



## LEADING WITH CONFIDENCE: BEST PRACTICES IN EMPLOYEE MANAGEMENT

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VP Human Capital Advisory  
Adams Keegan | Atlanta  
678.463.4620  
[charles\\_rodriguez@adamskeegan.com](mailto:charles_rodriguez@adamskeegan.com)

## DEFINING YOUR CULTURE IN 4 COMPETENCIES

- ❑ How you hire and onboard people.
- ❑ How you train (tone, deliverable) people.
- ❑ How you handle conflict with people.
- ❑ How you identify, forecast, and adapt to Your (practice + people) needs.

# WHAT IS THE GOLD STANDARD FOR ORGANIZATIONAL CULTURE?



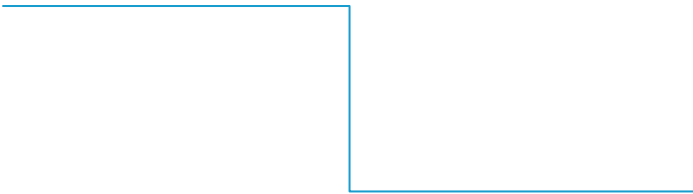
WHAT IS THE MOST IMPORTANT  
SKILL YOU CAN DEVELOP AS A  
MANAGER TO FACILITATE  
DISCRETIONARY EFFORT?

**STORYTELLING**



## YOUR QUESTIONS

*“How can we get good people since we can’t pay as much as others or have as good benefits?”*



- ✓ Exactly how is working here better?
- ✓ Compared to whom, where?
- ✓ Can we make “good people” instead?

## YOUR QUESTIONS

*“How to coach an employee who confidently gives advice or direction to coworkers but is occasionally sharing incorrect or outdated information without damaging their confidence or discouraging initiative?”*

- ✓ Need a story that validates why this is correct.
- ✓ Correcting is caring.

# YOUR 2 TRAINING SOLUTIONS-ON-DEMAND

## 1. EMPATHY

What have you learned?

Break/Make bias logic, daily; through repetition.

