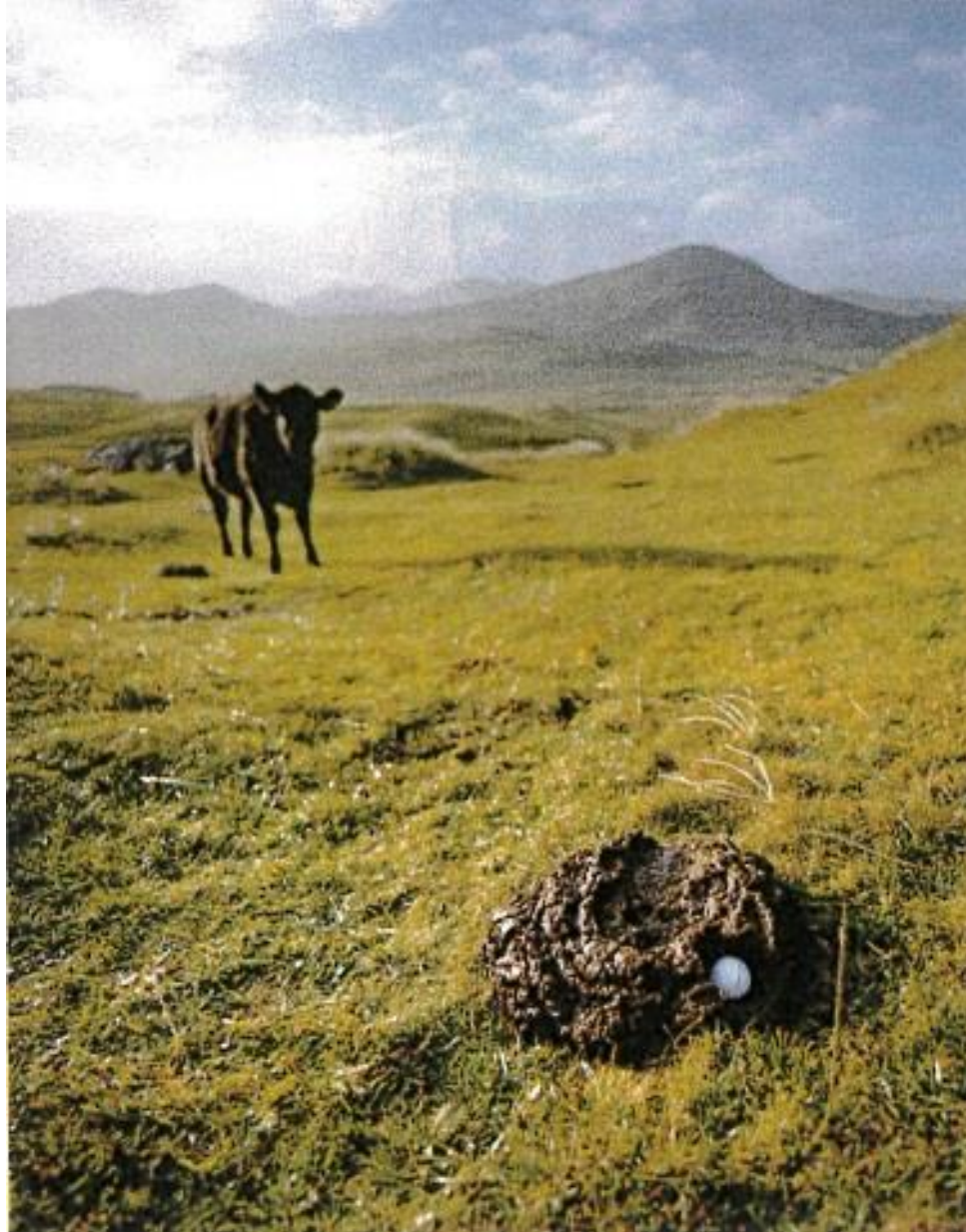




TEE TALK: NINE TIPS FOR MANAGING EFFECTIVELY TO STAY IN BOUNDS AND OUT OF POTENTIAL HAZARDS

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CENTRAL UTAH WATER CONSERVANCY DISTRICT

WHAT HAZARDS?





HAZARD:WEIGHT BACK DURING THE GOLF SWING

- ▶ GOLFERS HAVE A SWING TRIGGER TO HELP TRANSFER WEIGHT FROM BACK TO FRONT
- ▶ WEIGHT FORWARD MGT. TRIGGERS

“WAS IT THE
SOFTWARE MY DEAR?”

