

JUSTICE EXERCISE

FUNCTION

STANDARD

REWARD

Identify the primary functions of your people or team.
(Sales calls, product manufactured, packages shipped, etc.)

Identify the standard (200 calls/15 closed, x# of product created, x# shipped)

Determine reward condition and the reward itself. (150% product manufactured: Pizza party / \$50, etc.)

GUNNY TIP

DON'T REWARD MEDIOCRITY BUT DON'T FORGET TO ACKNOWLEDGE YOUR APPRECIATION OF YOUR PEOPLE'S COMMITMENT.

"A GOOD ACT DOES NOT WASH OUT THE BAD, NOR A BAD ACT THE GOOD. EACH SHOULD HAVE ITS OWN REWARD." – GEORGE R.R. MARTIN

JUSTICE RESOURCES

- Read <https://hbr.org/2008/02/will-you-help-or-heave-your-un.html>
 - Swap the word “Manager” in the article with your subordinates. Identify underperformers and reevaluate the efforts you’ve invested into their role. Write down their job description, expected performance standards, and methods to improve.
 - Once you’ve done your part, give that paperwork to them during an informal evaluation with dedicated and reasonable timelines. If their performance improves during that time of retraining, continue the process. If not, remove them.
- Read <https://hbr.org/2013/08/how-to-manage-someone-you-dont>
 - Identify the points of friction between you and an underperforming subordinate. Develop a plan to mitigate the personal factors, such as reading their personality report from <https://www.16personalities.com/> and contrasting that with yours.
 - Have a candid conversation with that person about specific behaviors that are avoidable and how they can improve them.
- Read the current year’s SHRM Employee Job Satisfaction and Engagement Report: <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2017-Employee-Job-Satisfaction-and-Engagement-Executive-Summary.pdf>
 - Pay particular attention to the data on respect and trust. Write down how you deliberately, daily build trust with your subordinates and specific ways you show them respect.
 - Describe your expectations for respect and trust to them.
- Develop specific criteria for when you will praise in public and punish in private. For example, when one of your subordinates breaks a record that you’ve established, you would praise them in front of their peers/your other subordinates and peers in a small, quick “ceremony”. When someone fails to achieve a standard, even once, you pull them aside in private and restate your expectations and how they failed, then equip them to succeed. After “X” number of informal counselings, you conduct a paperwork counseling, etc.
- Read https://hbr.org/2017/05/why-do-so-many-managers-avoid-giving-praise?utm_medium=email&utm_source=%20newsletter_daily&utm_campaign=mtod&referral=%2000203&spMailingID=18175904&spUserID=%20Mzk3MjE4NzIyNTQwS0&spJobID=1120079106&spReportId=%20MTEyMD-A3OTEwNgS2