## 2. MICROTRAINING

Attention

Focus

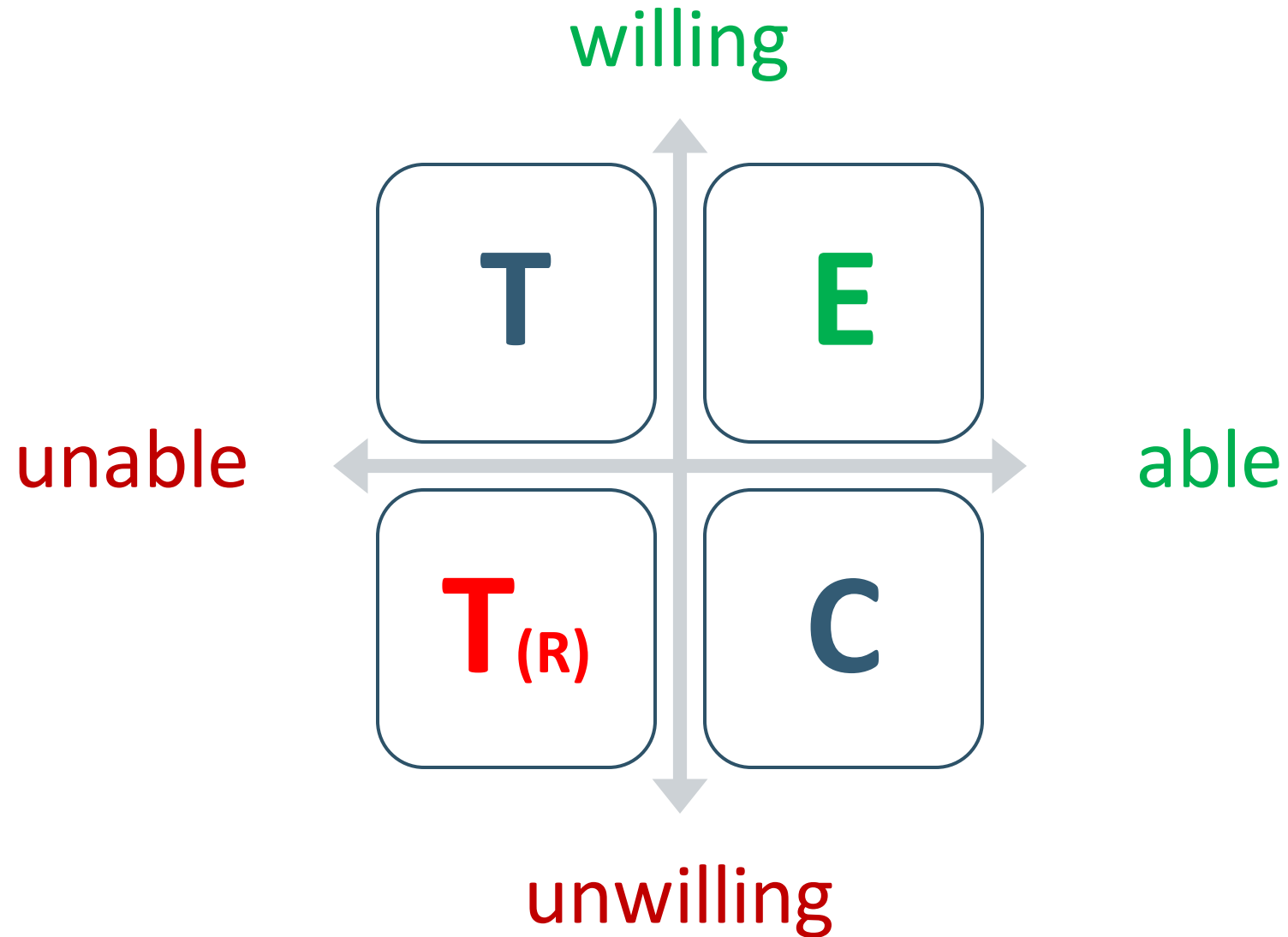
Courage

## YOUR QUESTIONS

*“How to professionally handle an employee who receives a written warning but refuses to sign it, while maintaining composure and ensuring proper documentation?”*

- ✓ Focus on shared objective ground, first.
- ✓ How we got here matters.
- ✓ Forecast the outcomes, expressly.
- ✓ Ask.

4 TYPES OF CONVERSATIONS



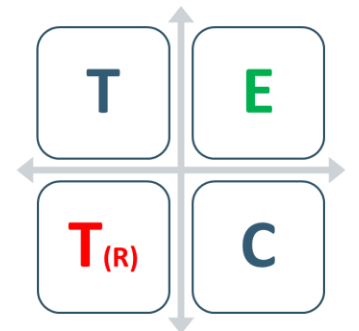
# YOUR QUESTIONS

## Regarding no call, no shows:

*“How should a manager handle an employee who does not show up for their scheduled shift and provides no communication?”*

- When should the manager reach out; immediately, same day, or wait?
- How many consecutive no call/no show days are typically considered job abandonment?
- At what point is termination appropriate?

✓ Need a story that validates why this is correct.



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## IMPACT OF AI ON HIRING

- AI is grinding the gears of hiring activity.
  - Hiring is now an end-to-end mirrored funhouse of software!
  - Candidates are able/induced to disguise themselves.
  - Candidates' true makeup is often invisible to you.
  - Candidates and Hiring Managers are more often prepared for the wrong event!

## YOUR QUESTIONS

*“In a close-knit office where informal conversations are common, how should a newly promoted manager handle situations where staff bring gossip or complaints about other employees?”*

*“What is the best way to redirect those conversations while maintaining approachability?”*

*“What practical steps can a newly promoted manager take to demonstrate consistency and fairness, particularly when supervising former peers they were once close with?”*

- ✓ Avoid a Sunday-to-Monday promotions.
- ✓ Delegating authority is not the answer.
- ✓ Tell a better story about the problem and what we need.

