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# Welcome!

# The webinar will begin shortly...

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While you wait, here are some fast facts about HR outsourcing:

**3:00**

**minutes**

*until the webinar starts*

Companies that outsource HR to a professional employer organization (PEO) are **50% less likely** to go out of business.



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"Professional Employer Organizations: Keeping Turnover Low & Survival High" McBassi & Company, 2014

# The webinar will begin shortly...

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While you wait, here are some fast facts about HR outsourcing:

**2:00**

**minutes**

*until the webinar starts*

Companies that use a professional employer organization (PEO) are **28% more satisfied** with their available selection of employee benefits.



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"PEOs: Taking Outsourcing a Step Beyond Pays off for Small & Mid-Sized Companies" Aberdeen Group, 2011

# The webinar will begin shortly...

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While you wait, here are some fast facts about HR outsourcing:

**1:00**

**minute**

*until the webinar starts*

G&A Partners has an average Net Promoter Score (NPS) that is **35x higher** than that of the HR outsourcing industry.



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"NPS Benchmarks for B2B" Inavero, 2014



# + Leading & Letting Go: A Manager's Guide for Terminations

*Michelle Mikesell, Sean O'Donnell and Steve Moore,  
G&A Partners*

# Before we begin...

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- + **We are recording this webinar.** The on-demand recording will be available on our website by the end of the week.
- + This webinar has been pre-certified by the Human Resources Certification Institute (HRCI) for 1 hour of HR general recertification credit.
- + If at any time during the presentation you have a question that you'd like us to answer, send it to us using the "Questions" tab in the GoToWebinar menu bar.

# About G&A Partners

G&A Partners delivers **world-class HR solutions** that help build thriving businesses and make a difference in the lives of the clients and employees we serve.

G&A Partners has a local presence in the following markets:



# Agenda

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- + Preparing for a termination meeting
- + Dealing with the emotional elements of a departure
- + Do's and don'ts of conducting termination meetings



**Michelle Mikesell**  
*VP of Corporate HR  
G&A Partners*



**Sean O'Donnell**  
*Director of  
Client Operations  
G&A Partners*



**Steve Moore**  
*Director of Process  
Innovation & Training  
G&A Partners*



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# POLL QUESTION

# Objectives

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- + Learn how to prepare for a separation meeting
- + Understand how to deal with the emotional elements of the departure
- + Learn how to conduct the meeting
- + Effectively manage next steps
- + Receive tips on how to address remaining employee concerns

# Successful Terminations Mean...

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## + For the organization

- + Fulfill legal and ethical obligations
- + Preserve internal and external image
- + Minimize impact on remaining employees
- + Meet both short- and long-term objectives

## + For the employee

- + Hears the message as it is intended
- + Knows what to do next
- + Retains dignity throughout the process
- + Reconciles the job loss and reorients to their employment future

# Manager Guidelines

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- + Should this person be terminated?
  - + Have all possibilities been exhausted?
  - + Is appropriate documentation available?
  - + Does the person know he/she is not performing up to expectations (if applicable)?
- + What are the possible legal risks?
- + What will be the reason given for the termination?

# Preparing for a Termination

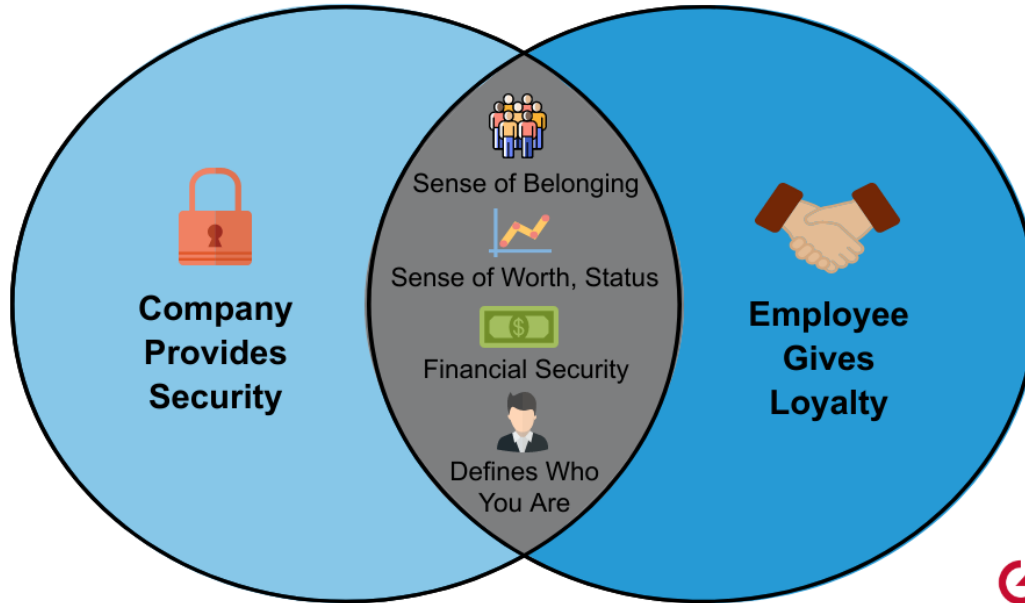
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- + Time and location
- + Severance information (if any)
- + Preparing a script
- + Security issues
- + Anticipating reactions
- + Structure next steps
- + Your emotional preparation



