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HAMILTON BRADSHAW
Investing in people with passion

An employee has to go. What is the right way to handle it?



James Caan

Dear James

One of my team members is underperforming and has been for a few months. I have given several warnings but I'm afraid the time has come to let go a person who is generally great, and I want to handle this in the right way.

Neale

This is a predicament many managers find themselves in. Telling someone they are about to be let go is one of the hardest jobs a manager has to do. You have mentioned that you have gone through a thorough process of formal warnings. However, before you start with any of the technical, legal processes, I would suggest you sit down and have a frank and honest chat about why this person is not performing. Have you asked the employee why he or she thinks there has been a decline? Has something changed in his or her personal life?

If you eventually decide you want to dismiss this person then there are specific ways to go about it. Be clear why you are taking this step, otherwise it could lead to misunderstandings.

The contract they signed when joining and the induction process should have had clear guidelines about contract termination.

Make sure your employee gets everything they are entitled to, be it severance pay or notice time.

Obviously this is a difficult situation, but you can still handle it

in a professional way that allows the person involved to leave with their dignity and reputation intact.

■ For the full article and news of James Caan's free app go to standard.co.uk/askjames. His book, *How to Start Your Business in 7 Days*, is out now.