## YOUR QUESTIONS

*“What conversations should be documented and how? Is there a template for what to document?”*

- ✓ Document as much as you can, but most is for your benefit as a manager.
- ✓ Template prompts for: *why now, history, what’s next.*
- ✓ Documents are chapters in a story.

## YOUR QUESTIONS

*“I’d also like to hear how to navigate a request for flexible hours from an employee...”*

*...I have an hourly employee that currently works 30 hours per week in the office (M-F 9a-3p). She often is unable to work all these hours in the office because of appointments or other obligations with her children or herself. She is asking for the ability to be able to make up any missed work time in the office by working remotely. We are currently trying this option for 30 days but our fear is that the time she will work remotely will increase and the physicians do not want this to be a remote position. We are looking for guideline in how to implement a change like this for one employee when I’m sure everyone would like the option to have flexibility in their hours! I am happy to provide more details by phone if that’s easier!”*

- ✓ Flexible, hybrid, remote work is the most significant operational change of last decade.
- ✓ Trial and error is good.
- ✓ Need to assess and transparently communicate why-when-how it works, or doesn’t work.

## YOUR QUESTIONS

*“When is it appropriate to conduct or request a welfare check if there is concern for the employee’s safety?”*

- ✓ What do we do with what we learn?

FOR ALL PEOPLE: INDIFFERENCE IS THE GREATEST INSULT.

*70% of all customer dissatisfaction is rooted in perceived indifference.*

The biggest source of disagreement is not the “*what*”, but the “*how*” and “*why*”.

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**INDIFFERENCE** DRIVES PERMISSION STRUCTURE

**DENIAL:** *"This is not a problem."*

**DISENGAGEMENT:** *"This is not my problem."*

**DERAILMENT:** *"What about other problems?"*

## SCORING YOUR CULTURE IN 4 COMPETENCIES

**DENIAL:** *"This is not a problem."*

**DISENGAGEMENT:** *"This is not my problem."*

**DERAILMENT:** *"What about other problems?"*

- ❑ How you hire and onboard.
- ❑ How you train (tone, deliverable).
- ❑ **HOW YOU HANDLE CONFLICT.**
- ❑ How you identify, forecast, and adapt to Your (practice + employee) needs.

