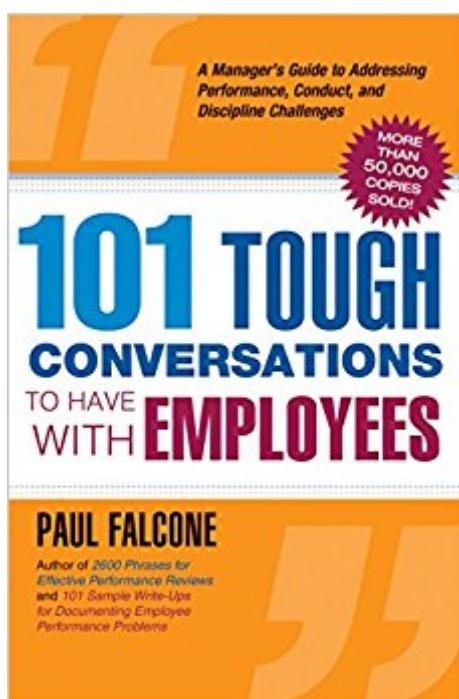


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# 101 Tough Conversations To Have With Employees: A Manager's Guide To Addressing Performance, Conduct, And Discipline Challenges



## **Synopsis**

Inappropriate attire, lateness, sexually offensive behavior, not to mention productivity and communication issues ... these are just a few of the uncomfortable topics bosses must sometimes discuss with their employees. 101 Tough Conversations to Have with Employees offers realistic sample dialogues managers can use to facilitate clear, direct interactions with their employees, helping them sidestep potential awkwardness and meet issues head-on. This practical, solution-oriented book walks readers through some of the most common--as well as the most serious--employee problems they are likely to encounter. Covering everything from substandard performance reviews to personal hygiene to termination meetings, this handy guide helps managers treat their people with dignity, focusing not just on what to say but also on how to say it. This helpful book provides proven techniques managers can use to protect themselves and their organizations...and get the very best from their people.

## **Book Information**

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## **Customer Reviews**

I am a graduate student in an MBA program and I bought this book thinking it would help me with an upcoming human resource management course. About half way through the first chapter, I began to feel a knot in my stomach as I read the authors solutions to workplace problems. I feel this book is more about maintaining the corporate power structure than it is about becoming a more effective manager. I'll give a few examples. The author describes what a manager should say to a newly promoted first-time supervisor. According to the author, the manager should critique the employee's attire and explain that she is now expected to dress like a professional. (Wouldn't it have been

enough to explain the dress code for management personnel and skip the personal attack?) Next, the manager should criticizes the employee's choice of workplace friends and suggests she abandon her former friendships and make new "higher-level friends", although the manager claims he is not dictating who the employee's friends should be; he's just offering his kindly advice. Finally, the manager tells the employee that he needs her to be a leader, but makes sure she understands that she is not permitted to make any decisions without his prior approval. In effect, the author recommends breaking in a new first-time supervisor by using humiliation and micromanagement to preserve the corporate power structure. When the author addresses employee absenteeism, his solution is to lecture the employee about how allotted sick days are not to be used as extra vacation days and that the employee shouldn't use a sick day on a Monday or Friday because it gives the appearance they are taking advantage of company policy just to get long weekends. So this is what good managers do?

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