



Disciplinary Actions

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

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AGENDA

- 1 **Why is this skill important?**
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice



WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session

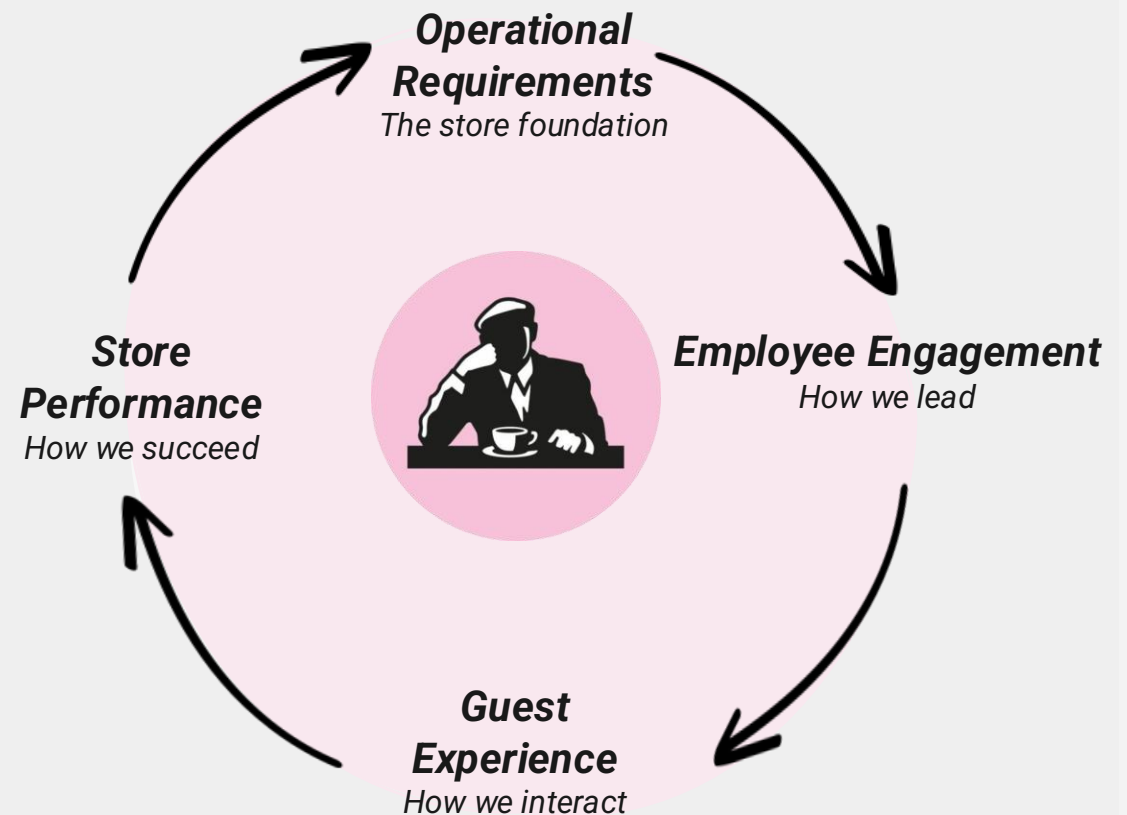
LEARNING GOALS

Learn how to carry out disciplinary actions: verbal and written warnings as well as terminations in a compliant and people-centric manner.

WHY ARE WE TRAINING THIS ?

- **Acting** as a manager when rules and processes are not followed, is important to ensure operational excellence and for all employees feeling treated fairly.
- Disciplinary actions is a **last resort corrective measure** following unsuccessful employee development talks – and should be carried out fully in line with Disciplinary actions procedure as they will have or have **legal consequences**.

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within the *Circle of Operational Excellence* in your store?



