

JANUARY 16, 2020

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## HRMORNING

### Keep Up To Date with the Latest HR News

With **HRMorning** arriving in your inbox, you will never miss critical stories on labor laws, benefits, retention and onboarding strategies.

**HRMorning**, part of the Catalyst Media Network, provides the latest HR and employment law news for HR professionals in the trenches of small-to-medium-sized businesses. Rather than simply regurgitating the day's headlines, **HRMorning** delivers actionable insights, helping HR execs understand what HR trends mean to their business.

## Exec out? 3 keys to handling leader's sudden departure

### ■ *The best plan for a worst-case scenario*

It's every organization's worst nightmare when the CEO or a key executive leaves the company unexpectedly. And in the current climate, it's a very real possibility.

The #MeToo movement saw many top leaders terminated due to sexual harassment. More recently, big execs have been ousted for other controversial reasons.

The CEO of Papa John's, John Schnatter, was forced to step down after his racist comments came to light. Steve Easterbrook, the CEO of McDonald's, had to resign after engaging in a prohibited romantic relationship with a subordinate.

A key leader's sudden departure can send a company into free fall ... and the responsibility of picking up the pieces falls directly to HR.

### Planning ahead

When the worst happens, the best way to handle these situations is to address them head-on.

Here are three key strategies HR pros should take when disaster strikes, according to nationally recognized employee relations and employment law experts.

1. **Be prepared.** The best way to

*(Please see [Departure ...](#) on Page 2)*

## CEOs: Paid family leave should be federal law

### ■ *Association of U.S. business leaders petitions Congress for action*

**B**usiness Roundtable, an association of U.S. CEOs that advocates for business-friendly public policy, called for Congress to make paid family and medical leave available to as many American workers as possible.

The group sent letters to Congressional leaders and the president urging lawmakers to legislate a national paid leave.

### No access to leave

In the letters, the business leaders noted that fewer than 17% of workers

currently have access to paid family and medical leave through their employers. Fewer than 41% of private-sector workers have access to paid medical or short-term disability leave.

Also, Business Roundtable sees the current patchwork of local and state paid leave laws creating challenges for employers and employees.

The group didn't have specific suggestions for a national law, but it called for flexibility in allowing workers to manage their own plans.

*Click: [bit.ly/leavelaw548](https://bit.ly/leavelaw548)*

# Departure ...

(continued from Page 1)

handle an unexpected departure is to be ready for it. This means having a succession plan in place.

In the current tight labor market, it's a good idea to have a plan in place for every position – but especially for major roles.

If you don't currently have a clear idea of who would take over for the departing exec, think about whether you'd likely select a current employee or go with an outside hire.

When going the promotion route, HR can start grooming and training potential replacements. Otherwise, it's a good idea to start interviewing candidates now to build that talent pipeline.

If you haven't planned that far ahead, consider who could at least help fill in the gaps until a successor is chosen. A good succession plan should also outline a new leader's transition. Consider how you'd get the

person up to speed and acclimated to business goals and initiatives.

### Communication is key

**2. Tell employees what's going on.** It's crucial that leaders don't try to hide what's happening from their employees. As soon as you know an exec is leaving, tell your people.

However, how much you tell your staff is a different story. Legal experts say you shouldn't disclose the full reason an exec is leaving, unless a joint statement has already been crafted by the company, exec and legal counsel.

Even so, if the ousted CEO ends up suing the company, the less everyone knows, the better.

That being said, it's important to know something like this can't simply be announced in a memo and then never spoken of again. Employees are most likely going to have questions and concerns.

Mostly, people will be worried about the security of their own jobs and the direction the company is heading in. It's important to reassure them and remind employees how valuable they are.

After enough time has passed and things are settling down, it's a good idea to talk to your employees again. Conduct stay interviews and find out if workers are still engaged and believe in the company.

**3. Look at the bigger picture.** With the sudden loss of a leader, the employer's brand and values may come under fire. It's important for HR to reinforce what the company believes in and how it still intends to carry out its mission – to both its employees and the public.

A resigning exec may also point to bigger issues at the company, such as ineffective policies or bad practices employees regularly partake in. Addressing these problems head-on can help prevent more sudden departures in the future.

Info: [bit.ly/CEOs548](https://bit.ly/CEOs548),  
[bit.ly/HRstrategy548](https://bit.ly/HRstrategy548)

## Sharpen your JUDGMENT

*This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.*

### ■ Is it retaliation to fire an employee who was harassed?

It had been a great weekend, and HR manager Lynn Rondo was feeling accomplished coming into work on Monday.

