**How to Fire Someone CHEAT SHEET**

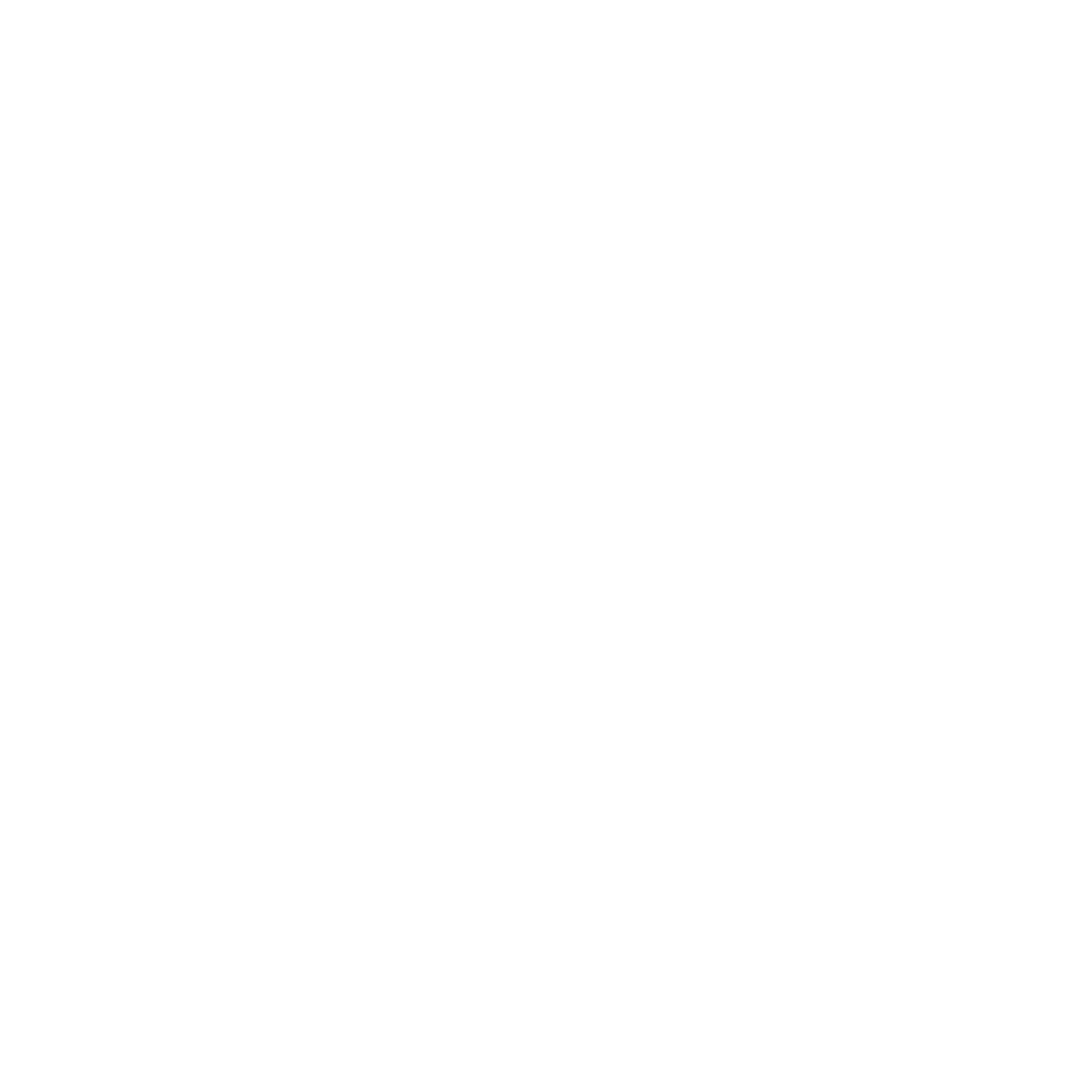
**The key diagnostic question:** If I could do it all over again, knowing what I know now, would I enthusiastically rehire this person?

1. Assess each person’s performance and plot them on the Star Chart
2. Decide if the person needs a critical ‘reality’ conversation or if you need to fire them
3. Determine to close the reality gap by taking action to overcome your fear

Steps to firing well

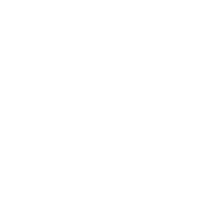


1. **Make a transition plan**
   1. Decide who will replace the person
   2. Decide how their work will be divided up
   3. Think through how to protect the organization
2. **Choose the time and setting**



* 1. Fire near the beginning of the week and at the end of the day
  2. Avoid holidays, and days involving other significant negative life events
  3. Ensure that you have privacy
  4. Provide for a quick face-saving exit route
  5. Always have a witness present

1. **Prepare in detail for the interview**



* 1. Have your remarks in writing to guide the conversation
  2. Get right to the point
  3. Announce your news immediately
  4. Don’t say ’This is for the best,’ ‘I understand how you’re feeling,’ or ‘If you had only…’
  5. Be prepared for each of the 6 possible responses: denial, shock, negotiation, debate, anger, or sadness
  6. Take care of the details: pay, benefits, unused vacation time, vacation pay, severance arrangements, return of company property, ongoing projects, good byes to co workers
  7. Say thank you and wish them well



1. **Communicate with the rest of the team**
   1. Never speak badly about the person
   2. State that they are no longer with the company
   3. Thank them for their contribution
   4. Wish them the very best in the future: always take the high road

**Master Tips:**

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| Take no more than 5-8 minutes for the interview | Be generous and kind |
| The less you say, the better | Be thoroughly prepared to respond as needed |