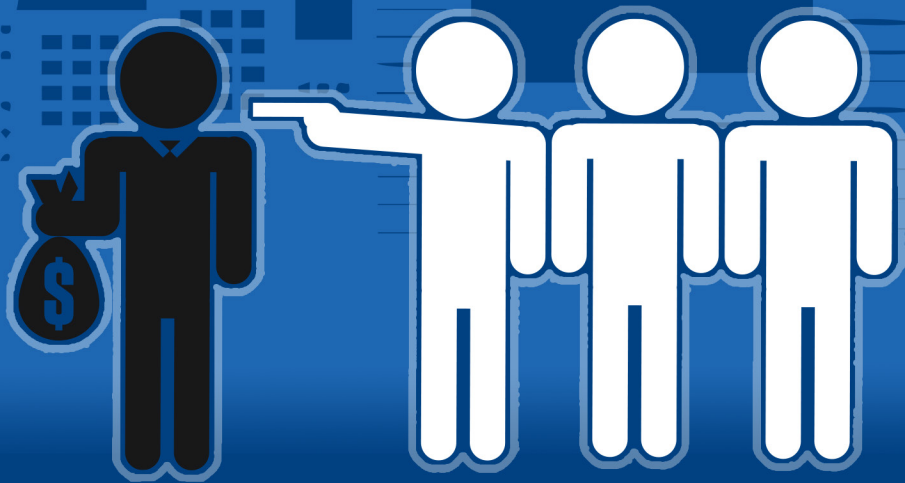


DON'T LET YOUR
EMPLOYEES
HOLD YOU
HOSTAGE



CLAY CLARK + JONATHAN KELLY

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A QUICK HARD STATISTICAL
LOOK AT THE TRUTH
OF AMERICA'S CURRENT
EMPLOYEES:

AS of the time that I am writing this book, the unemployment rate in America stands at a rate that is hovering between 3.75% to 4%, yet 75% of employees are stealing from the workplace, 85% of job applicants are lying on their resumés that they are sending and 78% of the men that you are interviewing admit to having cheated on their partner (spouse). Why is this important to know? It's because it's important for you to know that the vast majority of people (at least 85% of people) are not good people. MOST people are NOT good people. And before reading this chapter, I believe that deep down you want to

believe that most people are *"honest, decent and hard-working Americans who are trying to do the best that they can to earn a living and to provide for their families,"* just like I once did. However, this belief is only true if you are running a business that only employs MORMONS, which I have actually thought about doing. My friend, most employees are going to come to work with you because they are excited about a new *"opportunity"* for growth and then they are going to go through the following predictable cycle by default that I call, *"spoiling on their expiration date."*

The background is a solid dark blue color, densely populated with a pattern of hearts. The hearts are drawn with thin outlines in three colors: blue, white, and yellow. They vary in size and are scattered across the entire frame, creating a romantic and playful atmosphere.

STEP 1

THE DATING PHASE

They are going to
dress up everyday
for their new job
like they are going
on a first date.

During the interview process and when Kermit showed up to work for his first day of work he dressed to impress. Oh, yes, he did dress to impress and do you want to know why? He dressed to impress because he wanted you to believe that he was a nice-dressing, high-quality and dependable employee you could trust. In fact, subconsciously, I believe that at this point in the hiring process, Kermit actually believed that this was finally going to be the job where he would gain traction because he has decided that he was not going to screw things up this time. That this time, he

could make a career. And for those first few euphoric weeks of employment, Kermit honors the promises that he made to himself and to you. In fact Kermit not only shows up to work on time, but he actually shows up early to show you that he was serious about his career. And although Kermit knows that you are busy managing the other 50 + responsibilities and employees that you are responsible for every day, he's just *"slightly frustrated that you didn't even recognize him for arriving early to work."*

FUN FACT



85 Percent of Job Applicants Lie on Resumes.

-Inc.com

STEP 2

THE EXCUSE PHASE



Dressing Up Less and Showing Up to Work Late...

On Occasion.