But there was company attorney Eric Bressler hovering outside her office. "Lynn, why can't people just behave themselves?" he said.

"Good morning to you too, Eric," said Lynn. "Who's causing trouble this time?"

"Nina Altman. She's taking us to court over her termination. She was let go the same day she reported sexual harassment – which doesn't look good," he replied.

### Breaking the rules

"Nina was let go for a totally unrelated incident," Lynn said.

Eric didn't seem to hear. "She's saying we had it out for her because we didn't fire that guy who was creeping on her right away."

"We reprimanded, counseled and reassigned that individual," Lynn countered. "There was a second incident, and we fired him."

"Nina's mistake was she went into the company database – which has sensitive customer information – for reasons not related to her work."

"Our technology policy says that's grounds for termination, and she knows that."

Nina sued for retaliation for reporting sexual harassment, and the company fought to get the case dismissed.

Did it win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

HR MORNING'S

What's Working in  
HUMAN RESOURCES

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# 6th Circuit: Time sheet dispute had nothing to do with religion

### ■ Employee claimed religious bias, retaliation for safety complaint

A firefighter terminated for over-reporting his work hours took the city fire chief and HR director to court.

Here's a rundown of the recent lawsuit claiming religious bias and employer retaliation.

#### Protected activity?

Peter Hudson became a Christian during his almost 13 years with the Highland Park Fire Department.

Upset by the conduct of his fellow firefighters, he filed a complaint with OSHA, citing concerns that his co-workers were derelict in their duties, including maintenance of important equipment.

Hudson was later let go by the department when an investigation by the city revealed he gave himself credit

for more hours on his time sheet than he actually worked.

Hudson claimed he was treated differently than an atheist co-worker involved in a time sheet discrepancy. However, the city showed in court the error was on its part – not the employee's.

The 6th Circuit ultimately ruled that contacting OSHA, although a protected activity, doesn't exempt someone from being fired for a separate, legitimate non-discriminatory reason.

This case shows that HR needs to carefully review any plans to discipline employees involved in making formal complaints related to workplace safety.

*Cite: Hudson v. City of Highland Park, MI, 11/22/19.*

# Court: ADA protections only go so far when employee safety is at risk

### ■ Worker terminated after causing bad traffic accident on the job

The ADA protects qualified individuals from employer discrimination and workplace bias.

But what happens when that condition contributes to hurting others?

#### After further review ...

Kenneth Henry had been a maintenance technician for Time Warner Cable Texas for 23 years.

Behind the wheel of a company vehicle, he ran a red light, causing an accident that severely injured several people.

Henry said he became unable to drive safely because of a diabetic emergency.

Company policy required a review by a committee. After weighing the severity of the accident and determining it could've reasonably been avoided, Henry was fired.

He sued for disability discrimination, but the 5th Circuit dismissed the case, ruling that certain conduct is grounds for termination – even if it stems from a disability.

Henry couldn't prove that he was fired for simply having diabetes, the court said.

This case goes to show the importance of consistently applying discipline policies to disabled and non-disabled employees.

*Cite: Henry v. Spectrum LLC, 11/21/19.*

### ■ Retailer to pay \$100K for disability discrimination

The EEOC taught the employees and management at a Big Lots store a costly lesson about harassment, discrimination and retaliation.

According to an EEOC lawsuit, a Big Lots employee with hearing and speech disabilities at its location in Elkins, WV, was repeatedly mocked by co-workers.

The EEOC said management was aware of it and not only failed to take appropriate action, but also refused to promote the employee in retaliation for reporting harassment. This is a violation of the ADA.

A settlement agreement orders Big Lots to pay \$100,000. Among other requirements, a consent decree says the company must follow ADA investigation and documentation procedures.

*Info: bit.ly/discrimination548*

### ■ Company owes \$750K for racial discrimination

When a janitorial services company refused to consider African-American job applicants and punished an employee for speaking up about harassment, the EEOC stepped in.

A lawsuit brought against the Tampa, FL-based Diversified Maintenance Systems LLC charges it with racial discrimination and retaliation.

The EEOC said that since 2012, the company wouldn't hire African-Americans for custodian or porter positions in Maryland or the Washington, DC and Philadelphia metro areas.

Also, when an African-American employee complained about a district manager targeting him with racial slurs, he was demoted and eventually fired.

Diversified Maintenance Systems will pay \$750,000 in damages, create a targeted hiring plan and make policy changes.

