



# Disciplinary Actions

Moneyball 2.0 Leadership Training





# 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

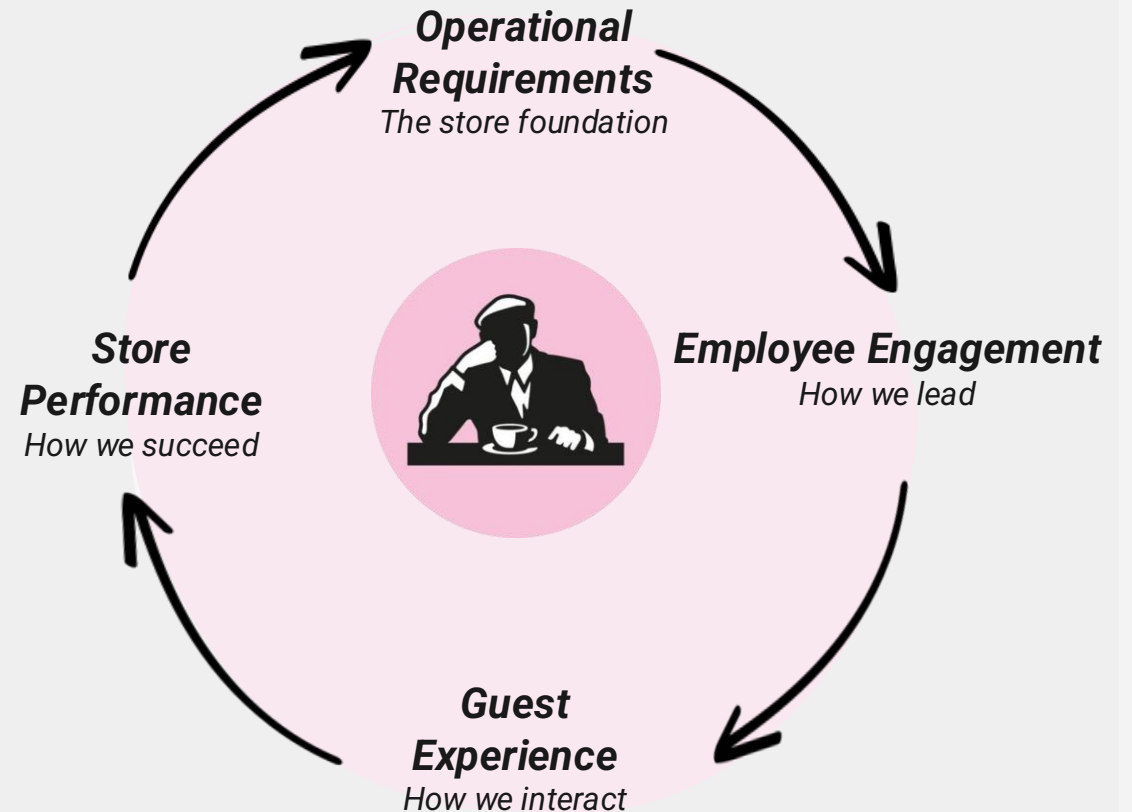
## LEARNING GOALS

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

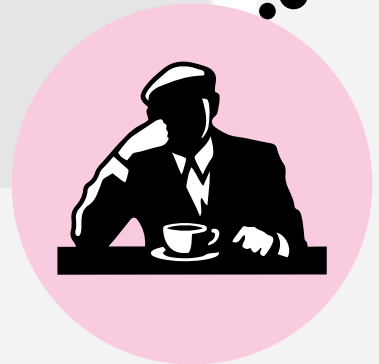


How does mastering these skills affect each area within the *Circle of Operational Excellence* in your store?