CORRECTING YOUR BEHAVIOUR AT WORK

**THINK OF A SITUATION WHERE
SOMEONE MADE YOU CORRECT YOUR
BEHAVIOUR...**

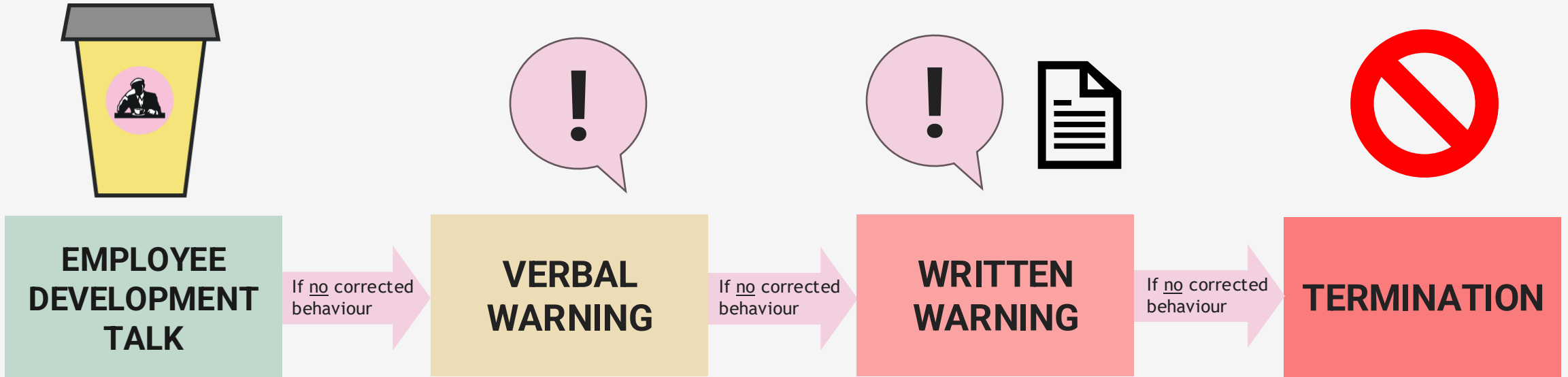
WHAT SPECIFICALLY MADE YOU CORRECT YOUR BEHAVIOR?





EMPLOYEE DEVELOPMENT TALKS

BEFORE DISCIPLINARY ACTIONS



CORRECTING BEHAVIOR THROUGH FORMAL PROCESS, WHEN EMPLOYEE DEVELOPMENT TALKS DID NOT WORK



AGENDA

1 Why is this skill important?

How to master the skill

- **Different degrees of negligence**
- **Employee Development Talk**
- 2 • **Verbal**
- **Written**
- **Termination**

3 Sum-up and Impact

4 How to apply into practice





EXERCISE 1

IN GROUPS OF TWO

- 1 ➤ Discuss each case and try to conclude what the important issue is in each case?
- 2 ➤ What action would you consider to take towards the situation with Noah and David?

Case #1

Noah is a young, energetic Juicer who enjoys chatting with guests.

He's great at making people feel welcome, but he often rushes through coffee orders, sometimes skipping key steps. He doesn't always pay attention to the milk temperature, and on a few occasions, he forgot to clean the steam wand between drinks.

His Store Manager, Elena, noticed an increase in guest complaints about inconsistent coffee quality during Noah's shifts. In a quick chat, she mentioned the importance of following coffee preparation standards. Noah acknowledged the feedback but seemed to believe that speed was more important than precision.

A week later, Elena observed him again and noticed the same issues.

Case #2

David is a motivated Assistant Store Manager with strong leadership skills.

However, he has repeatedly overlooked basic hygiene procedures, such as ensuring employees wear gloves while handling food. During routine checks, his Store Manager, Lisa, noticed these violations multiple times.

Lisa addressed this in a development talk, explaining that hygiene is a critical factor in Joe & the Juice. David acknowledged the feedback and assured improvement, yet the issue continued. Employees were still seen handling food without gloves on his shifts. During a surprise audit, an inspector found that a cleaning task was not carried out during David's shift.