*Info: bit.ly/racial548*

# Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

### Is it OK to allow some profanity in the workplace?

**Q:** It's pretty typical for our employees to use the occasional swear word at work – is this no big deal, or should we put a stop to it?

**A:** Profanity in the workplace is tricky because it can be semi-acceptable in one workplace and completely unacceptable in another, says employment law attorney Richard Alaniz of the firm Cruickshank & Alaniz.

For example, it might be OK for restaurant kitchen workers to use profanity, but not servers, since they interact with customers. So it's up to the employer to decide where to draw the line.

It's important to note, though, that profanity can become offensive language if it's sexually or racially charged. Ignoring slurs or sexual innuendos can cause major legal problems for employers.

Whatever you decide, it's crucial to draft a policy specifically outlining what type of language is acceptable in the workplace.

### Can employees use company email for personal reasons?

**Q:** Are we allowed to require our workers to use their company email accounts only for work-related things?

**A:** The National Labor Relations Board (NLRB) recently addressed this issue, reversing its

previous decision.

The board decided employers can restrict employees' personal use of company communication systems, as it doesn't violate their Section 7 rights of the National Labor Relations Act (NLRA). However, there are some caveats.

The NLRB said there is a "rare exception" where employees may use company email for personal use, and that's if there happen to be no other reasonable means for workers to communicate.

### What perks won't affect the regular rate of pay?

**Q:** What kind of perks can we offer our employees that won't need to be added to the regular rate of pay calculations?

**A:** The DOL recently addressed this and issued its final regular rate. Here are employee perks that won't affect calculations:

- Wellness programs, onsite specialist treatment and gym access
- Payments for unused paid leave, including sick leave and PTO
- Reimbursed expenses such as cell phone plans
- Sign-on bonuses and longevity bonuses, and
- Office coffee and snacks provided to workers as gifts.

*If you have an HR-related question, email it to Rachel Mucha at: [rmucha@HRMorning.com](mailto:rmucha@HRMorning.com)*

## EFFECTIVE COMMUNICATION

### ■ Tantrums and whining? How to respond to childish problems

In a perfect world, every employee would be professional and mature at all times.

But unfortunately, that just doesn't happen. And depending on the employee's antics, sometimes managers have to act more like kindergarten teachers.

### Office immaturity

Here are some common antics childish employees are known for and the best way to respond, according to Dr. Marie McIntyre.

1. **Temper tantrums.** Every manager can probably think of an employee who gets upset when things don't go their way. The best response to a tantrum thrower? No response. It's important to remain quiet and calm and to leave if the outburst goes on too long.

2. **Tattling.** Some employees love to police their co-workers' behavior and rat them out for long lunches or slip-ups. The best way to handle tattling is to address it directly. Let the person know when they're overstepping and remind them what is and isn't their business.

3. **Not sharing.** Collaboration is important in the workplace, but some employees don't understand that. If you have a staff member who doesn't share crucial tools or information with co-workers, it's a good idea to have policies clearly outlining when and how things need to be shared.

4. **Craving attention.** Some workers need constant recognition for doing basic tasks. It's important not to feed into this. So the next time someone's fishing for compliments or going on and on about themselves, find a way to change the subject.

5. **Constant whining.** Every office has workers who complain about *everything*. Don't take the bait! The best thing to do is turn it around and focus on the positives, or discuss upcoming goals and projects.

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## WHAT WORKED FOR OTHER COMPANIES

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Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share a success story illustrating ideas you can adapt to your unique situation.

### 1 Reminders get busy workers to use PTO

Can you imagine having a group of employees that are so hard-working they need to be coached on using their vacation time? That's how it is with the technicians at my company.

Even though they get a generous amount of paid time off, they're booked solid every day with customers, and a lot of them would rather not take a week off because they'll miss servicing their accounts.

Their motivation is commission. As they make their way through their

areas, the techs get commission on different services we offer. There's good money to be made, depending on what their customers need.

Also, our policy has always been that if they have vacation time that's unused at the end of the year, I'll pay them for it in the commission checks that go out in January. Some people would rather have that money.

#### 'You need to relax'

So they're not setting themselves up for burnout, I constantly remind

employees that it's good for them to spend time away from work.

I'll say something like, "If you've got a lot going on, try taking a day at end of the month."

If I see someone who looks really stressed, I'll say, "Take a couple days off; you need to relax."

The little reminders work, and most of my employees successfully use the majority of their earned paid time off by the end of the year.

