

## Discipline without punishment: the proven strategy that turns problem employees into superior performers

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### Abstrak

More than 30 years ago, Dick Grote developed a powerful, nonpunitive discipline system that turned a troubled Frito-Lay plant from a hotbed of employee sabotage and toxic relations into a productive, respectful environment-one where employees took personal responsibility for their behavior, and managers helped problem employees become productive players. Grote's method spread to other companies, and gained national recognition with the 1995 release of the first edition of *Discipline Without Punishment*. The book has become a management classic, helping thousands of companies and managers move to a responsibility-based approach for handling unacceptable performance, problem behaviors, and excessive absenteeism. But, despite the effectiveness of the DWP method, many supervisors and workplaces continue to cling to their long-established system of verbal warnings, written reprimands, suspensions without pay, and probationary periods-all fear-based approaches that instill lots of resentment, with little or no payback in improved performance.