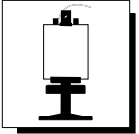


What Is Progressive Discipline?



ASK

- What is progressive discipline?



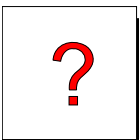
DO

- Capture key points of the discussion on the flipchart.



Make the following key points:

- A system designed to identify and correct performance issues at an early stage.
- An opportunity to re-set standards and expectations.
- A benefit for all associates to know they will be treated fairly and consistently.
- A benefit for all associates to know they will be coached if performance gaps exist.
- A tool that when used properly will assist managers in arriving at the right decisions.
- A tool that when used properly will support legal and EEOC cases, should they arise.



ASK

- What are some of the challenges for you when you administer progressive discipline?

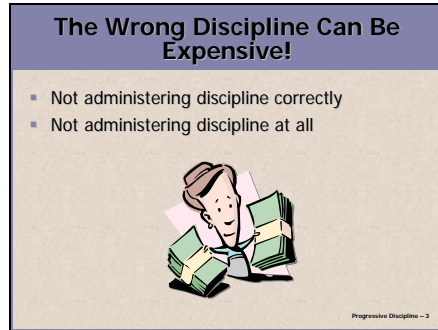
TRAINER NOTE

- Keep this discussion very focused and very “light.”
 - Be careful not to let it get into a negative discussion of highly emotional issues.
-

Why Do We Use Progressive Discipline?

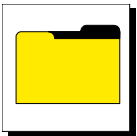


Show Slide 1:



SAY

- There are many costs of administering discipline poorly, or of not administering it at all, and those costs can be very expensive.



SAY

- Consider this situation:
 - A manager just fired Joe, an associate, for coming in late for the first time in his 5-year tenure at Applebee's.
 - He was a Neighborhood Expert, the #1 ranked associate, and a respected role model for the other associates.
 - Shortly after Joe was fired, some of the other top-ranked associates began quitting. Productivity and morale in the restaurant went downhill fast.



ASK

- Was firing Joe the right or wrong solution to handling this issue? Why?
-

What Is Progressive Discipline?

Progressive Discipline is...

- A positive means of _____ and _____ performance or behavior issues at an early stage.
- It is designed to use the lowest level necessary to correct _____ or _____ issues, and progressively move to higher levels of discipline as needed.

What Are Some of the Challenges for You When You Administer Progressive Discipline?

- _____
- _____
- _____



Why Do We Use Progressive Discipline?

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The Costs of Poor Discipline

Instructions:

- Pair up with a neighbor (or two).
- Brainstorm ideas on what costs are incurred to the company or to the associate when someone:
 - Administers discipline poorly
 - Does not administer discipline at all
- Write your ideas in the space below.
- You'll have about 4 minutes to work on the activity together.
- When the class is finished with the activity, you will be asked to share your ideas with the group.

Costs to the Company of Administering Discipline Poorly or Not at All	Costs to the Associate of Administering Discipline Poorly or Not at All