

Proper Tone in Performance Management: How to be Andy In a Barney World

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Sheriff Taylor and Deputy Fife



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Short Answer

- ✦ Rules and Relationships
- ✦ Barney
 - Rules are primary
- ✦ Andy
 - Relationships are primary

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Definitions

✦ Rules

- ▶ Negative commands (no discrimination, no retaliation, no absences without calling off)
- ▶ Positive commands (reasonable accommodation, treat others with respect)

✦ Relationships

- ▶ External (customers, vendors)
- ▶ Internal (employees)

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Balance

✦ How do we balance enforcement of rules within the context of valuing the relationships?

✦ There are no all-encompassing rules to answer each instance

- ▶ Rules and policy enforcement must be in context of relationships
- ▶ Requires discretion and judgment (NFL example)

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So How?

✦ Recognize the inherent "tension" but not a conflict

✦ Identify objectives inherent in the rules

✦ Recognize problems in "rules-first" tone

✦ Identify and advance concepts for an "Andy world"

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“Tension” But not Conflict

- ✦ Some perceive rules “enforcement” (discipline, counseling) as impairing or damaging to relationships
- ✦ Not true in an Andy mindset
- ✦ Expectations imply capability
- ✦ Constructive enforcement implies that you value the relationship

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OBJECTIVES

- Rules are for formation – not merely information
 - Formation of the work culture
 - Rules (and their enforcement) fit a “narrative”
 - Not merely a legal defense
 - Tone set from the top of any organization
- How to identify and advance proper narrative
 - Reasons for the rules
 - Purposes that the policies are designed to serve

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OBJECTIVES (cont’d)

- ✦ How to be (or train others to be) Andy, not Barney
- ✦ If “successful” (even if only heighten awareness), will find that other concerns
 - ▶ Are eliminated or lessened
 - ▶ Take proper place in priority

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A Barney World

- ✦ Serve rules not relationships
 - ▶ Authority – “Because I said so” (or “corporate” or “the law” says so)
 - ▶ Fear motivation if disobey
 - Or pride motivation – the compliant feel superior
 - ▶ Litigation risk avoidance
 - ▶ Relationships “commoditized”
 - ▶ Tone in performance management
 - If happens again, you’re in more trouble

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A Barney World (cont’d)

- ✦ Some may respond
 - ▶ But no transformative impact
- ✦ Some become “minimalists” (or cynics)
 - ▶ Speed limit example
 - ▶ What can I get away with?
- ✦ Sows seeds of the very mentality trying to avoid (“me first” mentality)

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Barney World Problems

- ✦ “Citizens arrest”
 - ▶ We fail to satisfy our own standards
 - ▶ Chastens us
 - ▶ Barney in “Citizens Arrest” episode
- ✦ Must use discretion and judgment
- ✦ But creates risk
 - ▶ challenges us to be candid about our motives
 - ▶ forces us to identify underlying objectives

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An Andy World

- ✦ What is our work for?
- ✦ Work and Rules serve greater purposes
- ✦ Relationships primary
- ✦ Overriding tone – Dignity in all work
 - ▶ And in all workers – valued for who they are and held accountable to help them be successful
 - ▶ Provides you and your subordinates with fulfillment, sense of team
 - ▶ Attitude penetrates all aspects of policy and legal compliance

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An Andy World (cont'd)

- ✦ “Other” minded
 - ▶ For external relationships
 - ▶ Ultimate end-user – customers
 - ▶ For internal relationships – “team”
 - ▶ Mindset serves the only thing that provides job security – satisfied customers

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Identify and Advance “Andy” Perspective

- ✦ Work as calling – called to do it well
- ✦ Not primarily for self – for others (customers and teammates)
- ✦ You are the main contributor to creating work environment you would want to work in

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Tone in Performance Management

- + Duty to act
 - Not as Barney – lording authority
 - With humility – recognize your failings too
- + Sharing improvement necessary and how to improve is serving the dignity of the work
- + Shows respect for the person and for the team
- + Shows commitment to their improvement (person is capable) and to improvement of the culture of the team
- + Shows commitment to the employment relationship
- + Serves the only thing that provides job security – satisfied customers

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Penetrates Legal Compliance

- + Relationship issues throughout
 - Discrimination claims
 - Retaliation claims
 - ADA interactive process
 - Leave notification and application process
- + No guarantee of no charges or lawsuits, but more defensible
- + But beware of falling into commodification mindset

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Real World Examples

- + Tim is 5-year employee
 - developed chronic condition
 - took continuous leave for 6 weeks
 - returning to work with restrictions
- + ADA/FMLA concerns
- + Interactive process
 - Relationships (Tim, employees, customers)
 - Rules (job requirements, leave rules)

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Real World Examples (cont'd)

- ✦ Sara complains about Joe's unprofessional conduct of sexual nature
- ✦ Joe is confronted, and he shows text messages and pictures – appears Sara was a consensual participant
 - ▶ Relationships (Joe, Sara, “significant others”, other employees, the “process”)
 - ▶ Rules (sexual harassment, investigations)

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Respect

- ✦ For process of Company
- ✦ For integrity of complaint procedure
- ✦ For relationships – “human resources” or “economic units”
- ✦ Recognize credibility issues
 - ▶ Can include turning “blind eye” to deeds of others
 - ▶ What contributes to being genuine?
 - ▶ What detracts from being genuine?
 - ▶ Example from movie “The Book of Eli”

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Respect (cont'd)

- ✦ Respect roles of others, and praise when doing it well
- ✦ Respect undermined by offensive comments
 - ▶ Cursing (you know the ones most offensive)
 - ▶ Comments that undermine dignity of all work
- ✦ Respect undermined by words or deeds that reflect “I don't care”
 - ▶ I'll get back to you but no follow up
 - ▶ Your actions are “enacted narrative” – what storyline do your actions fit?

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Caveat

- ✦ “Other” perspective will be more fulfilling
- ✦ BUT, you will envision a greater good than you can accomplish
- ✦ Will fail (and “fall”)
- ✦ But, over time, instances will lessen if we live mindset that relationships are primary and all work has dignity

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Thanks

✦ QUESTIONS?

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