

HOW TO FIRE WITH MINIMUM PAIN AND DRAMA - FACILITATOR'S GUIDE

SESSION LENGTH: 60-90 MINUTES

THE FACILITATOR'S JOB:

1. To create a positive learning environment
2. To maintain the group's focus and keep them on track with course material
3. To encourage everyone to participate
4. To remain neutral, treating everyone fairly, making sure everyone has a chance to participate, and encouraging everyone to engage
5. To ask the sample questions below, or insert your own

LEARNING OBJECTIVES FOR THE COURSE:

1. Learn tools to help you decide whether someone should be coached or fired
2. Implement the 4 steps to firing well
3. Deal with a variety of responses and learn what to do after the firing

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Module 1: Unproductive relationships (20 - 30 minutes)

1. Have you ever had to end a relationship that wasn't working? (personal or professional)
2. Can you share a story?
3. How/when did you realize it had to end?
4. How did things change once the relationship was ended?
5. Describe your feelings when you think about firing someone

Module 2: Who needs to be coached, who needs to be fired? (20 – 30 minutes)

1. Have you ever felt the dilemma of managing a person who you wouldn't rehire, but you aren't sure deserves to be fired?
2. Do you have anyone on your team who occupies the bottom boxes of the Star Chart?
3. Do you have any nesters who aren't moving INTO the Star Potential box?
4. What effect do these people have on the rest of the team?
5. Is there anyone on your team who you wouldn't enthusiastically rehire?

Module 3: Legal issues (10-20 minutes)

1. Which of these legal issues concern you most? (Age, length of service, severance, wrongful dismissal, discriminatory action)
2. Would a neutral party see that you've shown a pattern of progressive discipline?
3. Is there anyone who isn't working out currently that you need to intervene with?

Module 4: The three steps to firing (20-30 minutes)

1. Can anyone share a firing that you've heard about or been involved with that went well?
2. How about one that went badly?
3. Can anyone share a story of a firing where the person was better off after the event?
4. Are you tempted to not tell the full truth during evaluations of team members?
5. What are the consequences of doing that?
6. Have you seen an example of someone 'self-selecting' out without having to be fired?

Module 5: How to deal with a variety of responses (20-30 minutes)

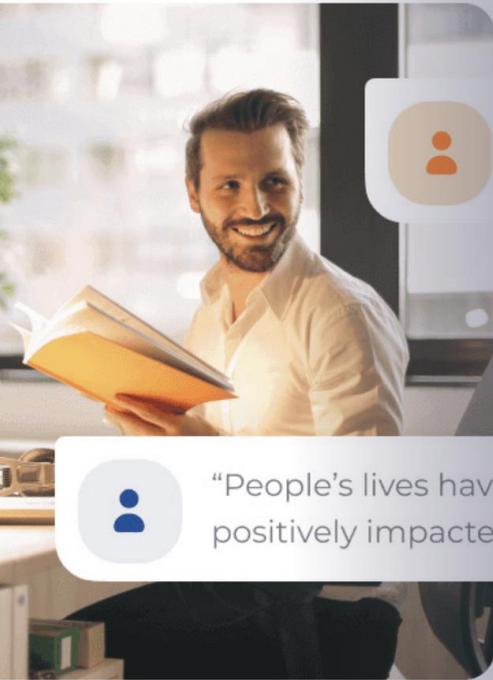
1. Which response to firing is most understandable? (Denial, shock, negotiation, debate, anger, sadness)
2. How does approach effect a person's emotional response?
3. If a friend of yours had to be fired, how would you want it handled?

Optional discussion questions

1. Is it 'nice' to ignore serious performance issues? Is it 'not nice' to fire someone?
2. Who is most effected when underperformers are not fired?
3. When is it unfair or plain wrong to fire someone?
4. What is your biggest fear pertaining to firing?
5. Is there a person WHO comes to mind as you work through the course?
6. How does a team feel once a person on the team has been fired?

Wrap up

1. Any other questions/comments?
2. Discuss which course is next, when it will be completed and the date and time of our next meeting



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