warning
   • Suspension w/o Pay
   • Termination
2. Administrative Leave w/wo Pay
3. Demotion (title, pay grade, salary)
4. Removal (transfer, reassignment)
5. Performance Improvement Plan
6. Zero Tolerance Notice
7. Reduction in Force

**Strategies for Exercising Tough Love**

*Work On An Employee’s Exit Strategy*
Benefits of Dealing with Stuff

Organizational benefits

• Reduced stress
• Reduced turnover
• Increased productivity, efficiency
• Increase morale and cooperation
• Maximize profit
• Produces better customer service

Individual benefits

• You will gain cooperation from others
• Your influences will increase
• You will be able to set priorities
• You will gain respect for what you do
• You will improve your performance potential
• You will increase your promotability
Consequences if we Don’t

Unresolved conflict can be costly

• Interferes with the organization’s ability to meet customer needs by providing timely, quality services and/or products because the noise level is too high.

• Time and other valuable resources are wasted

• People get frustrated and either quit trying or quit their jobs altogether.

• Can result in poor decisions, missed opportunities, stress, personal illness, lower profits and poor customer service.

Toxic and Infectious