



APRIL 2014

ISSUE: 23



FIRING RIGHT!

DAN PINK ON MOTIVATION

**Ask Roxi**

## Paradigm Shift... TED Talk

Dear Roxi,

Ok - so you're not Donald Trump and you have not been paid millions of dollars to go on TV with big hair and humiliate people. Still...as a leader, with paid or even volunteer staff, do you know when it is time to fire someone? Then, do you do it? If so, how do you do it? Finally, do you lose sleep over the idea of having to do it for days or weeks? I've yet to meet a really good leader who can emulate 'The Donald' with a simple, "You're Fired!" and move on without feeling pretty crappy. This is often a leader's worst nightmare - right?

Last month we explored HIRING RIGHT. Do you remember the percentage of failed hires we make in this country? It is a shocking 50% or more. Well those bad hires turn into uncomfortable situations that often turn into termination of employment. Hiring right in the first place is where you must put your attention and effort because that will prevent much of the firing problem. It won't help you in layoff situations, but nothing much helps there. If you haven't had to fire someone yet, don't get too comfortable or stop reading because there's a 1 in 2 chance you will. I'd like to give you some guidance if or when you find yourself in the hot seat, having to deliver this bad news.

We generally terminate someone's employment after we have had multiple conversations and discussions in an effort to get her or him to correct performance problems, OR...because of matters over which we and they have little or no control like a layoff.

Letting someone go, releasing them into the world of uncertainty, no matter why, is rarely easy for most of us. It's not quite as bad when an employee does something so awful that firing him or her right there on the spot feels justified and you have no reservations. These incidents are few and far between. There is a lot more grey than black and white, in performance situations.

How can you ease your feelings of anxiety, discomfort, and even guilt that often accompany the act of firing an employee? Start with these FIVE key considerations. When you have done it right, done your homework, and follow these 5 guidelines, you will feel much less anxious and you will not feel guilty. I've written explanations of these that you can access when you click the link below.

- **Be Truthful**
- **Be Fair**
- **Be Clear**
- **Be Respectful**
- **Be Smart**

[Click Here to Read More about FIVE WAYS to FIRE RIGHT](#)

Oh, and you don't need to shoot yourself in the foot, either! There are many things you can plan for and control completely that can keep you out of a lot of dicey situations and prevent a heap of trouble. Start with these FIVE.

**DON'T DO THESE 5 THINGS WHEN FIRING**

## APRIL Question

From an AskRoxi reader:

How should an entire team provide feedback to their leader when team morale and trust are low and the leader is unaware of his/her impact?

## ANSWER:

I suggest the team start small with one or two people who are willing to use their constructive feedback skills. Make sure the conversation is planned so the leader will be able to hear it. If that doesn't work, schedule a special team meeting and invite the leader to attend with the topic being improving team morale. Design and conduct the meeting with a neutral facilitator. If that doesn't get attention and action, have the team tell the leader as a whole that they will be asking for help for the team from HR/OD and/or the leader's

**1. BLAME THE PERSON:** be objective, be clear about the issues, but do not rub salt into wounds and blame the person for not cutting it. It is what it is - leave it at that. Appearing cold and heartless won't make it easier on you or them.

**2. JUDGE THE PERSON:** Focus on the realities and facts about performance and the choices the person made that caused them be in this situation. Do not judge the person or comment on their worth or on their character. Insults and sarcasm are beneath good leaders and being nasty will come back to haunt you anyway. Really it will.

**3. DO ALL THE TALKING:** Make sure you also listen carefully to responses and questions so the employee feels respected and treated with dignity in large part because you allowed, even invited, their voice be heard. You don't have to agree with anything they say or respond with your own justifications. You DO need to listen respectfully.

**4. ARGUE:** This isn't a debate; it's a termination and you shouldn't be doing it if there is ANY doubt or question remaining. Do not get into a he said, she said black hole. Do what you came to do.

**5. DELAY:** Don't put off until tomorrow the firing you must do today just because it's unpleasant. You will suffer, others will suffer. Get on with getting on. The pain will grow and grow the longer you put it off. You know this is true, so don't do it.

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And finally, in a stimulating presentation, you'll see Dan Pink's paradigm shifting **TED Talk** above in the **RED BOX**. It's about employee motivation and performance. The truth is and the scientific facts are (proven again and again) that if you want great performance within much of our workforce, extrinsic rewards and higher incentives don't and won't work and are, in fact, often damaging to performance. Intrinsic motivation DOES work! Business has it backwards today. Take a look! Then examine YOUR reward systems and consider what needs to change in your shop.

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## NEWS

### I AM HAPPY TO ANNOUNCE THAT MY MANUSCRIPT FOR THE HANDBOOK, PLAYBOOK, AND WORKBOOK, LEAD LIKE IT MATTERS... BECAUSE IT DOES

...has been accepted by McGraw-Hill, and is in design and production right now!  
We expect it to be out in the **Fall of 2014**, a few short months from now.  
**My loyal AskRoxi newsletter readers will hear about it FIRST!**



Those of you who know me well, will appreciate my excitement and relief! It will be published in hardcover and in e-book in the US and other countries around the world.

- **We WON a 2014 TELLY Award for On-Line Education for our Leading with Impact: Your Ripple Effect Course!** We LOVE the beautiful statue we received - it feels like an OSCAR - and it's made by the same people!
- Our **complete DVD Facilitator Guided version** of "Leading with Impact:

leader.

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Your Ripple Effect" for corporations and institutions is now at Cornell University and SUNY Cortland. Cortland rolled out their **second cohort** in March and April to rave reviews! Several other institutions are now considering using it for their in-house leadership programs. We are working on the 'streaming' version now.

- As a partner with [SeniorLivingSmart](#), I have written a few blogs and will be holding a Webinar this summer for their members who operate hundreds of Independently owned Assisted Living facilities.

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[Click Here for a 2 minute Introduction to AskRoxi](#)

**There now there are 5 ways to connect with each other and me...**

**AskRoxi.com   Linked In   Facebook   Twitter   Newsletter**

These 3 links are right here..... 

## QUOTES

### QUOTES OF THE MONTH:

"It is curious...curious that physical courage should be so common in the world, and moral courage so rare." Mark Twain

"You can only lead others were you yourself are willing to go."  
Lachlan McLean

"People tend to become what the most important people in their lives think they will become." John C. Maxwell

## SPREAD THE WORD!

**I encourage you to share this newsletter with anyone you feel would enjoy it. Remember, past newsletters on a wide variety of leadership topics are located in the archive in the link above right. Just click and read. Enjoy!**

**See you in May!**

**Fairly yours!  
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