Overtime you begin to notice Kermit dressing up less and less and actually beginning to show up to work wearing clothing that are slightly out of dress code, while being 1 to 2 minutes late. After working diligently for you **THREE INCREDIBLE WEEKS IN A ROW**, Kermit is growing frustrated with you, and the job because you have yet to recognize him for his potential to be the best employee you've ever had and you haven't yet promoted him to super levels of management based on his first three weeks with you. So, on a Thursday night, Kermit subconsciously wants to teach

you a lesson when he agreed to go out with his friends for “*Thirsty Thursdays*” at a local club. While dancing, partying and hanging out with his friends, Kermit quickly lost track of time and ended up waking up in his apartment the next day at 9:15 A.M., which means that Kermit was a full 1 hour and 15 minutes late to arrive for his shift and he was still wearing the clothes from the night before. But he sprayed some cologne on so at least he smells clean. You talked with Kermit 1 on 1 to make sure that he was okay, and yet he felt “*singled out*” and “*like you are judging*

him” despite the fact that he had been to work on-time and consistently for the previous 3 weeks. Kermit, made the poor life choices, but Kermit is now mad at you, yet again.

NOTABLE QUOTABLE

“ Understand: people will constantly attack you in life. One of their main weapons will be to instill in you doubts about yourself – your worth, your abilities, your potential.

They will often disguise this as their objective opinion, but invariably it has a political purpose – they want to keep you down.”

- Robert Greene (The best-selling author of *The 48 Irrefutable Laws of Power, Mastery, The 50th Law, The 33 Strategies of War, and the Laws of Human Nature, etc.*)

STEP 3

THE “YEAH BUT” PHASE

“YEAH
BUT”

-Bad Employees

Kermit Began to passively
aggressively disagree
with you during a meeting
for the first time.

As a hypothetical example during a meeting with your team you may say, *"It's super important that our website interface is easy to use for 99% of our customers."* And he said, *"Well if our website doesn't provide intensive questions, badges and certificates of completion, then how can we really call ourselves the world's best?"* then said, *"We improved the lives of hundreds of our clients over the years."* In front of your whole team, the once coachable, Kermit, now says, *"So, do you have a chart somewhere that could statistically prove that you know what you are talking about?"* Kermit says this while being

out of dress-code, wearing skinny jeans, and dating an employee team member, which are both violations of your employee handbook.

Approximately 4 weeks ago, Kermit was appreciative, coachable and committed to helping you achieve your goals. Now Kermit has become frustrated and a passive-aggressive member of the *“I-Have-the-Courage-to-Bi%\$*,-but-I-don’t-have-the-courage-to-quit”* club. Being a member of this exclusive club (known as everybody) allows Kermit to feel as though he has the upper hand and that you

as the owner and founder should somehow feel bad for because you don’t agree with the consistently wrong world views, strategies and ideas of Kermit. This is where your employees start to attempt to take you hostage. That they are a part of the *“I-am-too-valuable-to-fire”* club so entitlement starts to set in.

STEP 4

*THE FOR THE GOOD OF THE
BRAND PHASE*



They are going to openly disagree with you during a meeting where a large number of your teammates are present and they are going to try to start asking “**Gotcha questions**” during meetings.

They are going to openly disagree with you during a meeting where a large number of your teammates are present and they are going to try to start asking “*Gotcha questions*” during meetings. As a hypothetical example, they will say, “*I know that you say that social media is a waste of time 95% of the time, yet I saw you post...*”.

About 10 weeks ago, Kermit “*was honored*” to earn a job on your team and has probably written some nice thank you notes about how you changed his life and he will never leave you because he is too grateful but now

he has begun to openly disagree with you in front of your team, because Kermit is now “officially” on his way out. Now, he will never announce to you that he has fully committed to quitting because Kermit has now recognized the incredible super-move called, “*The-Power-to-B\$&%*,-While-Lacking-the-Power-to-Quit.*”

FUN FACT



The U.S. Chamber of Commerce estimates that 75% of employees steal from the workplace and that most do so repeatedly.