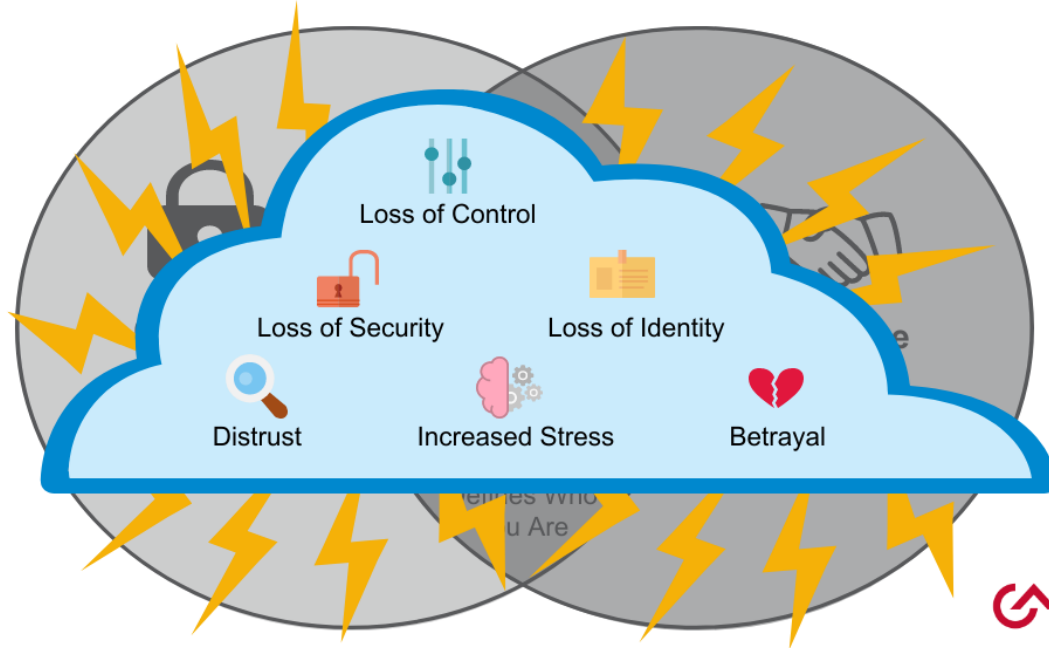
# Psychological Bond

## Psychological Contract



# Breaking the Psychological Bond

## Breaking the Psychological Bond



# Notification Meeting Structure

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- + Three distinct steps
  1. Deliver the message, then pause
  2. Manage the reaction and listen for clues
  3. Structure the next steps



# Delivering the Message

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## + Do

- + Sit down
- + Get to point
- + Be clear
- + State why, what and when

## + Don't

- + Give cheerful greetings
- + Use humor
- + Be apologetic
- + Engage in small talk

# Managing the Reaction

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## + Do

- + Listen
- + Wait, and use silence
- + Restate, if needed
- + Keep to script
- + Provide structure

## + Don't

- + Get “hooked”
- + Defend, argue or justify
- + Discuss others
- + Use platitudes
- + Try to minimize or offer false hope

