



Firing like a human

Kevin Goldsmith

Chief Technology Officer





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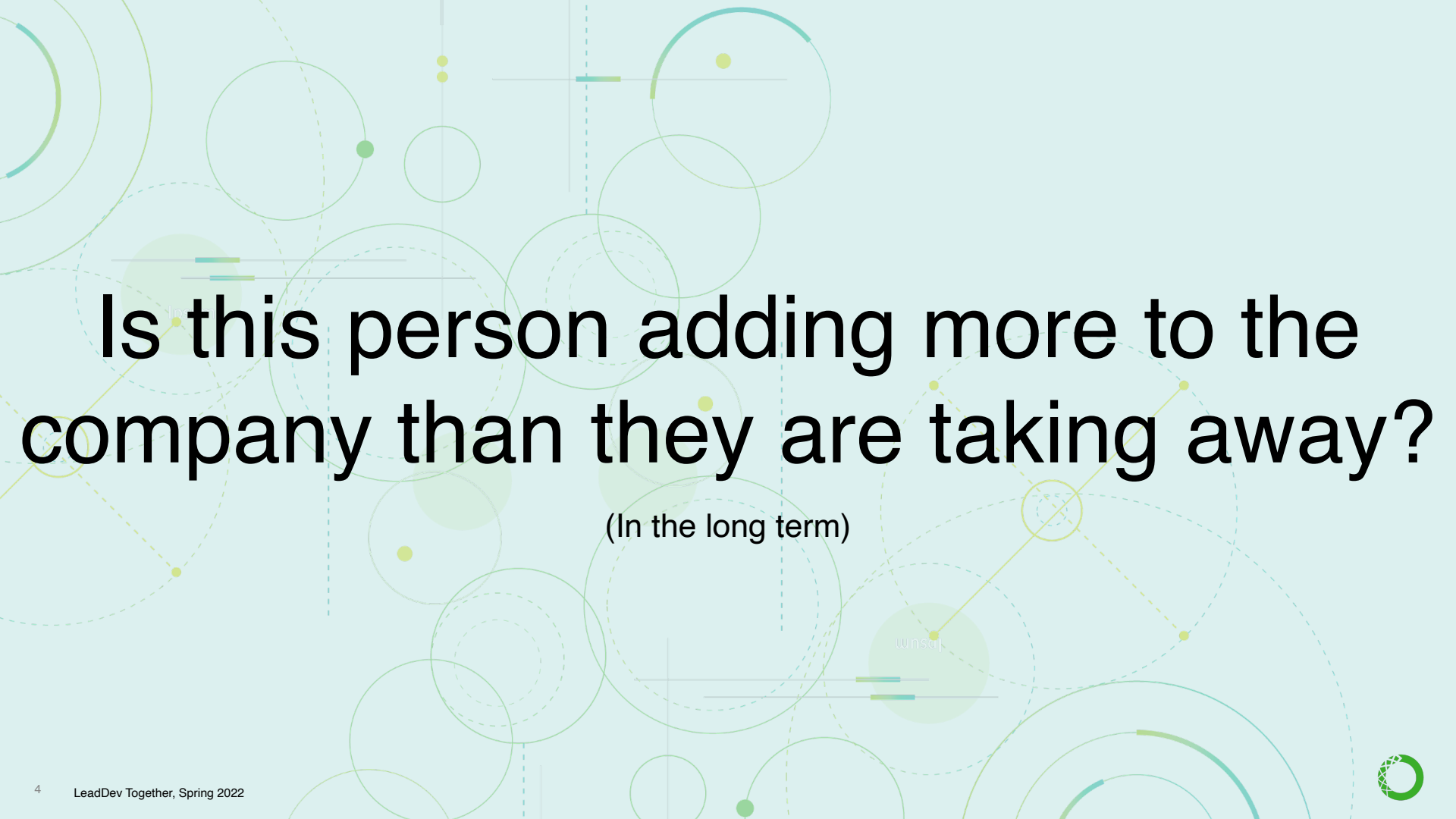
Chief Technology Officer



Why fire?

(dismiss, make someone redundant, give the axe, sack, terminate)





**Is this person adding more to the
company than they are taking away?**

(In the long term)



Some questions to ask before deciding to fire for performance

- Is this the right person in the wrong job?
- Are you using the correct rubric for evaluating their performance?
- Are they mis-leveled?



The process



Talk to your manager and your HR team

- What are the legal requirements?
- What are the company's requirements?
- Are there any issues/communication to be aware of?
- How can they help support you and the person?



Performance Improvement Plans

- When to put the person on a PIP
 - When it is a legal/company requirement
 - When you have a legitimate belief that the person can improve
- When to not put the person on a PIP
 - When the person has violated a critical company policy
 - When the outcome is decided already





The PIP is the last resort!



The PIP Decision

- Has the person taken the process seriously?
- Has their performance improved enough?
 - Have they demonstrated that they can maintain their new level of performance?
 - What happened during the process that influenced the change?
- Do you foresee having to put them on a PIP again?



The end of the process



Have you done your part?

- Have you been transparent?
- Have you tried to help the person improve?
- Have you acted with integrity?



Preparation

- Work with your manager and HR to set a date for their last day
- Create a severance plan
 - Will you provide a severance amount?
 - What happens to the person's vacation balance?
 - How long will they have to vest stock options?
 - What happens to their company provided insurance and/or pension?
 - What company equipment do they have?
 - Will you give them time to wrap up work / say goodbye?
 - Will they have to sign a severance agreement?
 - How will the termination be communicated to the team/organization?
- How will the conversation go?



The conversation

- Acknowledge the issues that got you to this point
- Reiterate the steps that were taken to address the problems
- Communicate the decision and what will happen next
- Focus them on the future



After the conversation

- Meet with your team to let them know what happened
- Communicate the termination to the larger organization
- Support the individuals on the team
- Understand what your responsibilities are for the company
- Take some time to decompress
- Get some feedback from your manager or HR person on how you handled the conversation



Reflect

- What have you learned from this experience?
- What would you do differently?
- How will this experience change how you hire this persons replacement?
- What will you do differently with your team moving forward?





**You will get better at this over time,
but it should never be easy**



Thank You!

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