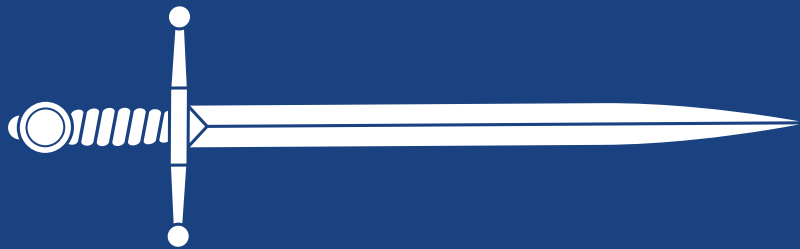
- *Employee Theft: Are You Blind to It?*
By Rich Russakoff and Mary Goodman

NOTABLE QUOTABLE

“Every time I read a management or self-help book, I find myself saying, “That’s fine, but that wasn’t really the hard thing about the situation.” The hard thing isn’t setting a big, hairy, audacious goal. The hard thing is laying people off when you miss the big goal. The hard thing isn’t hiring great people. The

hard thing is when those “great people” develop a sense of entitlement and start demanding unreasonable things. The hard thing isn’t setting up an organizational chart. The hard thing is getting people to communicate within the organization that you just designed. The hard thing isn’t dreaming big. The hard thing is waking up in the middle of the night in a cold sweat when the dream turns into a nightmare.”

Ben Horowitz (The best-selling author of *The Hard Thing About Hard Things* who sold his company Opsware to Hewlett-Packard for \$1.6 billion in cash)



STEP 5

*THE OPENLY
CHALLENGING PHASE*



They are going to passionately disagree to follow your company's dress-code policy and you have found yourself answering questions like, *"Kermit, you know that I believe that we should always dress to impress and to over-dress to every business occasion, but you are not wearing a tie like everybody else. What's going on?"*

"Well I just don't think that anybody is going to be interested in doing a business with a company where a bunch of dudes are wearing suits." It started with a tie, then escalated to them wearing jeans in the office, and eventually it resulted in them wearing the same clothes from the day before because they started dating somebody at your office.

FUN FACT



78 percent of the men interviewed had cheated on their current partner.

– 5 Myths About Cheating
The Washington Post

STEP 6

THE P@\$\$IVELY
AGRESSIVE PHASE



They openly defy you by asking passive aggressive questions like,

"Do I really need to be at this meeting? I don't know whether I am really adding value to this meeting or not? I'll attend, I mean if you think that this meeting actually adds value?"

They tried to trap you in yet another "gotcha question." If you said yes, they will sulk in the meeting and add no value, thus bringing the energy down in the meeting. Oftentimes, they will then openly attack anyone in the meeting that has tried to come up with a creative solution to a problem. They no longer ever come up with their own solutions. They just attack others with them. If you told them "no," they would get their feelings hurt and they will still sulk. This is a lose-lose question and this is when the "not-showing-up-to-work" phase started.

STEP 7

THE CHECKED
OUT PHASE



The Art of the No-Show

Passive aggressive people have the courage to quit working at their job emotionally, yet they lack the courage and the financial capacity needed to quit showing up for their job physically. These people started saying completely insincere statements like, “*Can I just call in for today’s meeting?*” or “Do I really need to meet this week? *We pretty much just go over the same stuff every week.*” And this is IF they actually decided to show up or call you at all. Their appearance becomes increasingly more and more rare. This indicated that they were actively looking at another job or starting

their own business that 9 times out of 10 was designed to actively compete against you. I've seen this process of becoming an anti-your-business-terrorist hundreds of times and what will happen next is never positive.

FUN FACT



The unemployment rate has since crept up to 4% even though hiring remains quite strong.

– [MarketWatch.com](https://www.marketwatch.com)

NOTABLE QUOTABLE

“Only the
paranoid
survive.”

Andy Grove (The former CEO and one of the founding partners of Intel the Second World War, and again from 1951 to 1955.)



STEP 8

*THE PREPARE
FOR WAR PHASE*

They now have become
full-page, key-board
warriors who love
to communicate
exclusively via email.

The people who have decided to quit working for you, but who don't have the courage needed to actually quit getting paid by you, love to communicate with you via email. Oh, yes! They do. In fact, they love writing this to you via e-mail and "*certified mail*" that they would never say to their face because they are too weak and too passive aggressive. The types of emails that they sent were full of half-truths, and are always filled with content that is 99% emotional in nature. "*I feel like you don't appreciate all that I have done for this company and for you,*" and the "*I need*

to work on my personal brand instead of just building yours like a slave!" and things like that.

They don't ever remember that you are the one that taught them everything they now know and that they are now using it to compete with you. When they send those types of emails, you can also guarantee that they will not be in the building later that week for you to discuss it in person. When (if) they finally do show back up, they are all smiles and never, ever mention sending the email at all. This is assuming that they ever send you an

email. Many times they will talk about you in a derogatory manner to people you know, or other employees creating a weird atmosphere for both you and your current team.

