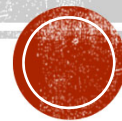


BREAKING UP IS HARD TO DO

When it is time to part ways with a manager or a team member.



ALIGN & UNIFY 2 THRIVE



INTERNATIONAL
PIZZA EXPO

1

BREAKING UP IS HARD TO DO

ANN FARRELL

Organizational warrior & Leadership Coach
Farrell's Pizza - Partner



ALIGN & UNIFY 2 THRIVE



MADISON SOELLING

Farrell's Pizza - HR Generalist



2

BREAKING UP IS HARD TO DO

SESSION OBJECTIVES – THE CONVERSATION

- ✓ Creating a culture of accountability with clear expectations.
- ✓ Provide tools, resources, training, and feedback to ensure success.
- ✓ Effective Communications Strategies: Coaching up or coaching out with Radical Candor
- ✓ Staying Legally Compliant: Do this AND That
- ✓ Conversations with People Who Earn Their Termination
- ✓ Collective Wisdom of the Room: How can we help each other?



3

BREAKING UP IS HARD TO DO

DISCLAIMER

- ✓ This is not about breaking up with your guests/customers as originally marketed!
- ✓ We are not HR EXPERTS or lawyers.
- ✓ We are long time operators with a lot of experience who do our due diligence to stay legal and compliant with labor laws.



4

BREAKING UP IS HARD TO DO!!!!

CREATE A CULTURE OF EXCELLENCE + ACCOUNTABILITY

- ✓ Hire great people and give them the tools and training to do a great job.
- ✓ Make sure expectations are crystal clear and you inspect what you expect.
- ✓ Remember, what you permit you promote— Hold People to the Standards.
- ✓ Provide non-stop unemotional feedback – it's just information.
- ✓ Peer pressure is the strongest form of accountability.
- ✓ Celebrate and recognize great performance.



5

SO THAT

When you terminate an employee

**YOU FEEL CONFIDENT YOU DID
EVERYTHING YOU COULD POSSIBLY DO**

to ensure their success but they were

JUST NOT A GOOD FIT

and

THEY EARNED THEIR TERMINATION.



6

DOCUMENT

DOCUMENT

DOCUMENT



7

JOB DESCRIPTIONS AND ROLE CLARITY

ACCOUNTABILITY

**If its everyone's job it's
no ones' job!**



8

TELL THE TRUTH - COMMUNICATION IS KEY

HONESTY IS THE MOST DIRECT PATH TO MENTAL HEALTH!

Jim Moats – Vistage Chair



what i think



what i say

1. Cultivate Genuine Curiosity
2. **ACTIVELY LISTEN**
3. Communicate Your **INTENDED Message** and check for **IMPACT**



9

PEOPLE DON'T CARE HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE.



EVALUATIONS, FEEDBACK, AND COACHING

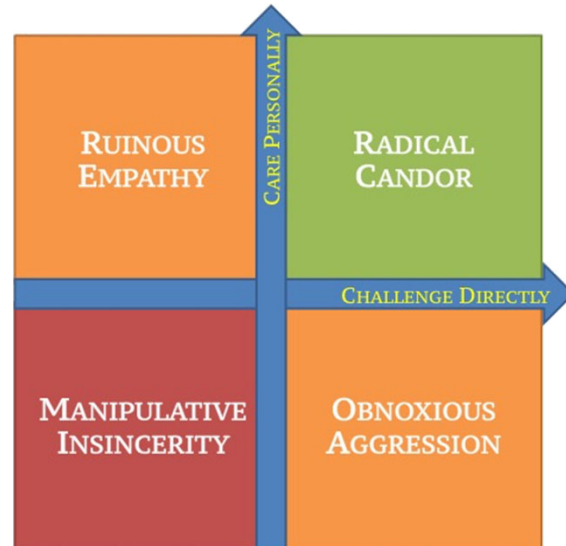
- Feedback should **NEVER** be a surprise!
- Critical feedback is given as close to “real-time” as possible!
- How often should you give general feedback?
- How often should you give a formal evaluation?



10

RADICAL CANDOR

You know that I care deeply about you and the situation AND I am really honest and direct with critical feedback.