## EMPLOYEE DEVELOPMENT TALKS

**THINK OF A SITUATION WHERE  
YOU CORRECTED YOUR  
BEHAVIOUR...**



1. *WHAT SPECIFICALLY MADE YOU CHANGE YOUR BEHAVIOR?*
2. *SHARE YOUR SITUATION, CORRECTED BEHAVIOR AND WHAT MADE YOU CHANGE BEHAVIOR?*

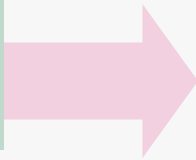


# EMPLOYEE DEVELOPMENT TALKS

BEFORE DISCIPLINARY ACTIONS



EMPLOYEE  
DEVELOPMENT  
TALK



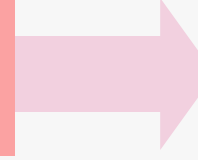
VERBAL  
WARNING



WRITTEN  
WARNING



Final  
WARNING



TERMINATION

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**
- **Final**
- **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 development talk, she explained 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 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 but logged as 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..

Start here



## MEDIUM NEGLIGENCE

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

\*Consider employee's 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



EMPLOYEE  
DEVELOPMENT  
TALK

VERBAL  
WARNING

WRITTEN  
WARNING

Final  
WARNING

TERMINATION

IF IN DOUBT REACH OUT TO HR





# HOW TO DO A EMPLOYEE DEVELOPMENT TALK (EXERCISE)

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

### Case:

An employee did not clean all groups on the coffee machine when they were closing yesterday - the opening team noticed this and informed you as the Store manager.

### 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 observations

*How would you as a store manager set up this yellow talk?*

If no corrected behaviour



# HOW TO DO A VERBAL WARNING

WHEN EMPLOYEE DEVELOPMENT TALKS HAVE NOT CREATED A CORRECTED BEHAVIOUR

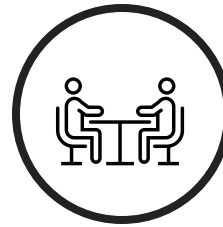


## VERBAL WARNING



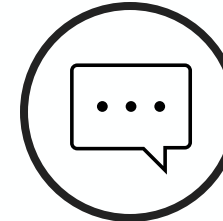
### Preparation

Confirm the violation aligns with company policies for a verbal warning



### Meeting arrangement

Arrange an off-BTC 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

All warnings must be issued in a timely manner



# HOW TO DO A VERBAL WARNING DISCUSSION

BE VERY CLEAR! – BECAUSE NEXT STEP IS WRITTEN!

## DESCRIBE

Describe the behaviour/situation as completely and objectively as possible. Just the facts!

*Ex. "In the last two weeks – you were late 2 times - 10 min. Friday last week and 8 min. Tuesday this week"*

## EXPRESS

Express your thoughts about the behavior/situation. Use I - NOT you!

*Ex. "I do not find this fair to your colleges who will need to cover your part of the workload, and it also violates our rules set to ensure our operation excellence set for the same reason"*

## SPECIFY

Specify what behavior/outcome you want to happen

*Ex. "I want you to be on time and follow the rules"*

## CONSEQUENCES

Specify the consequences if this happens. (Both positive and negative)

*Ex. "I hope you can adhere to this as I appreciate your contribution in the bar, and I would like to continue the cooperation. If not, I need to let you know that if the lateness continues, I need to give you a written warning" ... "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



## EXERCISE 2

### IN GROUPS OF TWO

- 1 ➤ What would you now change in your action towards the situation with Noah and David? – and why?

### 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 development talk, she explained 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 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 but logged as carried out during David's shift.



## 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 — extra coffee 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 Behavior!"

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



# WRITTEN WARNING

## FOLLOWING A VERBAL WARNING

### TYPES OF PROGRESSIVE DISCIPLINE

- NO SHOW
- Late opening & early Close
- Performance
- Employee Attitude



### 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. Issuing of Written Warning:

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 or a Store Manager can conduct a formal warning meeting.

#### 8. Meeting Time and Location:

The meeting should be held in store where you won't be disturbed. Ensure a quiet environment for the discussion.

#### 9. Documentation:

Ensure the employee receives a copy of the warning through Jotform.

