

B. F. Skinner Lecture Series

OBM;

Discipline Without Punishment

Chair: Douglas A. Johnson (Western Michigan University)

DICK GROTE (Grote Consulting Corporation)



Dick Grote is President of Grote Consulting Corporation in Dallas, Texas. He is the author of the book, *Discipline Without Punishment*. Now in its second edition, *Discipline Without Punishment* has become a management classic. Paramount Pictures bought the movie rights to *Discipline Without Punishment* and produced the award-winning video series “Respect and Responsibility” with Dick as on-camera host. His other books include *The Complete Guide to Performance Appraisal* and *The Performance Appraisal*

Question and Answer Book, both published by the American Management Association. *Forced Ranking: Making Performance Management Work*, was published by Harvard Business Review Press in 2005. His most recent book, *How to Be Good at Performance Appraisals*, was also published by the Harvard Business Review Press in 2011. His books have been translated into more than a dozen languages, including Russian, Chinese, Vietnamese, Arabic, and Thai. In 2013, the Harvard Business School made a series of videos of Dick Grote providing his observations and counsel on performance management for Harvard’s executive education programs. In 2016 the Harvard Business Review produced and published a series of Dick Grote’s “Tools” to help managers on the subjects of goal-setting and performance appraisal. For five years, he was a regular commentator on National Public Radio’s “Morning Edition” program. For twenty years, Dick Grote was adjunct professor of management at the University of Dallas Graduate School. His articles have appeared in *Cosmopolitan* and the *Wall Street Journal*.

Abstract: An obscene message written on a potato chip triggered the development of a radically different approach to dealing with disciplinary problems. *Discipline Without Punishment* is the innovative performance management system that replaces traditional disciplinary policies and procedures with a positive, responsibility-focused approach. Like conventional approaches, the *Discipline Without Punishment* procedure provides a progressive series of steps to handle the everyday problems of absenteeism, bad attitudes and poor performance that arise in all organizations. But *Discipline Without Punishment* gets rid of traditional disciplinary responses--like warnings, reprimands, and unpaid disciplinary suspensions--that focus on punishment. Instead, the DWP system requires employees to take personal responsibility for their own behavior and to make real decisions about their performance and continued employment. Unique to *Discipline Without Punishment* is the final step before termination--the Decision Making Leave. The employee is suspended from work for one day. He receives full pay for his time away. But this is no extra vacation day. On “Decision Day” the employee must make a final decision: either to solve the problem completely, or to quit and find greener employment pastures elsewhere. Dick Grote created *Discipline Without Punishment*. Through his books and consultations he has helped some of the largest organizations around the world eliminate punishment as a disciplinary tool and replace it with a system that demands personal responsibility. Dick will explain how he created the approach and why it has been successful for over 40 years.