

When Leaders Underperform: Executive Investigations

PRESENTED BY:

Kristi Weierbach

Managing Director, Workforce Advisory

Meet Your Presenter



Kristi Weierbach,
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Managing Director,
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Agenda

- Handling employee concerns
- Peeling back the onion
- Determining next steps
- Moving forward

An employee expresses concern...or doesn't

- Comment made to a colleague
- Frustration shared with a supervisor/manager
- Formal complaint – verbal or written
- Says nothing

Root cause

- Personality conflict
- Harassment
- Discrimination
- Lack of Leadership

Lack of Leadership

- Absence
- Failure to communicate
- Unapproachable
- Unrealistic expectations
- Indecisive
- Inappropriate behavior

Taking Action

- Important and a Priority
- Internal or External investigation
 - Is it a legal matter?
 - Is there someone internally who has the ability to handle a fair and impartial investigation?
 - Is there someone internally who has experience with these types of delicate conversations?

Role of an Executive

- C-Suite or Senior Leader
- Culture
- Organizational Risk
- Future-view of Organization
- Operational Excellence

Three Critical Question

- Does the individual behave in an ethical way?
- Is the individual trustworthy and do teams trust them?
- Is the individual coachable?

Coachable – yes!

- Does creditability have to be restored?
- Does trust have to be rebuilt?
- Who will coach/mentor the individual?
- What will be considered as key milestones towards elevating performance and a successful outcome?

Coachable – no!

- Exit Strategy will need to be developed and implemented
 - Legal vs. Lack of Leadership path
 - Timing
 - Severance Package?
 - Transition of role – internal or external successor?

Questions?



Contact

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Kristi focuses her extensive expertise on helping clients design a workforce that is not only prepared for the future, but one that leverages disruption to thrive and succeed. Weaving together a unique blend of anticipatory tools and insights with practical solutions, providing clients with an organizational architecture that empowers them for the NextGen.

Applying deep workforce knowledge, Kristi helps companies overcome challenges by providing strategic direction, implementing and improving policies and procedures, and skillfully turning human capital management into a competitive advantage.

Professional Highlights

- National AE Industry Presenter
- PhD - Organizational Management
- MBA
- BS - Accounting
- Senior Certified HR Professional
- Non-profit Board President

Thank You!



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