WEIGHT FORWARD APPROACH

- ▶ **MANAGEMENT TIP: RECOGNIZE
& PROACTIVELY MANAGE
POTENTIAL HIGH RISK
SITUATIONS**

HAZARD: BEING DISHONEST AND/OR UNFAIR

- ▶ *IS IT A GOOD PLAY TO AVOID COACHING AN EMPLOYEE REGARDING A MISCONDUCT ISSUE? CHECKING THE “SATISFACTORY” BOX WHEN PERFORMANCE CLEARLY ISN’T? WITHHOLDING COMMUNICATION ABOUT A LAY-OFF OR OTHER SERIOUS SITUATION? TWISTING THE TRUTH ON A TERMINATION?*

MOST COMMON BAD LIES:

- ▶ “WE’RE LAYING YOU OFF/DOWNSIZING, NOT FIRING YOU.”
- ▶ “YOU’RE EMPLOYED AT-WILL SO WE’RE LETTING YOU GO.”
- ▶ “YOU’RE PERFORMANCE REVIEW WAS ACCEPTABLE.”
(RECORDING PARS WHEN WE GET BOGEY PERFORMANCE)
- ▶ **MANAGEMENT TIP: LEAD WITH INTEGRITY, YOU’RE THE FIRST UP ON THE TEE BOX.**

DO WHAT I SAY AND NOT WHAT I DO!

- ▶ WHAT'S THE PROBLEM?
- ▶ WHAT IMPACT DOES OR MIGHT BARBARA'S BEHAVIOR HAVE ON THOSE SHE SUPERVISES? ON OTHERS IN THE COMPANY?
- ▶ WHAT ARE THE POTENTIAL RISKS OF HER BEHAVIOR?



HAZARD: BEWARE THE BUNKER OF INCONSISTENCY!

- ▶ WHAT CAUSES INCONSISTENCY THAT CAN LEAD TO POTENTIAL TROUBLE?
- ▶ WHERE CAN INCONSISTENCY REALLY PENALIZE A COMPANY?

FOUR PROBLEMATIC SAND TRAPS

- ▶ **EMPLOYEE-TO-EMPLOYEE
INCONSISTENCY**
- ▶ **EMPLOYEE-TO-DOCUMENT
INCONSISTENCY**

FOUR PROBLEMATIC SAND TRAPS

- ▶ DOCUMENT-TO DOCUMENT-INCONSISTENCY
- ▶ EMPLOYEE ACROSS TIME INCONSISTENCY
- ▶ **MANAGEMENT TIP: BE CONSISTENT FROM SWING TO SWING, HOLE TO HOLE AND ROUND TO ROUND**

▶ *ADAPTED FROM MANAGING TO STAY OUT OF COURT: HOW TO AVOID THE DEADLY SINS OF MISMANAGEMENT, JATHAN JANOVE

CASE: TRUMPED BY POLICY

The background of the slide is white with abstract green geometric shapes on the right side. These shapes include overlapping triangles and polygons in various shades of green, ranging from light lime to dark forest green. The shapes are layered, creating a sense of depth and movement.



HAZARD: FAILURE TO CONSULT CADDY/CLUB PRO

- ▶ WATCHOUT FOR CONSTRUCTIVE LIABILITY
- ▶ MANAGEMENT TIP: ONCE YOU KNOW OF A PROBLEM, REPORT IT TO COMPANY (GET THE PGA RULES OFFICIAL ON IT!)

PASS ON THE TOUGH, TRICKY SHOTS:
LET THE EXPERTS HANDLE THEM!





HAZARD: FAILURE TO OPEN THE RULE BOOK

- ▶ HAVE CLEAR POLICIES (NOT CONFUSING OR COPIED FROM ANOTHER COMPANY)
- ▶ KNOW POLICIES
- ▶ MAKE SURE EMPLOYEES KNOW POLICIES
- ▶ MAKE SURE POLICIES AND PROCEDURES ARE CURRENT & APPLIED CONSISTENTLY

OPEN THE RULE BOOK

“WHAT IS OUR POLICY REGARDING X?” “WHAT DOES THE HANDBOOK SAY ABOUT Y?” “WHAT DID I (WE) DO LAST TIME THIS CAME UP?”

MANAGEMENT TIP: KNOW THE RULES AS YOU PLAY THE GAME.