If no corrected behaviour





# FINAL WARNING

## FOLLOWING A WRITTEN WARNING

### TYPES OF PROGRESSIVE DISCIPLINE

- NO SHOW
- Late opening & early Close
- Performance
- Employee Attitude



### FINAL 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. Final Warning:

Following a Written Warning, if an employee breaks the same rules that were previously addressed the employee will be issued a Final 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. Issuing the Final Warning:

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 or a Store Manager can conduct a formal warning meeting.

#### 8. Meeting Time and Location:

The meeting should be held in store where you won't be disturbed. Ensure a quiet environment for the discussion.

#### 9. Documentation:

Ensure the employee receives a copy of the warning through Jotform.

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



Directed  
ur

## TERMINATION

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

**2. Notify Stakeholders:** Reach out to HR to confirm the termination.

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

**4. Termination Meeting:** HR will then terminate the employee and let the Management team know that it has been completed.

**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.



## EXERCISE 4

### IN GROUPS OF TWO

- What would you now change in your action towards the situation with Jenny, Sarah and Ryan? – and why?

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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.

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



## Discipline Form

Date Of Incident \*

MM-DD-YYYY

Date

Juicer's Name \*

First Name

Last Name

Juicer's Number \*

Juicer's Email \*

example@example.com

Warning Form



## Discipline Form

Thursday, September 5, 2024

Date Of Incident	Tuesday, September 3, 2024
Juicer's Name	Jamie Doherty
Juicer's Number	29503
Juicer's Email	jamie.doherty@joejuice.com
Employee Title	HR Admin
Issuing Manager Name	Katie Wanger
Issuing Manager's Email	katherine.wanger@joejuice.com
Bar Location	161 Prince Street [Soho]
Market	New York
Reason for Disciplinary Action	Lateness
Explanation of incident	abcdefj
Action Taken	Notice (Only for Lateness)
Next Step	Verbal Warning

Received Email



# OVERVIEW OF CASES

Case	Issue	Negligence level	Action
#1 Noah	Not following workplace procedures around coffee	Medium	Verbal Warning
#2 David	Not following workplace procedures around hygiene	Medium	Verbal warning (Development talk on same focus area - the gloves – did not lead to corrected behaviour)
#3 Jenny	Not showing up	Medium	Verbal warning
#4 Sarah	Lateness	Medium - repeated	Final (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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- 2 How to master the skill
- 3 Sum-up and Impact**
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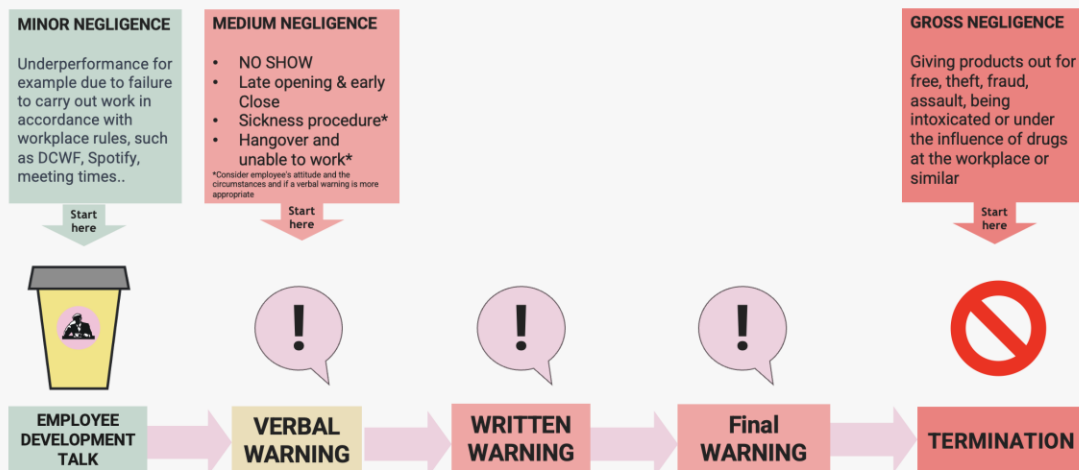




