

Some generalisations around discipline and grievance

1 . Once a formal procedure is used relationships are damaged beyond repair.

My views:

2. A lot can be done to prevent the need to go formal, but most managers do not possess this ability.

My views:

3. Most grievances are motivated by malice more than a genuine desire to resolve a legitimate concern.

My views:

4. Far too few managers have confidence enough in the organisation to support them when disciplining.

My views:

5. Most managers prefer to push difficult employee relations issues inappropriately on to the HR function.

My views:

6. If only performance was managed better, and feedback given more skilfully less problems would occur.

My views:

7. Discipline and grievance issues exposes starkly the lack of interpersonal skills in too many managers.

My views: