



Roundtable Mentor,
Tony Gareri, CEO of Roma Moulding, shared his perspective with our team on what to do about a team member who behaves badly with others, yet delivers great results.

Mentoring **MATTERS**

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An individual on my team is a great worker but really abrasive to other people. I've had several conversations with them about their behaviour but nothing ever changes. My boss has told me that I need to cut them loose but I'm hesitant because they deliver great results. What should I do?

My idea of a successful company is one where I function as a leader that's connected to team members on a human level. In the traditional corporate setting, employees are seen as subordinates that are working for a manager, but I believe it's integral that we flip the paradigm and value those who work with us first by showing up to serve them.

This means that we value our people and their happiness first, and we look to our core values which function as the foundational principles that guide us in everything we do. Every potential candidate that we interview and hire is aware of the importance we place on being committed to these values. As CEO, I also have a responsibility to every single person who joins this organization to ensure they are doing the job they signed up for: one that fulfills their professional ambitions and provides them with ample opportunity for growth and development.

I take this responsibility very seriously, and that's not just because an employee's presence and performance impacts our success, it's because every single team member has a stake in creating a workplace that makes them happy.

Happy People = Happy Customers = Successful Business!

An individual who behaves in an abrasive manner or finds it difficult to collaborate respectfully would be demonstrating that they are not necessarily aligned with our core values, where open and honest communication and building a positive team and family environment are top priorities. My responsibility as a leader is to approach a situation of this kind with sensitivity and the tools needed to remedy it.

I would give genuine thought to whether the individual exhibiting this type of behaviour is aligned with the company and its mission. If we don't understand the root cause of a problem, it's that much more difficult to fix. We need to understand the cause and remain committed to delivering clear communication that states the ramifications of their actions. With their cooperation, I would attempt to coach, mentor and train the individual, because everyone deserves the chance to improve.

If we are still unable to correct the problem, then it's important to have a conversation about an employee's happiness, and how they feel about the work they're doing.

While an employee who achieves great results is valuable to an organization's success, it's important to remember that individuals can also be taught to achieve great results.

At Roma, our culture dictates that we hire and fire based on our core values. If someone is really great at what they do but they don't value our guidelines, their lasting benefit to the company decreases drastically over time. Mentoring and training intrinsic values is far more difficult than training someone to learn a skill that can be measured. And, the alignment of values surpasses the importance of results here at Roma. We are marathon thinkers, not sprinters. We are committed to long-term success instead of immediate reward, and poor behavior has a ripple effect that will ultimately have a lasting negative impact on one of the most important elements of your business – its culture.

A great company culture is one that supports its employees through action. Condoning bad behavior is a prime example of an action that enables people to believe that being a high performer absolves them of being held accountable for their actions. If an unacceptable behaviour persists and we have exhausted all potential corrective action techniques, I would kindly ask that individual to choose another workplace and terminate their employment.

Simply put, we cannot alter who a person is from the inside out. We can only give them the tools and support to improve and work toward change, but they have to be as invested in themselves as we are. If we are open and willing to learn, we have the power to do anything, whether it be learning a new skill or improving our attitude. It's the desire to take the initiative that is completely in our power.



Tony Gareri is the CEO of Roma Moulding and a company culture maven. He received his degree in marketing and business from York University, and a growing interest in thought leadership and workplace happiness led him on a quest to transform the world of work, particularly for small and medium enterprises. Equipped with the belief that “people don’t buy what you do, they buy why you do it,” Gareri was propelled to follow through on his mission to empower people with the understanding that work shouldn’t hurt. He began with his father’s family owned business, Roma Moulding, seven years ago. The company is now a shining example of the potential and responsibility an organization has to create a work environment that values and impassions its people and their happiness first.

Tony is listed as one of Toastmaster Magazine's Most Passionate Leaders.



Glain Roberts-McCabe is passionate about the art of leadership and supporting ambitious mid-career leaders. She created **The Roundtable** to provide emerging leaders with the navigational skills, tools and savvy needed to manage increases in scope, pressure and leadership complexity.