*(Jerry Clark, Owner, Entec Pest Management Inc., Bryant, TX)*

**REAL  
PROBLEMS,  
REAL  
SOLUTIONS**

### 2 Wellness approach for high-stressed workers

The legal profession is as challenging as it is rewarding. We can't take the stress out of what we do, but we can create an environment where people feel energized and we have the tools to support them.

Attorneys are far more likely than the general population to engage in substance misuse and struggle with mental health issues.

That's why we created a new wellness program called ML Well, which supports intellectual,

physical, emotional and occupational health.

It isn't just about being healthier. It's about being engaged. We want work to be a positive force in employees' lives.

#### Holistic well-being program

We provide regular educational programs focused on how to help employees design meaningful lives. For instance, we had mental health expert Patrick Krill speak on addiction, mental health and well-being.

Our holistic approach provides opportunities for employees to engage and improve through a variety of offerings such as step challenges, yoga classes, mindful meditation and emotional intelligence training.

Our online portal features news and updates on all the events.

We have a deep commitment to improving the well-being of our employees. Their health and happiness is a top priority.

*(Jami McKeon, chair, Morgan, Lewis & Brockius, Philadelphia)*

### 3 How leaders, employees got to know each other

At our company, we believe it's essential for every employee to get to know the higher-ups.

We don't want our people to see upper management as some mysterious powerful entity – we want them to be seen as approachable and open-minded.

So, to get employees of all levels to interact, we decided to start hosting lunches between new hires and our top leaders.

But at our very first lunch, we hit a roadblock we weren't expecting. The managers and new employees separated themselves and weren't interacting at all!

The lunch wasn't going to be any use to us if everyone stuck with their group and refused to mingle.

So we came up with a new approach.

#### Fun and games

We realized a lunch might be a little too formal, so we decided to try playing a game: Bingo!

This forced everyone to sit together and got some conversation flowing naturally.

Bingo's perfect because it doesn't require too much attention that it discourages socialization. And, more importantly, it's fun!

Initially, we had some leaders grumbling about having to play, but now it's something everyone looks forward to.

*(Dee Vitale, director of talent acquisition, Sage Therapeutics, as presented at the ERE Recruiting Conference in Washington, DC)*

### EEOC must pay \$3.3M for failing to negotiate

When it comes to EEOC lawsuits, usually it's an employer making big payouts for Title VII violations. This time, the commission itself has been ordered to pay \$3.3 million for failing to negotiate with an employer.

The EEOC filed a lawsuit nine years ago, accusing CRST Van Expedited of gender discrimination. However, according to the 8th Circuit, the EEOC failed to meet its obligations under Title VII.

The commission didn't engage in "good-faith conciliation" with CRST before filing the lawsuit, which Title VII requires it to do. The 8th Circuit said the EEOC's misstep was an "unreasonable litigation tactic" that resulted in "frivolous claims."

*Info: bit.ly/EEOCpays548*

### Report: Workers should be able to ignore emails, IMs

According to advisory firm Forrester, employees should be able to ignore emails, instant messages, meeting requests and other workplace distractions.

This all comes down to a productivity issue. In the report, Forrester claims, "The modern workplace is a waking nightmare

for any employee trying to focus on important work and shut out distractions." The firm calls for an "employee experience bill of rights," which would help workers feel more secure and comfortable ignoring messages in order to concentrate on an assignment.

*Info: bit.ly/distraction548*

### PTO, flexibility are the top must-have benefits

What kind of benefits are your employees looking for? Here are the top five, according to a recent survey by Unum:

- Generous PTO
- Flexible hours
- Paid family leave
- Gym memberships, and
- Healthy lifestyle incentives.

*Info: bit.ly/topbenefits548*

### Lighter side: An icky way to track bathroom breaks

Worried your employees are hiding in the bathroom to avoid doing work? One company is going to extreme lengths to put a stop to this.

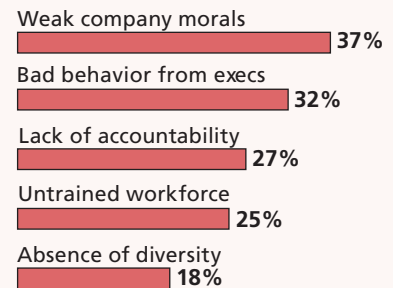
Someone tweeted a sign the company put up announcing the new bathroom policy, and here's the insane rule. If an employee is in the

### WHAT COMPANIES TOLD US

#### Toxic work environments

What are the top warning signs of a bad company culture?

