

progressing business

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Team Dynamics** p3

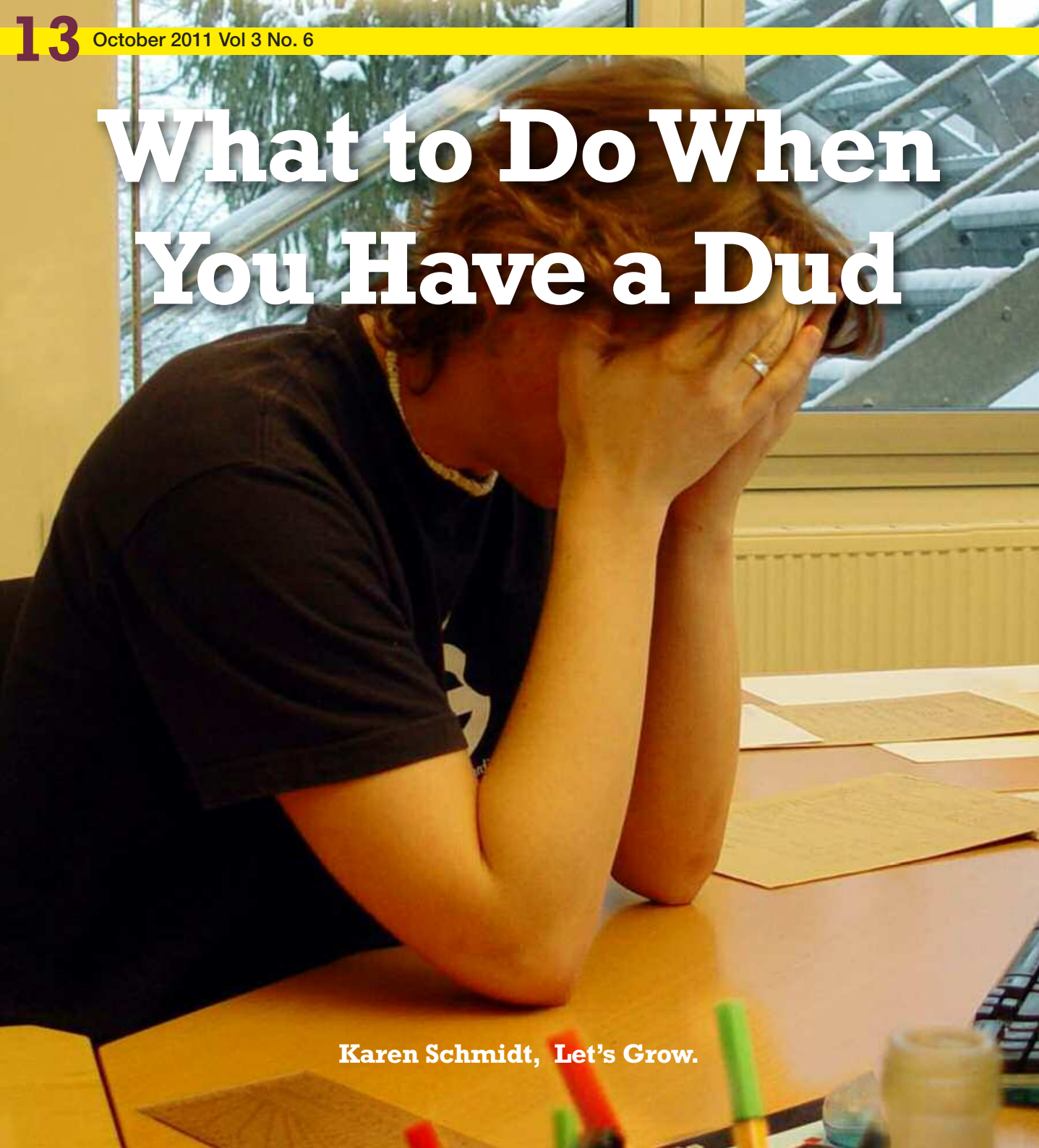
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What to Do When You Have a Dud



Karen Schmidt, Let's Grow.



A “dud” is a technical human resources term for an employee who is not meeting the performance standard. In other words, they are disengaged, a ROAD warrior (Retired on Active Duty), a seat warmer, CAVE dwellers (Citizens Against Virtually Everything) or suffering from presenteeism.

Sometimes their behaviour is a cry for help that if left unanswered can turn them into a bitter employee. For others it is a game they play to get attention. Whatever the cause the problem is the same: you have a dud on your hands and it's up to you to do something about it! However, instead of taking action most managers ignore the problem hoping it will solve itself.

WHY YOU NEED TO TAKE ACTION

If you need some incentive to take action here are five factors to keep in mind:

1. There can be legal implications if you let it go on too long. Effectively their behaviour becomes normal and you need to prove their performance has significantly changed to win an unfair dismissal case.
2. They will start to infect other employees, cause them to leave, disrespect you or start acting like the dud. Think of the dud as being the bad strawberry in the punnet with the potential to infect others.
3. Making up for their lack of productivity is costly. Research by the Gallup organisation shows that it takes 4 fully engaged people to counteract the affect of 1 disengaged person. Do you have 4 over-performers for every under-performer on your team?
4. Increase in your stress levels (eg complaints from others, redoing their work).
5. Employee engagement impacts the bottom line of your organisation.

EXCUSES LEADERS USE FOR NOT TAKING ACTION

It's hard work to fix!