DIFFERENT DEGREES OF NEGLIGENCE – DIFFERENT START

MINOR NEGLIGENCE

Underperformance for example due to failure to carry out work in accordance with workplace rules, such as DCWF, Spotify, meeting times and similar...

Start here



**EMPLOYEE
DEVELOPMENT
TALK**

If no corrected
behaviour

**VERBAL
WARNING**

If no corrected
behaviour

**WRITTEN
WARNING**

If no corrected
behaviour

TERMINATION

MEDIUM NEGLIGENCE

- NO SHOW
- Late opening & early Close
- Sickness procedure*
- Hangover and unable to work*

*Consider employees attitude and the circumstances and if a verbal warning is more appropriate

Start here



GROSS NEGLIGENCE

Giving products out for free, theft, fraud, assault, being intoxicated or under the influence of drugs at the workplace or similar

Start here



THE BIGGER THE IMPACT ON BUSINESS AND PEOPLE YOUR, THE BIGGER THE LEVEL OF NEGLIGENCE



HOW TO DO A EMPLOYEE DEVELOPMENT TALK

ON A FAILURE TO CARRY OUT WORK IN ACCORDANCE WITH WORK PLACE RULES (MINOR NEGLIGENCE)

MINOR NEGLIGENCE

Underperformance for example due to failure to carry out work in accordance with workplace rules, such as DCWF, Spotify, meeting times..

Start here



EMPLOYEE DEVELOPMENT TALK

Hi Noah, I would like to talk about your Coffee game again

What do you think works?

What makes you quick?

I am quick!

I focus on waiting time!

What can you do to improve your coffee game further?

I don't know - I am the fastest

To ensure we deliver a high level of coffee quality we have coffee preparation standards - which we discussed before. I have received 15 guest complaints over too hot milk over the last three shifts where you were on the coffee station. And that is not acceptable.

You set the scene

I would like to talk to you about...

The "Milk"

What was specifically good? What do you think made it good?

The "Espresso"

What would you do better/more of? And how?



The "Cup"

What kind of help do you need? I am sure that you with your ... (strength) will succeed

+ **RECOGNIZE** by agreeing and adding your own observation

What can I do to help you not getting in that situation again.....

Let me study the E-campus module you suggested last time

Great idea - when will you do that?

Immediately - I do not want customer complaints on my shift

Very appreciated: Let me know if you need any hands-on training. I am sure that with your guest focus you will be able to deliver both high quality coffee quick.

If **no** corrected behaviour



HOW TO DO A VERBAL WARNING

WHEN EMPLOYEE DEVELOPMENT TALKS HAVE NOT CREATED A CORRECTED BEHAVIOUR

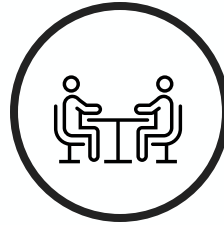


**VERBAL
WARNING**



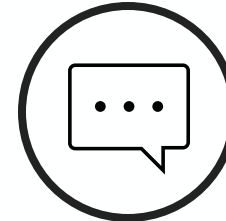
Preparation

Confirm the violation aligns with company policies for a verbal warning



Meeting arrangement

Arrange a private, off-hours meeting



Verbal warning discussion

Explain warning clearly, stay professional



Understanding and agreement

Listen, clarify seriousness and consequences



Follow-up and evaluation

Evaluate progress, acknowledge corrected behaviour or consider next steps



HOW TO DO A VERBAL WARNING

BE VERY CLEAR! – BECAUSE NEXT STEP IS WRITTEN!

