

# **Top Ten Mistakes Made in a Subordinate Counseling Session**

- 1. Assume the employee is guilty of everything they have been charged with.**
- 2. Agreeing with the person that they really didn't do anything wrong, but "the Chief wants me to do this."**
- 3. Lump all the infractions into one discipline.**
- 4. Losing composure**
- 5. Letting the employee excuse their way out of the situation**
- 6. Not controlling the session in a cohesive manner**
- 7. Bringing both parties of a two-party dispute together**
- 8. Not getting resolution or commitment from the employee**
- 9. Not gathering all the facts**
- 10. Coming into the session with your mind made up as to the level of discipline**

## **Top Ten Ways to Ensure Success**

- 1. Have a method to go through process**
- 2. Gather all facts before making decisions**
- 3. Know your progressive discipline policy**
- 4. Maintain confidentiality if warranted**
- 5. Keep parties separate if there is more than one in a dispute**
- 6. Always maintain your composure**
- 7. LISTEN, but maintain control**
- 8. Always show respect and courtesy**
- 9. Look for EAP or counseling issues**
- 10. Not all infractions warrant discipline—separate them out**

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