11

TELL THE TRUTH - COMMUNICATION IS KEY



REAL TIME FEEDBACK IS THE MOST POWERFUL

- BE GENUINE & CURIOUS
- *BE POSITIVE*
- BE BEHAVIORALLY SPECIFIC Share your experience. *I saw, heard, smelled, tasted...* 😊
- GIVE BOTH POSITIVE AND CRITICAL FEEDBACK

12

TELL THE TRUTH - COMMUNICATION IS KEY

TAKE THE TIME TO DO SELF-EVALUATIONS FIRST

- People know how they are doing.
- Make it safe to tell the truth!
- Be curious and ask questions.
- Tell your truth and move quickly.
- Problem solve and create and action plan.



"WHY THANK YOU -IT'S VERY KIND
OF YOU TO SAY SO. YOU
LOOK GOOD TOO."



13

TELL THE TRUTH - COMMUNICATION IS KEY

TYPES OF FORMAL + INFORMAL FEEDBACK

- 5 min check-in when shift starts
- 2 min check-in when they clock off
- In the moment!
- Formal Evaluations
- Compensation Evaluation

**BUILDS TRUST, PERFORMANCE,
SALES, AND PROFITABILITY**



14

BUT IT DIDN'T WORK

THEY JUST AREN'T A GOOD FIT

THEY EARNED THEIR TERMINATION

**HOW TO YOU STAY COMPLIANT AND
HELP THEM PRESERVE A SENSE OF
DIGNITY?**



15

COMPLIANCE + TERMINATION

- EMPLOYEE MANUAL AND BEING AN AT WILL STATE.**
- HAVE A PLAN AND AN ESCAPE PLAN**
- THIS IS NOT A COACHING CONVERSATION**
- HAVE A WITNESS PRESENT**



16

WORKPLACE BEHAVIOR - AT WILL STATE

CODE OF CONDUCT

1. MUST SHOW UP

On time, looking professional and ready to perform your role as assigned.

2. MUST BE KIND AND RESPECTFUL

3. MUST BE HONEST + COMPETENT

WILL BE MADE AVAILABLE TO INDUSTRY PROMOTED TO CUSTOMER [TERMINATED]

- ✓ INSUBORDINATION and/or refusal to do assigned work.
- ✓ CELL PHONE USE in the sight of our guests.
- ✓ THEFT OF ANY KIND—money, property, food, beverages, mis-reporting hours or time worked.
- ✓ NEGLIGENCE In handling money, food, or property.
- ✓ PATTERN OR TARDINESS OR NO SHOWS
- ✓ HARASSMENT OF ANY KIND – Including obscene or abusive language toward a fellow team member or guest.
- ✓ MEAN SPIRITED GOSSIP & TRIANGULATION
- ✓ WORKING UNDER THE INFLUENCE OF DRUGS OR ALCOHOL.

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PROGRESSIVE DISCIPLINE - AT WILL STATE

THIS creates a system of accountability through open communication and natural consequences. **THAT** ensures no crew member can hold you hostage!

THIS.....AND.....THAT

5 STEPS TO THE DOOR

1. FRIENDLY REMINDER
2. VERBAL WARNING
3. WRITTEN WARNING
4. SUSPENSION**
5. TERMINATION

Farrelli's may in its sole discretion impose discipline less than termination; however, Farrelli's specifically reserves the right to skip any and all forms of lesser discipline before terminating a crew member, depending on its own determination of the seriousness of a particular situation.

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WHEN BEING AN AT WILL STATE DOES NOT PROTECT YOU

THE PERCEPTION OR REALITY OF RETALIATION

- Harassment of any kind – intimidation, sexual, bullying.
- Discrimination of any kind— gender, race, age, sexual orientation

DOCUMENT * DOCUMENT * DOCUMENT

Must be dated and time stamped



19

**I'M SORRY YOU ARE NO LONGER A
GOOD FIT FOR OUR COMPANY WE
ARE LETTING YOU GO.**

- Preparation for conversation: Setting, Witness, Escape Plan
- This is not a coaching conversation.
- The less you say the better.



20

BREAKING UP IS NOT HARD TO DO

- You had your coaching conversations
- You've documented behavior
- You should feel good about your decision knowing the employee earned their termination.



21

COLLECTIVE WISDOM

STRUGGLES AND PROBLEM SOLVING WHEN BREAKING UP REALLY IS HARD TO DO

What are some real situations you are struggling with and how can we help??

- A person you really care about—family or friend.
- A person who went from a rock star to low performance.
- A person with a really tough life circumstance.
- Circumstances that require immediate termination: theft, coming to work intoxicated, harassment.



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THANK YOU

ANN FARRELL

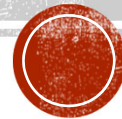
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ALIGN & UNIFY 2 THRIVE



PowerPoint:

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