# CHOOSE (*KNOW*) YOUR OWN ADVENTURE

## ASSERTIVENESS

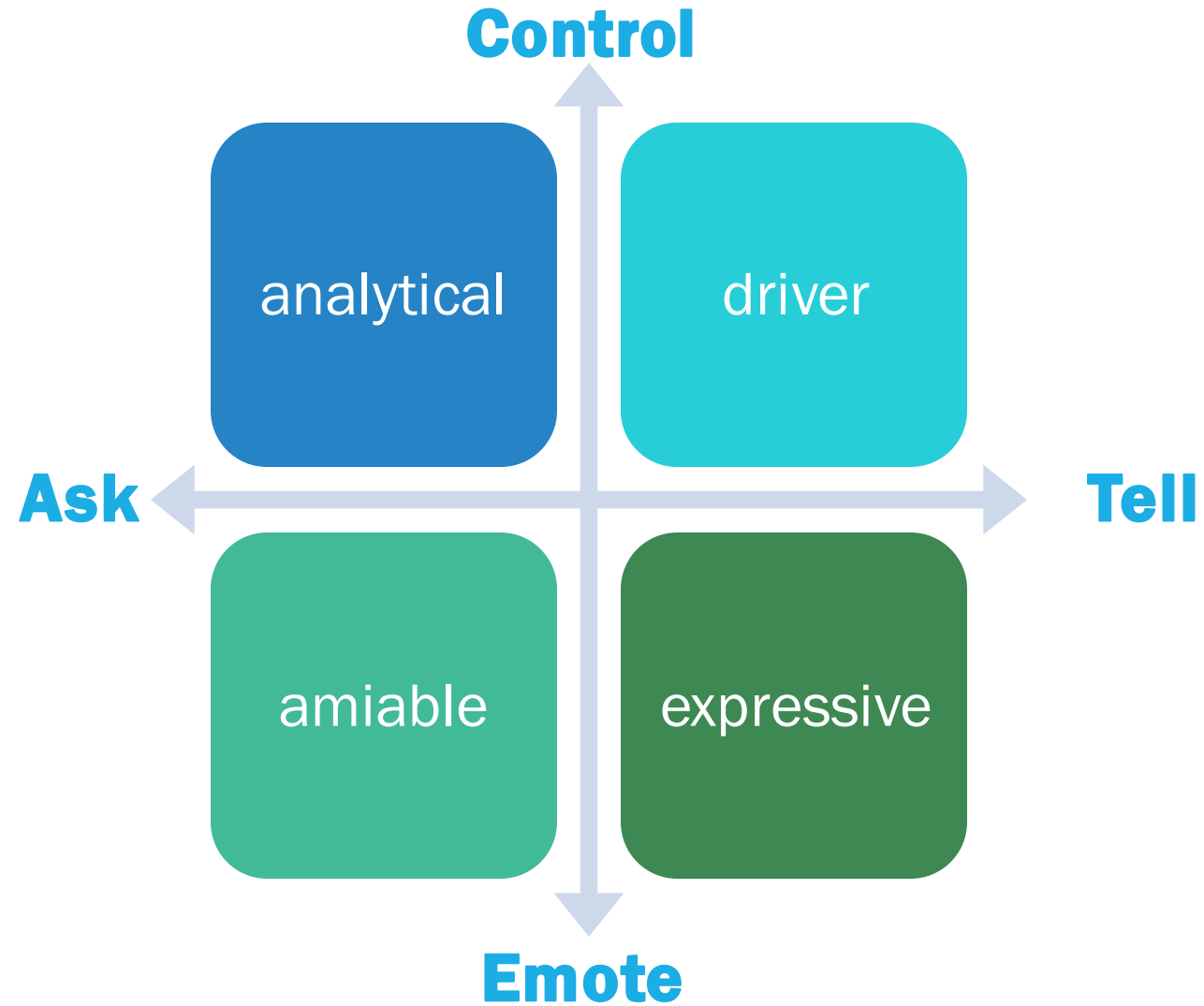
- Ask:
  - Supportive, quiet, slow paced, deliberate, agreeable, avoids risks, lets others initiate
- Tell:
  - Direct, outgoing, takes risks, loud, knows no strangers, fast paced, confrontational, competitive

## RESPONSIVENESS

- Control:
  - Cool, distant, businesslike, cautious, guarded, reserved, serious, impersonal
- Emote:
  - Warm, personable, emotional, approachable, impulsive, stories, easy to get to know

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## INDIVIDUAL ASSESSMENT (AKA *EMOTIONAL IQ*)



# COMMUNICATION STRATEGIES BY INDIVIDUAL STYLE

## Amiable

- Listen and support
- Provide guidelines, reduce risks
- Help prepare for change
- Recognize their efforts
- Encourage expression of feelings

## Analytical

- Be prepared and organized
- Be precise and accurate
- Allow time for decisions
- Support argument with logic
- Help set more reasonable expectations

## Expressive

- Let them talk
- Be friendly and supportive
- Listen to their concerns
- Avoid too much detail
- Appeal to their need to be liked

## Driver

- Yield control
- Be brief, focus on business
- Summarize research
- Appeal to quick results
- Let them make decisions



## YOUR AUDIENCE OF 1

- ✓ Hears you differently.
- ✓ Needs to feel heard.
- ✓ Has a unique way of acknowledging and agreeing.
- ✓ Responds positively to a routine of consistency.