*(More than one answer accepted)*



*Source: Weber Shandwick*

Toxic workplaces are one of the biggest reasons employees leave a company. Some signs are subtle and tough to spot, but the issues above are systematic problems that can do serious damage if not corrected.

*Each issue of WWHR contains an exclusive survey to give executives insight into what their peers nationwide are thinking and doing.*

bathroom for longer than 10 minutes, a "smell check" will be completed to make sure the worker isn't just sitting in the bathroom on their cell phone.

If the bathroom doesn't stink, the employee will be written up.

Not counting the potential legal pitfalls of this policy, there are surely far less smelly ways to keep productivity up.

*Info: bit.ly/smelly548*

### Sharpen your judgment...

## THE DECISION

*(See case on Page 2)*

Yes. The company won when a court dismissed Nina's case.

Nina's attorney argued that because she was fired at the same time she was making a second accusation against a harasser, the company was punishing her for reporting sexual harassment. She also said that violating the company's technology policy wasn't serious enough to warrant firing her.

But the court rejected the case because the company showed it took adequate steps to deal with Nina's original harassment complaint. When it was clear the offending

co-worker didn't get the message the first time, he was let go.

The court ruled that a victim of sexual harassment isn't immune from discipline for breaking workplace rules.

#### ■ Analysis: A timely, reasonable effort

This case shows that "prompt remedial action" for harassment doesn't mean automatic termination.

What matters is whether the company made a timely and reasonable effort to put a stop to inappropriate behavior.

You may not always be able to prevent sexual harassment, but it's important to respond to incidents as soon as possible.

**Cite:** *Abbood v. Texas Health and Human Services Commission, U.S. Ct. of App. 5th Circ., No. 18-11655, 11/7/19. Fictionalized for dramatic effect.*

# Enhanced our paid leave to help workers better care for their families

## ■ Benefits new parents, caregivers, victims of abuse & more

Employees can have real challenges in their personal and family lives, and sometimes those can't be balanced with work at the same time.

We wanted to help our employees take better care of themselves and their families in the moments that matter most.

We did this with meaningful paid leave that applies equally to all parents, caregivers and others, including chosen family that only an employee can define.

### Equal time

What we did was enhance our paid family and medical leave benefits for all our full- and part-time workers in the U.S.

When people are facing stressful family and personal situations, they're likely not very productive. So now, we have a wide variety of leave options that can cover almost any situation.

The new program, which covers 3,500 employees, provides up to:

- 16 weeks of fully paid family leave to bond with a new child, including adopted and foster children, and to care for an ill or injured loved one
- 24 weeks of fully paid leave for the birth parent, which includes eight weeks of medical leave for childbirth recovery in addition to the 16 weeks of family leave, and
- 26+ weeks of paid medical leave for an employee's own illness or injury with the first 16 weeks at full pay.

### Broad uses for family leave

In addition to bonding with a new child and caring for sick family members, the new family leave benefit also covers the need to:

- care for family members injured on active duty
- attend to issues related to a family member being called to active duty
- address issues related to domestic violence and sexual assault, and
- become a bone marrow or organ donor.

Families come in all forms. That's why our program includes "chosen family," so an employee can care for someone who they consider to be family, but isn't a blood relative – a benefit employees have been incredibly appreciative of.

### Case Study: WHAT WORKED, WHAT DIDN'T

#### Sabbatical program

The expanded paid leave program is part of our continuous efforts to update our benefits to meet the needs of today's workforce, including flexible, agile work styles and a revamped wellness program.

Another popular example is our company's sabbatical program, which we rolled out last year to give employees an opportunity to take extended time away from work to rejuvenate or pursue personal or professional development.

Every fifth work anniversary, they can take up to six weeks of sabbatical leave.

Supportive leave policies are the right thing to do for our workers. And we want to do even more.

By giving people a complete period of time to address personal situations, they're back to work with things resolved, able to focus and be fully productive.

*(Dr. Dan Fishbein, president, Sun Life U.S., Wellesley, MA)*

## ■ Simplify your workday! Try these productivity hacks

No matter how good you are at your job, there are always ways you can make yourself more efficient.

And a good way to do that is to learn the strategies of successful business leaders like Bill Gates or Kathia Beauchamp of beauty retailer Birchbox.

