

Guest,

Welcome to:

## Effective Leadership and Progressive Discipline – The Key to Managerial Success!

Presented by  
Lighthouse Consulting Services, LLC



**Featured Guest:**  
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**Author:**

Cracking the Personality Code

Cracking the Business Code

Cracking the High-Performance Team Code



### In-Depth Work Style Personality Testing

In-Depth Work Style Personality Assessments

Why In-Depth is Best

Work Style Personality Testing

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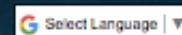
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### Latest Posts from our Blog

*Screening Job Candidates: The Top Ten Hiring Mistakes & How To Avoid Them*

*Keep What You've Got: Attracting and Retaining Top Talent*

- Management, Leadership, and the Executive
- It is Difficult to Be Effective
- Effectiveness Can Be Learned
- Discipline - Management's Role & Responsibility
- A Framework for Observing and Documenting Employee Behavior
- Progressive Discipline
- Resources (Drucker, Deblieux, Paterson)



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## Peter Drucker (1909-2005)

- Widely considered as the inventor of modern management
- Born in Austria, lived and worked in Germany, U.K. and U.S.
- Management consultant, business visionary, writer (39 books), and teacher
- Developed one of first Executive MBA programs (CGU)
- Drucker School of Management

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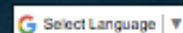
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## Mike Deblieux / Lee Paterson

- Mike Deblieux is a nationally recognized HR management trainer and consultant
- Trains on discipline, performance reviews, interviewing, etc.
- Lee Paterson is an employment law attorney and author on labor relations



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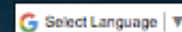
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## Management, Leadership, and the Executive

- Supervisor
- Manager
- Director
- Executive
  - *Every knowledge worker in an organization is an "executive", if by virtue of their position or knowledge, he/she is responsible for a contribution that materially affects the capacity of the organization to perform and obtain results.*



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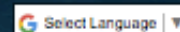
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## It is Difficult to Be Effective

- Nature of organizations
  - Your time is not your own
  - You continue 'operating/doing' your previous area of expertise
  - Need other people to use your contributions. These people usually outside reporting structure
  - View of the world is filtered by organizational lens
- Reality is outside the organization
  - Important and relevant outside events are often qualitative
  - Truly important outside events are changes in the trends

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## Effectiveness Can Be Learned

- And it has to be learned – we have no choice!
  - Society relies on effective organizations
  - Effective organizations rely on effective leaders
- Practicing the habits that will make you effective
  1. Knowing where your time goes
  2. Focusing on contribution and results
  3. Building on strengths
  4. First things first, and second things not at all
  5. Decision making – make few, but fundamental ones



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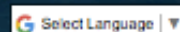
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## Discipline - Management's Role & Responsibility

- Achieving results through people
- Helping employees succeed at the work they do
- Communication is key
- Must identify and correct performance problems

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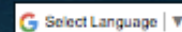
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## A Framework for Observing and Documenting Employee Behavior

Debbieus/Paterson

- Facts
- Objectives
- Solutions
- Actions

Written documentation is key



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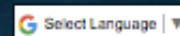
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## Be Objective NOT Subjective

- What happened
- When it happened
- Where it happened
- Who was involved
- How it happened



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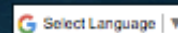
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- I saw...
- I heard...
- I touched...
- I smelled...
- I tasted...

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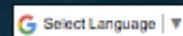
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## Examples

- *Don't forget to wear your hard hat, protective eye glasses, and steel toe shoes next time.*

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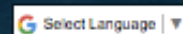
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## Examples

- *Don't forget to wear your hard hat, protective eye glasses, and steel toe shoes next time.*
- *The company safety rules require you to wear a hard hat, protective eye glasses, and steel toe shoes at all times on the company yard. I expect you to put your hard hat, protective eye glasses, and steel toe shoes on before you enter the company yard.*

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## Progressive Discipline

- Training
- Counseling
- Oral Warning
- Written Warning
- Last Step Option
- Termination

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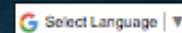
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## Objective Reasons for Termination

- Layoff
- Violation of Rules
- Inability to Perform

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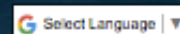
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## Violation of Rules

- Identify rule, application of the rule, and exceptions
- Did the employee know the rule?
- Is there proof the rule was violated?
- Has the rule been applied consistently?
- Did you make an effort to change employee's behavior?

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## In-Depth Work Style Personality Testing

In-Depth Work Style Personality Assessments

Why In-Depth is Best

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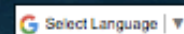
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## Inability to Perform

- Standard of performance
  - Is it known?
  - Is it reasonable?
- Documented failure to meet objectives
- Give employee a fair chance to succeed
  - Use progressive discipline to prove it

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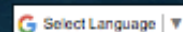
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