PETE'S PERSONAL HANDBOOK

- ▶ PETE ISSUES A MEMO TO STAFF RE: NOT SHOWING UP FOR WORK (HE'S FED UP WITH THE AMOUNT OF WORK MISSED IN HIS DEPT.)
- ▶ PETE STATES IN HIS MEMO: *“THOSE WHO MISS MORE THAN TWO CONSECUTIVE DAYS, REGARDLESS OF THE REASON, WILL BE CONSIDERED EXCESSIVE IN THEIR ABSENTEEISM AND WILL BE WRITTEN UP.”*
- ▶ PROBLEM IS ...



HAZARD: FAILURE TO SHOOT STRAIGHT WHEN DEALING WITH SUB-PAR PERFORMANCE

- ▶ DON'T WAIT UNTIL THE MIDDLE OF OR AT ROUNDS' END TO RECORD OR CONVEY THE SCORE
- ▶ FOCUS ON EFFECT, NOT CAUSE WHEN PERIPHERAL PERSONAL PROBLEMS ARE THE ISSUE
- ▶ WATCH OUT FOR THE TEMPTATION OF MISGUIDED KINDNESS

SHOOT STRAIGHT WHEN DEALING WITH SUB-PAR PERFORMANCE

- ▶ HIGH-HANDICAPPERS ARE DEMORALIZING TO AN ORGANIZATION. DON'T ALLOW YOUR INFLATED PERFORMANCE REVIEWS, UNDESERVED COMPENSATION, ETC. KEEP THEM THERE.
- ▶ HOW MANY MULLIGANS IS TOO MANY?
- ▶ **MANAGEMENT TIP: BE TIMELY AND SPECIFIC WITH YOUR PERFORMANCE FEEDBACK (GAP ANALYSIS) AND FOCUS ON EFFECT/IMPACT OF BEHAVIOR**

FEELING SORRY FOR FRED





HAZARD: PLAYING WITHOUT EVER GOING TO THE DRIVING RANGE

- ▶ MAKE SURE MGRS. RECEIVE ADEQUATE TRAINING (EEO/FMLA, ETC.)
- ▶ PROVIDE EMPLOYEE TRAINING ON KEY ISSUES (HARASSMENT, VIOLENCE, ETC.)
- ▶ **MANAGEMENT TIP: KNOW EMPLOYMENT LAW BASICS**



HAZARD: NOT KEEPING THE SCORECARD CURRENT

- ▶ **TIMELY AND ACCURATE DOCUMENTATION OF EMPLOYMENT SITUATIONS**
- ▶ **HAVE LEGITIMATE BUSINESS REASONS FOR EMPLOYEE ACTIONS (DISCIPLINE & TERMINATION) & DOCUMENT**

KEEP THE SCORECARD CURRENT

- ▶ WITH RESPECT TO COMMUNICATION OF INFORMATION, MOVE FROM A GUARDED TO A SHARING MINDSET, AS APPROPRIATE
- ▶ **MANAGEMENT TIP: ALWAYS RECORD THE SCORE-DOCUMENT THE 5 WS.**

BOULDERS IN HOBBLE CREEK

- ▶ “HERE’S YOUR WATCH
SMITH, YOU’RE RETIRING
EARLY!”



THE GALLERY CHIPS IN

- ▶ **WHAT TIP DO YOU HAVE THAT WE HAVEN'T DISCUSSED?**

TAKEAWAYS FROM TODAY'S ROUND

- ▶ PROACTIVELY MANAGE EMPLOYEES (WEIGHT FORWARD)
- ▶ OPEN THE RULE BOOK: KNOW & COMMUNICATE POLICIES
- ▶ CONSULT YOUR CADDY/PRO: RECOGNIZE POTENTIAL ISSUES & SEEK ADVICE

TAKEWAYS FROM TODAY'S ROUND

- ▶ SHOOT STRAIGHT REGARDING PERFORMANCE: COMMUNICATE OFTEN & EFFECTIVELY
- ▶ AVOID “*HIGH RISK*” MANAGEMENT PRACTICES (BE CONSISTENT & FAIR)
- ▶ KEEP SCORECARD CURRENT: DOCUMENT SITUATIONS (IF IT'S NOT ON THE CARD AND SIGNED, IT'S HARD TO PROVE IT WAS A ROUND OF PAR!)

THANK YOU AND
BEST WISHES BACK
ON THE COURSE