### 6 easy strategies

Here are some nuggets of wisdom from their playbooks, as well as tips from four other biz masters on how to better take on your day:

1. **Make decisions once.** Take the time to think out important decisions by paring down information to the essentials. What's the motivation for this decision?
2. **Give clear deadlines.** It helps the person you're contacting to prioritize your request. Cut through inbox clutter by putting in the subject line who it's about and what you need.
3. **Get a good night's sleep.** Research shows lack of sleep has a negative impact on efficiency and productivity and causes errors and accidents. Practice good sleep hygiene by keeping a regular bedtime schedule and minimizing bedroom noise and light – including light from devices.
4. **Automate.** So you can focus on the tasks that are most important, automate the things that don't require you to be hands-on.
5. **Silence your phone.** Pick one or two high-priority things to tackle each day. When it's time to get to them, turn off notifications for texts, social media and emails.
6. **Treat yourself.** Rewards increase motivation. Conquer something you're dreading with a nice dinner or a massage after work.

**Info:** [bit.ly/workhacks548](https://bit.ly/workhacks548)

## WHAT WOULD YOU DO?

Companies face competing agendas when dealing with their employees. They must find ways to inspire their people to excel, while controlling costs and staying within the law. Here we present a challenging scenario and ask three executives to explain how they'd handle it.

### Employee troubled by micromanaging, abrasive boss: Best way to handle it?

#### The Scenario

Finishing his mid-afternoon lap around the building, HR manager Stu Capper drank from his water bottle.

Tim Williams from customer service trudged through the door. "How's it going, Tim?" Stu said.

"Stu, you gotta get me out of there," he replied.

"Let's talk about this in my office," Stu said.

Taking a seat in Stu's office, Tim said, "I need to transfer to another manager."

"Ah, so Sandy's the problem?" Stu said, "I've heard she can rub people the wrong way, but she's a decent manager who gets results."

"Walk through Customer Service some time," said Tim. "She throws people under

the bus for her mistakes. Then there's her constant emails that make me so afraid to make a mistake that I mess up anyway.

"Every week Sandy nitpicks with somebody about their time sheet. And there's reminder sticky notes everywhere – like we're little kids or something.

"She micromanages us to death. If I don't transfer soon, I might lose it and tell her what a horrible boss she is."

#### Tense working relationship

"Are those all the issues?" Stu asked.

"That's just the tip of the iceberg," Tim said. "I like my job, but I'd rather work with anyone else besides Sandy."

"I'm glad you didn't keep this bottled up," Stu said. "I'll talk to some of the people in your department and see what I can do."

*If you were Stu, what would you do next?*

#### Reader Responses

**1 Brad Sidener, Senior Vice President, Kansas State Alumni Association, Manhattan, KS**

*What Brad would do:* I'd suggest some training for Sandy in contemporary management techniques.

*Reason:* It's not a one-size-fits-all kind of world. If she wants the best productivity, she needs to adapt her style to what her people will receive best. There are several different types of training available for these issues. They get results and promote understanding of how people will react. Managers have to understand their staff members, and work toward their strengths.

**2 Yvonne Warner, HR Business Partner, Legility, Nashville, TN**

*What Yvonne would do:* I'd begin an investigation and talk to Sandy's staff to see how widespread the problem is.

*Reason:* I want to know if there are other

internal things that are part of the problem. There are probably a couple of factors that should be taken into consideration. Sandy may have somebody on her team that needs to be micromanaged, or else they won't perform well. Maybe Tim's department needs to do a Myers-Briggs assessment to help Sandy understand what leadership styles will be effective or ineffective. It's important to raise a manager's awareness of their leadership style so they can manage differently to get better results.

**3 Stephanie Creedle, Finance Director, Southside Planning District Commission, South Hill, VA**

*What Stephanie would do:* I'd ask Tim if there was anything else we could do to make things better and try to find a compromise.

*Reason:* Transferring Tim sounds like a lot of work – and it may not even be possible. Also, I'm a direct person, and I've always found it's better to address a problem like this right away instead of avoiding confrontation.

#### QUOTES

**T**ell me and I forget. Teach me and I remember. Involve me and I learn.

*Benjamin Franklin*

**I** have noticed even people who claim everything is predestined, and that we can do nothing to change it, look before they cross the road.

*Stephen Hawking*

**W**ithout leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all, is a form of planning.

*Gloria Steinem*

**F**eeling sorry for ourselves is the most useless waste of energy on the planet. It does absolutely no good. We can't let our circumstances or what others do or don't do control us. We can decide to be happy regardless.

*Joyce Meyer*

**T**here is no such thing as paranoia. Your worst fears can come true at any moment.

*Hunter S. Thompson*