The problem here is that the manager is focusing on the

effort involved in fixing the problem rather than the benefits of having the problem fixed. The attitude of 'when I get time' is a smoke screen because we all know that things will never get quiet enough for there to be time for this difficult issue.

We really need their skills . . .

I learnt very early on in my career that no-one is indispensable when I watched a senior manager marched out of his office after being instantly dismissed. Yes, we needed his skills but we survived without him. This manager needs to consider the message they are sending to other staff. If you are not careful, other people will take their lead from this person and also find ways to become irreplaceable.

What about the legal implications?

Absolutely consider the legal implications but don't forget that not terminating them might also create legal implications. What if another staff member puts in a stress claim as a result of the actions of this person? This is where you need the advice of experienced Human Resources professionals. If you don't have them internally, find someone externally to help you work through the steps necessary to terminate someone so you don't end up in court.

WHAT IS THE CAUSE?

The first step to understanding how to fix a problem is to know how it happened in the first place. In my experience there are a number of reasons that people become "duds", including:

- You made a hiring mistake.
- You inherited someone else's hiring mistake.
- They were moved or promoted to the wrong role.
- They have been treated badly in the past.
- They have personal problems.

Some of these issues can be fixed and others can't. Some are your fault and others aren't. Regardless of the situation, it is up to you to do something!

A 4 STEP ACTION PLAN FOR DEALING WITH A DUD

Don't wait until it's too late

Take action quickly before it becomes more difficult and

more people are affected. Every now and then a dud can be saved but only if you act immediately.

Get help

Enlist the help of your other employees, fellow managers, senior management and HR. What you need is a united front. Know what you can and can't do to manage the situation from a policy and procedure perspective as well as legally.

Get to the point

When you have a conversation with them, don't dodge the issue no matter how uncomfortable it makes you feel.

Have a plan

Don't just go in ready to fire them. Remember the reasons that caused this and have a plan A and B.

PREVENTION IS BETTER THAN CURE!

To avoid creating a dud (or another dud, depending on your situation) there are 4 simple steps to follow:

1. Only hire people who are engageable (ie they have the right attitude).
2. Involve multiple people in hiring and promotion decisions. Not to spread the blame but to ensure you get the right people.
3. Communicate your expectations clearly and regularly. Don't assume people will interpret things the same way you do.
4. Fix problems and issues quickly. Get it wrong once, it's human. Allow people to make the same mistakes again and again, that's bad management.

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Excerpts of Chairman's Report to AOQ-QLD AGM 21 September 2011

Len Mahon, Chairman



I am pleased to report that this year has been our most successful year in the past decade and a major turnaround from the previous financial year.

The 2009/10 year saw a major downturn in activities and financial position, where a difficult trading environment was made more difficult by internal management problems.

In sharp contrast, I am pleased to report, during the 2010/11 financial year we have more than recovered, with our financial position improving by over 1000% compared to the previous year.

This very pleasing result has been achieved by once again engaging World Conference Systems to manage the day-to-day business and by broadening the portfolio of training courses to include a range of business improvement courses. The most successful courses being the Lean Six Sigma and the Certificate IV in Competitive Manufacturing. In addition we now offer courses as a Registered Training Organisation.

However some of our business activities have not been as successful. In particular, the Divisions and Regional Groups have not been very active, with few meetings during the year. Also the schedule of conferences continues to be a disappointment, with all conferences in 2010-11 being cancelled. These two areas remain as challenges for the Council for the coming 2011-12 year

Overall the organisation is in a sound financial position. With Mario Pennisi back in the CEO seat, AOQ has recovered and is now back on track.

OTHER INITIATIVES:

Business Names

The Australian Organisation for Quality Queensland Inc has had two registered Business names:



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Passende Werkzeuge

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Call for Papers / Presentations / Case Studies / Seminars

The Progressing Business Institute conferences for 2012

LeanSixSigma2012

LeanSixSigma2012

23-24 April 2012

Theme:

Strategic Insights from Research and
Practice in Lean Six Sigma

Streams: Deployment, Project Delivery

Type of Presentation:

Research, Practice, Case Study

Technology:

Lean, Six Sigma, Lean Six Sigma

Closing Date for Abstracts:

31 January 2012

www.pb institute.net/LeanSixSigma2012.htm



AgedCare2012

May 2012

Theme:

Optimising Knowledge Transfer Through
Effective Management Systems

Streams:

Management Systems, Quality, Auditing,
Management Training, Lean, Six Sigma

Type of Presentation:

Research, Practice, Case Study

Closing Date for Abstracts:

28 February 2012

www.pb institute.net/AgedCare2012.htm

Pharma2012

Pharma2012

July 2012

Theme:

Improved Management Structures for
Delivery of Bottom Line

Streams:

Management Systems, Quality, Auditing,
Management Training, Lean, Six Sigma

Type of Presentation:

Research, Practice, Case Study

Closing Date for Abstracts:

30 April 2012

www.pb institute.net/Pharma2012.htm



EnergySummit2012

August 2012

Streams:

TBA

[www.pb institute.net/
EnergySummit2012.htm](http://www.pb institute.net/EnergySummit2012.htm)

BusImprove2012

September 2012

Theme:

Be Ready For Recovery

www.pb institute.net/BusImprove2012.htm



Sharing knowledge, experience and promoting best practice in business continuity and disaster recovery planning

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- Provide a forum for discussion on business continuity and disaster recovery
- Educate and inform members and the business continuity community
- Encourage development and implementation of business continuity plans

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