# SUM-UP AND IMPACT

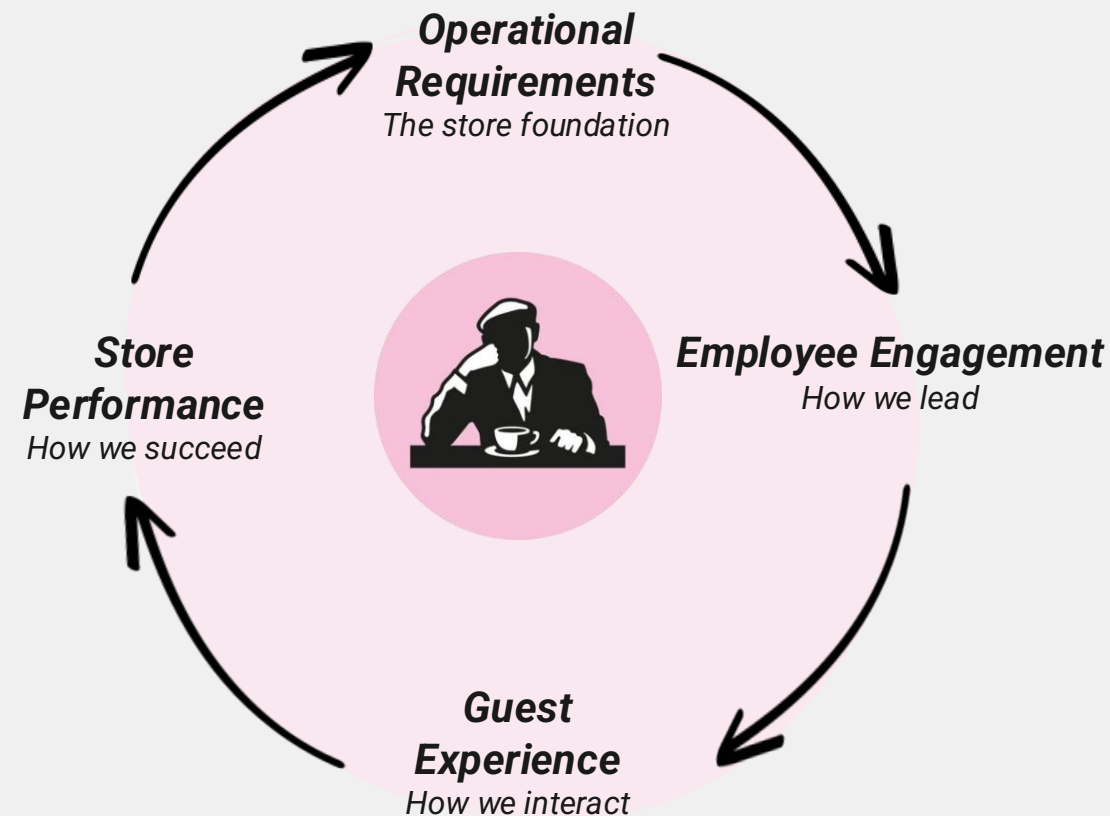
What are your **key learnings**?

## DIFFERENT DEGREES OF NEGLIGENCE – DIFFERENT START



- 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?



# AGENDA

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# HOW TO APPLY INTO PRACTICE

<b>Assistant Store Manager</b>	Identify the issue and gather initial information. Provide the information to the Store Manager. Please note that ASM cannot issue formal warnings.
<b>Store Manager</b>	Handle formal written warnings. Conduct the meeting with the employee, discuss the issue, and set clear expectations for improvement. Document the discussion and any agreed action plan.
<b>District Manager</b>	Review serious or repeated offenses. Support the Store Manager in implementing further actions such as final warnings or action plans.



## **MANAGER SPECIALIST SESSIONS**

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