STEP 9

*THE ALL OUT
WAR PHASE*



At this point they have begun passively aggressively using slight legal threats like, *“Well Dr. Zoellner will need to speak to my attorney,”* or *“My dad has advised me to speak to my attorney before communicating with you further.”* As of the time I am writing this, once a chronic under-performer discovered that they were going to be fired from the job that they quit (mentally) showing up to (mentally) months ago. They then go out and hire an attorney to represent them.

After your employee has moved on and started something else, most the time directly

competing against you, they then have by now a business based on all of the things that you taught them. Their entitlement and bitterness of feeling underappreciated, or undervalued, all team up to create a new monster called, *“rage”*. They have now begun using this rage in the form of suing you or invoicing you for work they did in the past that they *“forgot to turn in.”* There is no win-win here. The damage is done and the relationship is irreparable. They will go around town dragging your name through the mud, so a super-move, is to call everyone that you both know first and let them know

what actually happened. Warren Buffett said
“It takes 20 years to build a reputation and
five minutes to ruin it.” So be sure to protect
your reputation from lies and slander.

NOTABLE QUOTABLE

“You have enemies? Good.
That means you’ve stood up
for something, sometime in your life.”

- Winston Churchill (The British politician,
army officer, and writer. He was Prime
Minister of the United Kingdom from 1940
to 1945, when he led Britain to victory in
the Second World War, and again from
1951 to 1955.)

STEP 10

*THE CAN'T MOVE
ON PHASE*



Since this person had no money, and they did not have any immediate success, they decided to invest their idle time (which is all of their time) suing you, booing you and writing bad online reviews about the success that you have built. Their bitterness is out of control here. They have decided to commit their days to sitting there and sulking about all of the times that you went 24 hours without pointing out they did a good job for showing up on time and doing their job. They only remember the times when you had to pull them aside and tell them to be on time, get their job done, hit deadlines, etc. They now

resent you for ever having tried to help them become a better version of themselves. They hate you for your success and they want it for themselves but without making any sacrifices at all. Simply put, they loathed you, but lacked the courage needed to ever talk to you about it, or the brain to resolve it and move on. So, what do they do? They spend all of their free time (let's face it, there is a lot of it since they aren't employed) bashing you all over social media, suing you, and making up false stories of you. It is best to ignore them and let their burning passion flame out, much like their passion for working with you once did.

CONCLUSION

The whole point of this book is to show you what can and will happen to you if you let employees and their problems fester. Having employed thousands of employees, I can honestly say that there are a few GREAT exceptions out there that do not fall into these phases. They are here for a season, grow, and leave thankful for what they have learned. But there are also the terrorists employees that will try to hold you hostage. Do not let this become you. On the next pages, you'll see some action steps you can take to make sure you are never being held hostage.

1. NEVER STOP HIRING

Even when you are fully staffed, never ever stop looking for great employees to make room for. This allows for you to never be put into a bind or an awkward situation if an employee decides to move on.

2. NEVER STOP THE GROUP INTERVIEW

The group interview is where you can interview multiple people at the same time for the same position. This is powerful because it allows you to find/look for good people for an hour a week instead of having to allocate hours and hours a week to sit down and interview each person one on one.

3. NEVER STOP PEOPLE SHADOWING YOU

After you find a seemingly good person from the group interview, THEN have them shadow you for a day for the following reasons:

1. *Anyone can pretend to be awesome for an hour, but holding up the facade for 12 hours is a little bit more tough.*
2. *This is their opportunity to see what it is you do, and for you to build a foundation of your relationship with them.*
3. *This is your opportunity to see how they think and what level of skill they have for the job you are hiring them for.*

4. NEVER PUSH AN EMPLOYEE PAST THEIR “LID”

John Maxwell talks about how each person has their own “lid,” or their limit of competence. Once you try to push someone to be greater than they want to be, they resent you for it.

5. NEVER TEACH AN EMPLOYEE THE ENTIRE BUSINESS

Each employee can have specific roles within the company, but once you teach an employee all of the ins-and-outs of the business, you have taught your future competitor.

6. MENTALLY FIRE UNCOACHABLE PEOPLE

You can watch an employee go from being coachable and eager to learn, to not being open to feedback at all. When this happens, run. Mentally fire the person and replace them at the most convenient time for you, the business owner.