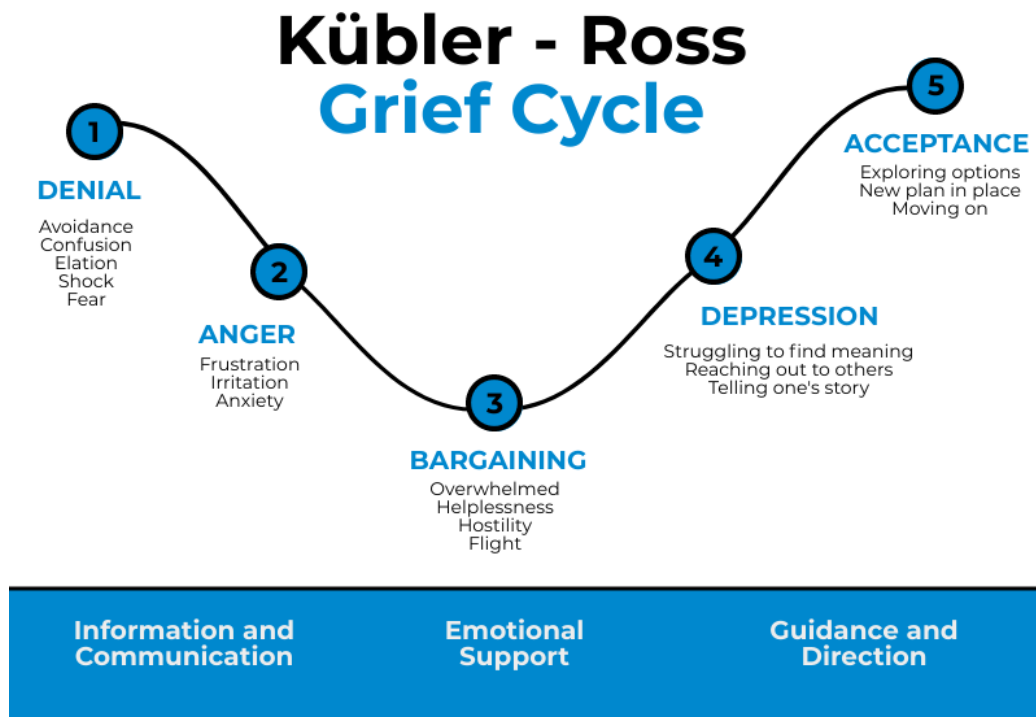
# Emotional Profile

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- + Any change event is characterized by an initial loss
- + Emotional reactions are often same as those who leave
- + Expression of reactions are varied



# Change Begins at the End



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# POLL QUESTION

# Types of Reactions

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- + Constructive/Realistic – Normal, some emotion, questions
- + Anger – Aggressive, moving around room, verbal attacks on you or the company
- + Shock – No apparent reaction, confusion, disorientation
- + Denial/Control – “Smooth,” flippant or not listening

# Structure Next Steps

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## + Do

- + Clarify date
- + Review package
- + Explain logistics
- + Give choices
- + Close

## + Don't

- + Allow meeting to go on too long
- + Make promises you cannot keep
- + Guess the answer(s) to their questions

# Skill Practice

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- + Break into groups of three
- + Assign “manager” role
- + Assign “employee” role
- + Assign “observer” role
- + “Employee” selects reaction
- + Roleplay first two phases of notification:
  - + Notification
  - + Managing the reaction



# Notification Meeting Demo

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## + Three distinct steps

1. Deliver the message, then pause
2. Manage the reaction and listen for clues
3. Structure the next steps

# Skill Practice Feedback

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- + “Manager” shares what worked and what did not work for them
- + “Employee” shares how it “felt,” what they appreciated, and what they would have appreciated in addition
- + “Observer” offers additional feedback with special emphasis on body language and tone inflection
- + Rotate roles until everyone gets a turn

# Guidelines After Termination

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- + Be visible!
- + Show empathy for all employees
- + Meet with your team
- + Expect emotional comments
- + Be specific about work tasks, seek out concerns and issues
- + Provide consistent information
- + Include both your “heart & head”



# Talking to your team

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- + Gather colleagues directly affected by the termination to address the matter
- + Message should be direct and straightforward
- + Maintain confidentiality
- + Focus on the future



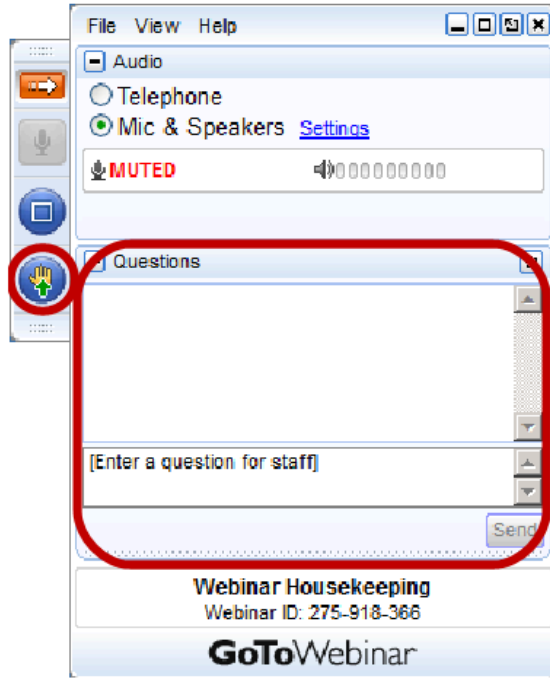
# Avoid!

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- + Disappearing
- + Business-as-usual attitude
- + PEP talks that ignore issues
- + Meeting only with favorites
- + Careless or defensive comments
- + Guessing about issues
- + Making promises you (or company) can't keep
- + Speaking negatively of employees who have left



# Questions



You can type questions for our presenter in the chat pane of your Go-to-Webinar menu bar.

If we don't get to your questions during the Q&A session of this presentation, you can email them to [info@gnapartners.com](mailto:info@gnapartners.com).

# Questions

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# Resources

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For additional resources, including our on-demand webinars, visit:  
[gnapartners.com/resources](https://gnapartners.com/resources)