DESCRIBE

Describe the behaviour/situation as completely and objectively as possible. Just the facts! *Ex. "David I would like to talk about the importance of wearing gloves and completing cleaning tasks. We have previously discussed that on shifts where you were present. In addition, during a surprise visit Monday on your shift an Inspector found that cleaning tasks were not carried out."*

EXPRESS

Express your thoughts about the behavior/situation. Use I – NOT you! *Ex. "Not following cleaning procedure can lead to bad Food Safety rating and result in a loss of customers or worst case closing the bar down. This is not acceptable. Additionally allowing Juicers not to follow rules about wearing gloves is not acceptable as it both is against the rules but also sends a wrong signal to the Juicers regarding Food Safety"*

SPECIFY

Specify what behavior/outcome you want to happen *Ex. "Joe & the Juice, the guests and I want the Food Safety rules to be followed in every detail starting from now. I want you to follow cleaning schedule precisely and I want you to immediately address Juicers not following procedures in general. If you need my help with training in cleaning task management, food safety and in addressing this to the Juicers on shift I am happy to help you"*

CONSEQUENCES

Specify the consequences if this happens. (Both positive and negative) *Ex. "This is a formal Verbal warning – also called a Disciplinary action and I will confirm this to you in writing. If no improvement will happen, the next step is a Written warning. I am confident that this will not happen as I will support you as much as you need in acquiring the necessary skill and with your strong motivation and generally strong leadership skills you will succeed. What do you think about this?"*

DESCRIBE and EXPRESS presented clearly and in relevant context is crucial for the recipient taking ownership for changing behaviour



VERBAL WARNING

AN EXAMPLE OF HOW TO WRITE A FOLLOW-UP EMAIL

Hi [NAME],

I'd like to follow up on our recent meeting. On [DATE], we discussed [REASON] and agreed on [ACTIONS/OUTCOMES]. I want to remind you of the importance of following through on these actions.

Please confirm that you have read and understood the above by replying to this email.

Best regards,

[YOUR NAME]

Always CC the HR Manager in follow-up emails so they can record the details in the system.

If no corrected
behaviour



EXERCISE 3

IN GROUPS OF TWO

- 1 ➤ Discuss each case and try to conclude what the important issue is in each case?
- 2 ➤ What action would you consider to take towards the situation with Jenny, Sarah and Ryan?

Case #3

Jenny is a friendly, hardworking Juicer who is popular among customers.

However, she has a track record of calling in sick at short notice, which has put pressure on the team multiple times. She always provides a doctor's note, so she hasn't faced formal consequences.

One Saturday morning, Jenny was scheduled for an opening shift, but she didn't show up. The Assistant Store manager, Tom, tried calling her, but she didn't answer. The store had to open late because of the missing staff.

At noon, Jenny finally texted: "I overslept after a family event last night. I'm so sorry. Can I make it up with an extra shift?"

Case #4

Sarah has been a Juicer with the company for over a year and is generally well-liked by her colleagues and performing well in the operation.

However, she has a habit of arriving late to shifts—sometimes by just five minutes, occasionally by 20. Initially, her manager, Mark, addressed the issue informally during a development talk. Sarah acknowledged the problem, citing unreliable public transport but promised to improve. Her arriving late has despite her being well-liked by colleagues started to raise a mood in the team questioning the importance of rules.

Over the next two months, the issue persisted, so Mark issued a verbal warning, emphasizing the importance of being punctual for operational efficiency. Sarah agreed to plan ahead, but the problem continued. Eventually, Mark gave her a written warning, explaining that further non-compliance could result in termination.

One morning, Sarah arrived 15 minutes late again. She later explained that she had sent a message to a colleague asking them to cover for her until she arrived. However, the store had already faced difficulties in her absence.

Case #5

Ryan, a long-time Assistant Store Manager, is known for his easy-going nature and strong Brand Behavior. He also demonstrates strong Joe Virtue based behavior.

However, he is offering guests — ginger shots, pastries nearing expiration, or even full meals for free to regulars and friends.

A new Store Manager, Emily, noticed it and reported it to her District Manager. An internal review found that stock discrepancies were highest during Ryan's shifts. When confronted, Ryan didn't deny it. "Look, the guests love it. Half the stuff I give away would've been thrown out anyway. It's good for Brand Behaviour!"

He even pointed out that other employees sometimes did the same thing.



