

# **Sage Advice for Managing People**

**APWA/MPAC  
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**[www.schneiderinvestigationsplus.com](http://www.schneiderinvestigationsplus.com)**

# My Perspective...by the numbers

- 300+ workplace investigations conducted
- 85%: No violations of policies or laws
- 99%: Serious workplace issues (the same ones over and over and over...)

# Conclusion???

There are some definite themes here!



# What to do?



Find the patterns!

# 3 BIG Ideas\*



Really look at what's going on

Address the challenges



**ACT!**



\*so you won't have to hire an investigator!

# A Little After-Dinner Quiz (True/False)

1. Most serious employee problems are the result of the employee's poor skills.
2. Many significant workplace problems can be traced to management.
3. As long as the supervisor is fair to all employees, it doesn't matter than an individual employee feels mistreated.

4. When something goes wrong, the most important thing to do is find out who messed up.
  
5. Employees know what to do because of what's written in their job descriptions.

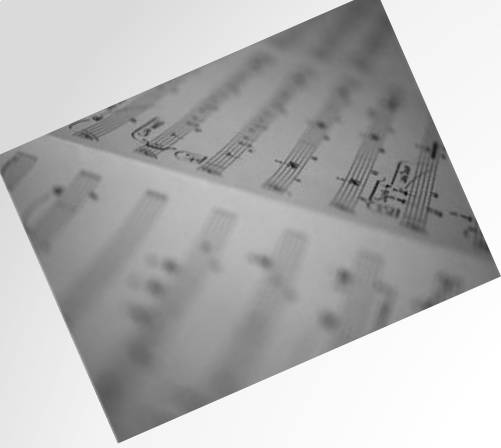
6. It's important to have trust between employees and management.
7. Employees should be told only what they need to know to do their jobs.
8. To build morale, it's good for employees and management to regularly go out together after work.



9. If someone is really great at the job, you should promote them to supervisor.
10. The single best thing you can do to head off problems is communicate.

So, what causes  
things to go  
wrong???





# The 4 Themes

*Challenges in  
Leadership*

Organizational Culture

Communication

Systems Issues

# Leadership Challenges



Failure to model great behavior

Lack of skill or guts

Lack of transparency

Inconsistency

Lack of trust

An insatiable desire to be liked

# Organizational Culture Challenges



No clear vision, mission, values

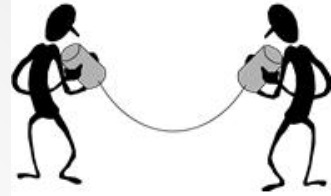
Culture of blame, not problem-solving

Culture of negativity

Employees who feel unfairly treated

Unclear boundaries

# Communication Challenges



Not communicating the vision, mission, values, initiatives, changes, directions, expectations...

Supervisory failures to understand the effects of their own poor communication skills



# Systems Challenges

Lack of accountability

No clear performance expectations

Unaddressed employee complaints

Repeated issues in same work unit

Inherently problematic systems

**SO...**

**Look and listen**

Keep your eyes and ears open

Work to understand what's  
really going on,

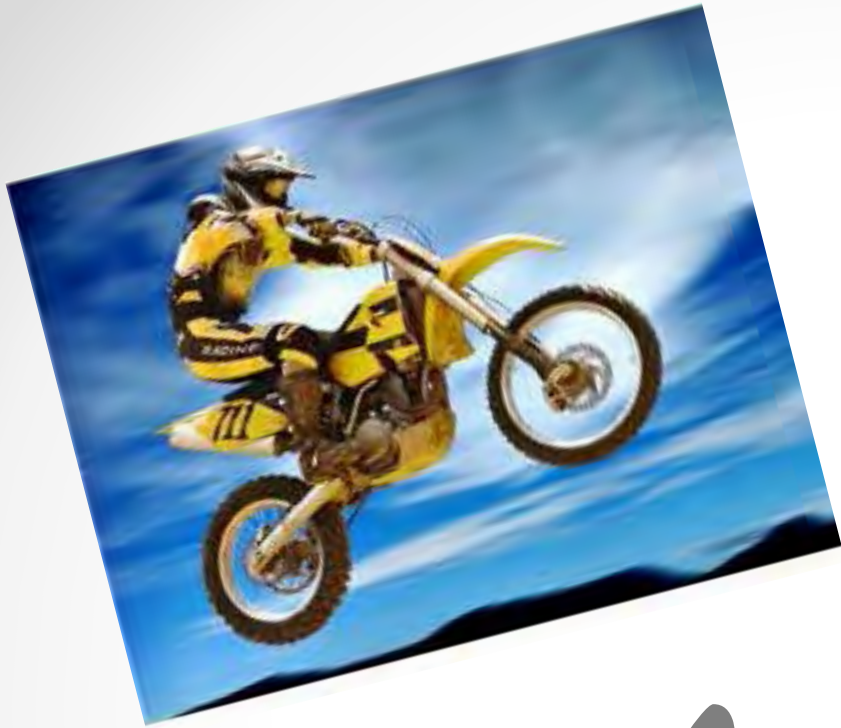
and

When you find a concern...



Decide on the proper  
course of action,

and



# ACT

to address the situation  
before it grows