

Conducting Successful Discipline Interviews

Many managers are confused by the difference between a discipline interview and a counselling or coaching session. Psychologist Peter Quarry explains the purpose of a discipline interview, when to conduct one and the involved practicalities. This program covers progressive disciplining, the role of documentation and how to deal with strong emotions.

What is 'progressive disciplining'?

- Three levels to progressive disciplining.
- Casual comment.
- Counselling (problem solving).
- Discipline meeting (warning process).

Do we treat each discipline situation in the same way?

- Adapt approach to fit situation.
- Consider the individual.
- Only go immediately to discipline if very serious and a last resort.

The role of documentation

- Documentation is required to substantiate the facts and events.
- Take notes when counselling and have employee sign notes.

Preparation for discipline interview

- Arrange the time and location, considering the need for privacy.
- Consider the need for a third person, union representative or manager to be present?
- Know the organisations policies.
- Ensure the proposed consequences are supported by management/organisation.

Structure of a discipline interview

- Focus on a positive outcome.
- Maintain control of the interview.
- Review what has happened in the past.
- Clearly state the problem.
- Clearly state the consequences.
- Agree on a review date.
- Ask if there are questions.

Dealing with strong emotional reactions

- Show empathy.
- Use 'broken-record' technique.
- Stay calm.
- Be patient, particularly if there are tears.
- Be the manager, rather than the friend.

Duration: 15 minutes

ISBN: 978-1-921409-33-2

Stockcode: TAT105