## YOUR AVERAGE DAY

# 20,000 Sensory Inputs

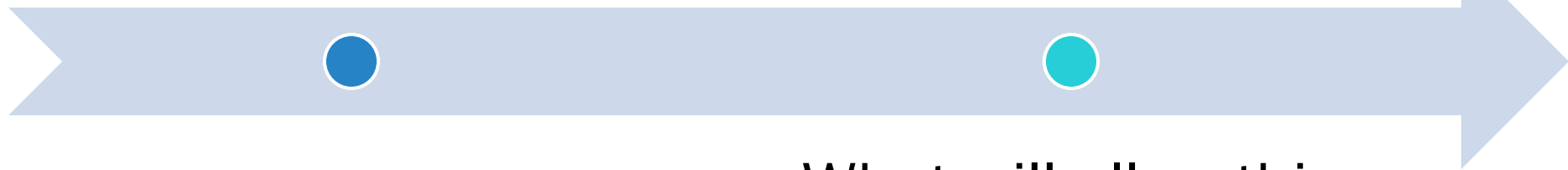
Negative sensory input stays with you up to **4** hours

It can take **4-6** positive sensory inputs to balance 1 negative input

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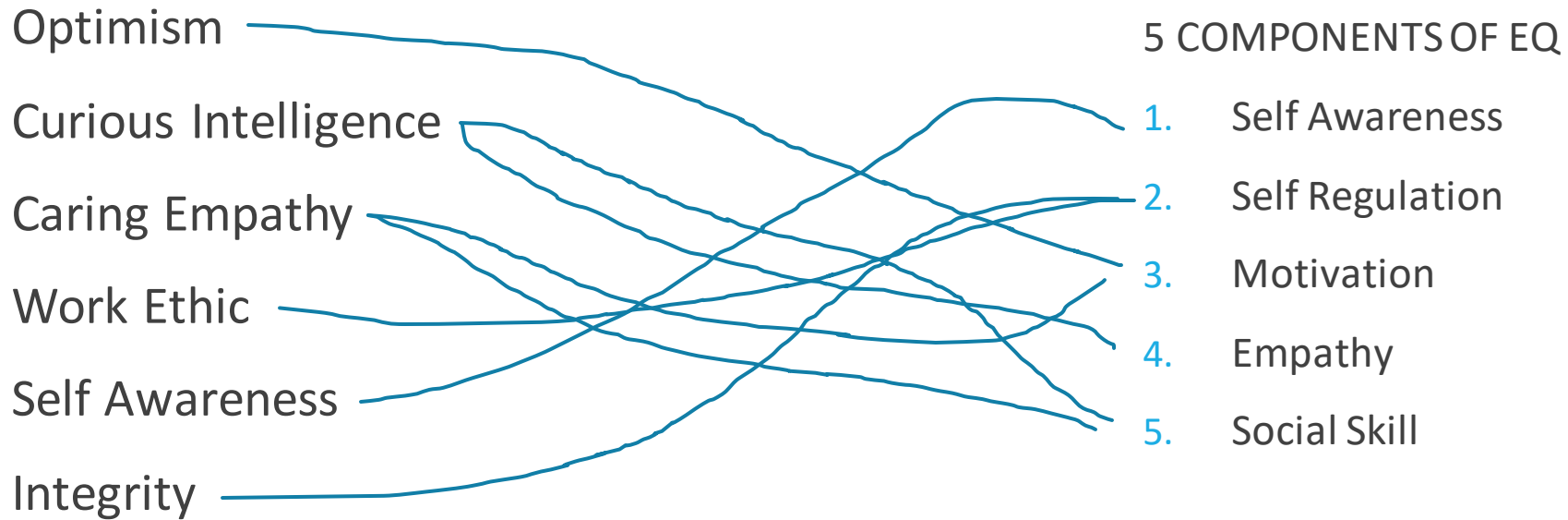
*HOW'S THIS GONNA GO?!*

What's going to  
break this dynamic?



What will allow this  
dynamic to work?

# BEHAVIORS OF TOP PERFORMERS





## STAY INTERVIEWS: ASK, THINK, PROMOTE

- What motivates you?
- What do you like best and least?
- Are you inspired?
- Do you see a mission, vision, values?

## YOUR QUESTIONS

- How you hire and onboard.
- How you train (tone, deliverable).
- How you handle conflict.
- How you identify, forecast, and adapt to Your (practice + employee) needs.