WRITTEN WARNING

WHEN VERBAL WARNING DID NOT WORK OR IN THE CASE OF MEDIUM NEGLIGENCE YOU START HERE

MEDIUM NEGLIGENCE

- NO SHOW
- Late opening & early Close
- Sickness procedure*
- Hangover and unable to work*

*Consider employees attitude and the circumstances and if a verbal warning is more appropriate

Start
here



WRITTEN WARNING

1. Verbal Warning:

The employee must first receive a verbal warning, which must be documented through an email confirmation. This serves as the initial notice to the employee (refer to verbal warning guidelines).

2. Violation of Same Rules:

A written warning can only be issued if the employee repeatedly breaks the same rules that were addressed in the previous verbal warning.

3. Exceptions:

In certain serious cases, a written warning may be issued without a prior verbal warning.

4. Approval from Compliance Manager (HR):

All written warnings must be reviewed and approved by HR who is responsible for ensuring the procedure is followed correctly and in accordance with company policies.

5. Issuance of Written Warning:

After HR approval the warning will be issued. This documents the employee's repeated violations and outlines the necessary steps for improving their behavior.

6. Purpose and Future:

During the conversation, clearly define what you want to achieve and set potential future goals for the employee. This includes outlining your expectations and the necessary changes to be made.

7. Authorized Personnel:

Only a District Manager, in collaboration with a Store Manager or HR, is authorized to conduct a written warning meeting.

8. Meeting Time and Location:

The meeting should be held in a place where you won't be disturbed and never before the employee's shift. It should be scheduled after their shift or on a day off to ensure a quiet and appropriate environment for the discussion.

9. Documentation:

Ensure the employee signs both copies of the warning, keeps one, and the other is delivered to HR.

If no corrected
behaviour



TERMINATION

WHEN WRITTEN WARNING DID NOT WORK OR IN THE CASE OF GROSS NEGLIGENCE YOU START HERE

GROSS NEGLIGENCE

Giving products out for free, theft, fraud, assault, being intoxicated or under the influence of drugs at the workplace or similar

Start
here



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TERMINATION

1. Prepare: Review the employee's behavior history and ensure the termination is justified according to company policies and law.

2. Notify Stakeholders: Inform HR and management about the decision to terminate the employee.

3. Gather Documents: Collect all necessary documentation, including contracts, warnings, and communications regarding behavior.

4. Termination Meeting: Schedule a private and professional meeting to inform the employee of the decision the reason for termination and the end date.

5. Return Company Property: Ensure the employee returns all company assets such as access cards and system access before their final day. This keeps the process clear and concise while maintaining all key steps.



OVERVIEW OF CASES

Case	Issue	Negligence level	Action
#1 Noah	Not following workplace procedures around coffee	Minor	Employee Development Talk
#2 David	Not following workplace procedures around hygiene	Minor	Verbal warning (Development talk on same focus area - the gloves – did not lead to corrected behaviour)
#3 Jenny	Not showing up	Medium	Written warning
#4 Sarah	Lateness	Minor - repeated	Termination (As Employee development talks, verbal warning and written warnings did no lead to corrected behaviour)
#5 Ryan	Giving away products for free	Gross	Termination



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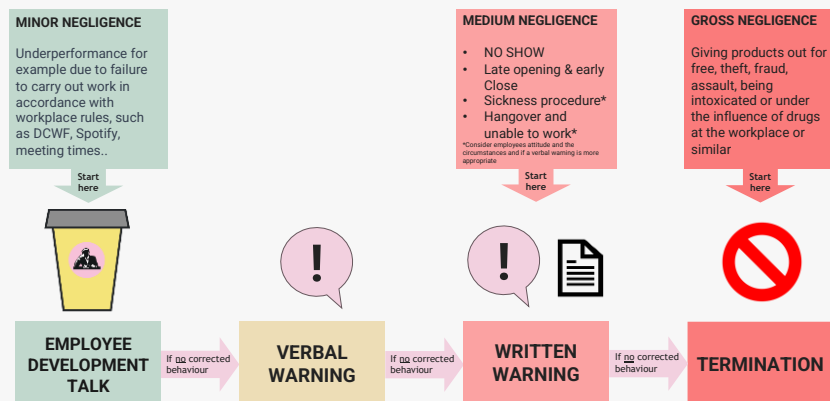




SUM-UP AND IMPACT

What are your **key learnings**?

