

M.E.E.T. Zero Tolerance

Enforcing Zero Tolerance
with Fairness and
Respect

Discussion Guide

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This Program Is Designed To...

M.E.E.T. Zero Tolerance: Enforcing Zero Tolerance with Fairness and Respect is designed to help guide your discussion on how to enforce zero tolerance situations at work while maintaining fairness, equity, and respect for all employees.

Although most zero tolerance policies seem pretty black and white, when the human dynamic is added to the equation then the solution is no longer clear cut. This makes the manager's job of enforcing the policy a lot more challenging. Managers must learn how to recognize and correct situations that cross the line. In other words, they need to make sure the unacceptable behavior stops, or is prevented, and that it doesn't happen again.

This program focuses on using the **M.E.E.T.** model, a proven process, to help managers reach understanding and agreement. When disciplinary action is necessary, using **M.E.E.T.** will help make sure the process is conducted with respect for everyone involved, and that the solutions reached are consistent with organizational policies and requirements.

M.E.E.T. Model

- M – Make time to discuss
- E – Explore differences
- E – Encourage respect
- T – Take personal responsibility

About Your Session

The following steps outline one way to make effective use of this thought-provoking video:

1. Prior to your discussion session or meeting, review the video and the discussion questions so that you are familiar with the material. Also, it is a good idea to contact your legal or HR department and make sure you have a clear understanding of the spirit and intent of your zero tolerance policy from a legal perspective. In fact, if time permits, it is not a bad idea to have a representative from HR or Legal make a guest appearance at your session to discuss the organization's perspective on the zero tolerance policy.
2. Introduce the purpose of the session.
3. Ask your group to discuss the following questions prior to watching the video:
 - a. What is a zero tolerance policy? Why does it exist?
 - b. Why do you think organizations are adopting zero tolerance policies? Why is our organization adopting a zero tolerance policy?
 - c. What experiences, as managers, have you had with a zero tolerance policy?

- d. What challenges do you face and how do you know what the appropriate response is when a zero tolerance type situation occurs?
 - e. Some people believe that zero tolerance is very clear and any inappropriate behavior should be dealt with maximum penalties imposed, where as others believe that all situations should be thoroughly reviewed so that the most appropriate action is taken. What do you believe and why?
4. Show the video until the "What would you do?" screen appears. You may want to have paper and pencils handy for taking notes in case your participants do not bring them.
 5. Stop the video after the "What would you do?" screen appears. Then ask the following questions:
 - a. After reviewing this situation, what immediate thoughts or feelings do you have?
 - b. Look at this scene from the employee's perspective. What would you think, and how would you feel if you just heard someone refer to a fellow employee as a tar baby?
 - c. Do you think it was Rose's intention to offend?
 - d. Was there anything in Rose's tone or demeanor that added to the impact of this situation?

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- e. What would you do if your employees brought this type of a situation to you?
6. After your discussion, continue watching the video. Then ask the following questions:
- a. How had Rose's tone and demeanor changed when she spoke with her manager as opposed to when she was speaking with her employees?
 - b. The video stated that zero tolerance involves more than a "knee-jerk" reaction or a "one-size-fits-all" response. Why is it important to get the whole story?
 - c. Has your perception about zero tolerance policies changed after viewing the video? Why or why not?
 - d. What do you believe are the managers' primary responsibilities in enforcing a zero tolerance policy?
 - e. After viewing the video are there any additional issues that managers should consider regarding enforcing a zero tolerance policy?

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- f. During the video, the manager used the M.E.E.T. model. Who can restate what the M.E.E.T. steps are?
 - Make time to meet
 - Explore differences
 - Encourage respect
 - Take personal responsibility
 - g. How do you think the manager benefits by using the M.E.E.T. process?
7. If appropriate, discuss your organization's policies and philosophy on the following:
- a. Zero tolerance
 - b. Progressive discipline
 - c. Union or labor contracts
8. Wrap up the session and thank the group for their time and attention.

About VisionPoint

VisionPoint is a full-service training development company serving organizations of every industry and size. We provide simple, straightforward programs and services to help meet your learning priorities and business goals.

Our product development team has worked together since 1989, producing hundreds of video-based training programs including the conflict resolution program, **Everybody Wins: How to Turn Conflict into Collaboration**, the harassment prevention program, **It's Not Just About Sex Anymore**, the eight-part employment law series, **Legal Briefs**, and the best-selling program on respect and diversity, **M.E.E.T. on Common Ground**. Programs are available in VHS, DVD, and CD-ROM self-study formats.

VisionPoint produces training programs in a wide range of important workplace topics including:

- Attitude
- Business Ethics
- Conflict Resolution
- Customer Service
- Discrimination/Harassment
- Goal Setting/Motivation
- Interviewing/Hiring
- Leadership
- Legal Issues
- Performance Management
- Respect/Diversity
- Workplace Violence

A few award-winning programs that our team has produced include:

- Joel Barker's **Leadershift**
- Ken Blanchard's **Gung Ho!**[®]
- American Media's **More Than a Gut Feeling**
- VisionPoint's own **M.E.E.T. on Common Ground** and **It's the Law: The Legal Side of Management**
- Ken Blanchard and VisionPoint's **Whale Done!**[™]

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