



Welcome to JTS Associates' eleventh email newsletter.

OUR GOAL: To Assist clients, prospects, and associates with words of wisdom and helpful tested information from our consulting and coaching activities.

OUR FOCUS: Providing personalized leadership versatility, influencing, and selling skills to Business Owners, Executives, Entrepreneurs, Management

Teams, Professionals, and Mavericks, since 1985.

In this issue, we present the final phase of our Handling Tough People Problems series, titled Taking Corrective Action, along with the last installment of our Principals Of Versatility series, titled The Versatile Salesperson".

We hope you find our newsletter to be informative and helpful in growing your business. If you have suggestions or ideas for future issues, please let us know.

Handling Tough "People" Problems - Phase 3

Taking Corrective Action

In our quest to help leaders (and people in general) succeed in the workplace, we present the final phase of our series, with a description of our four step incremental process of corrective action. This is sometimes referred to as Progressive Discipline, which can be used to redirect, shape and correct those people who don't contribute their best attitude and effort. Remember that corrective actions must be documented. All of the corrective action scenarios below are built around steps 1 through 5 of the Action Process described in our May 2006 Newsletter. The sequence of action steps included in each of the four corrective action scenarios are explained in detail in our workshops. You will find information on Documentation in Action Process Step 6 in our May 2006 Newsletter. We should note that documenting is not limited to corrective action. Leaders also need to "document their help" by recording the suggestions, advice, training, coaching, and other ways they provide help. Finally, we have included information on a key skill for managing corrective action sessions, called STAYING FOCUSED AND IN CONTROL OF THE MEETING.

The four levels of Corrective Action are as follows:

- **VERBAL WARNING:** Discussing a situation in need of correction before the situation becomes a serious problem. Be sure to describe the effect or impact of the problem situation.

• **WRITTEN WARNING:** Counseling the employee about a corrective action

- **WRITTEN WARNING:** Counseling the employee about a corrective action write-up of a problem, its effect or impact, and the need for the employee to correct the problem in order to avoid further, more serious, corrective action.
- **SUSPENSION WITHOUT PAY:** Taking significant disciplinary action to correct problem behavior, and scheduling a meeting with the employee when he returns, but before he starts back to work, to discuss conditions of continued employment and future actions if the problem behavior continues.
- **TERMINATION:** Terminating the problem employee for failure to correct his problem behavior after prior documented warnings. It is best to suspend pending a final decision to terminate problem behaviors.

STAYING FOCUSED AND IN CONTROL OF THE MEETING

In conducting corrective action, it is important to stay focused on the employee and their problem behavior. Don't dominate the conversation, patronize the employee, or inhibit two-way communication and employee input. Learn how to recognize and regain control of the meeting when attempts are made to derail the conversation with emotional behavior, or by shifting the focus to other people or other topics. Work toward a focused joint resolution and avoid the temptation to rescue the employee or solve his problem for him.

Got a tough "people" problem on your hands? Give us a call and we will walk through it with you.

For more in-depth information about taking corrective action, ask us about [Helping People Succeed: The Management of Human Resources](#), ©2001, JTS Associates, Inc.

The Principles of Increasing Your Versatility

Principle #10 - The Versatile Salesperson



Life is selling! . . . not just selling products or services, but also relating, interacting, leading and effectively "selling" solutions, concepts, ideas, visions, expectations and goals to others.

Versatility is the key skill for the awareness, understanding, and appreciation of others, in this case especially for the salesperson. The narrow and short-term selling techniques such as "Boldness & Persistence", "Quote and Hope", "By The Numbers", and "Donuts Every Tuesday" just don't do it. I believe the two most important elements of selling are developing productive long-term business relationships and understanding and responding effectively to customer needs and priorities. These two elements together form the "People" side of the equation, which we have described in prior issues of our newsletter.

The Versatile Salesperson can easily tailor his approach to the two most important elements described above with a wide variety of people. He also understands and practices the following five JTS Relationship Truisms.

- People buy for their reasons, not ours.
- People buy from salespeople they like, trust and respect.
- Nothing builds a relationship faster than asking good questions, listening, demonstrating understanding, and responding to the other persons' unique personality characteristics.
- Prospects resist the salesperson who ignores or lacks understanding of the prospect's unique personality characteristics, needs, motivation and preferences.
- Too many salespeople talk their way out of more business than they secure.

Contact us for more information about our program, "Increasing Your Selling Versatility", ®1995, ©1994, JTS Associates, Inc.

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We invite you to visit our newly designed website and participate in our Personality Tendencies Questionnaire. Prior issues of our newsletter are archived on our website.