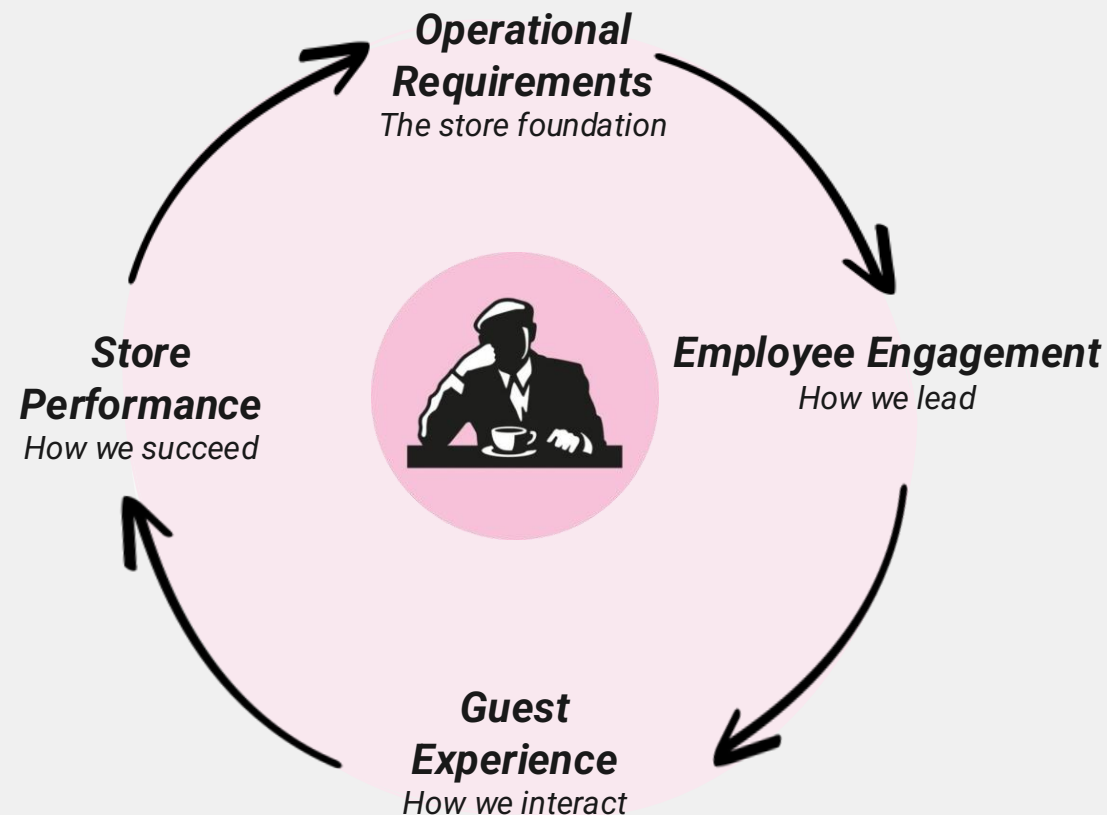
DIFFERENT DEGREES OF NEGLIGENCE – DIFFERENT START



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- Employee development talks before disciplinary actions
- Different degrees of negligence – different start in the disciplinary action process

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



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HOW TO APPLY INTO PRACTICE

Assistant Store Manager	Identify the issue and gather initial information. Provide the information to the Store Manager. Carry out Employee Development Talks
Store Manager	Handle formal verbal and written warnings. Consult HR and DM. Conduct the meetings with the employee, discuss the issue, and set clear expectations for improvement. Document the discussion and any agreed action plan.
District Manager	Review serious or repeated offenses. Approve written warnings and support the Store Manager in implementing further actions such as final warnings or performance improvement plans.



MANAGER SPECIALIST SESSIONS

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