THE CALL FRAMEWORK

Addressing Rudeness & Non-Contributors

A Complete Leadership Toolkit

C – Clarify Expectations

A – Address Immediately

L – Link to Consequences

L – Listen (But Don't Accept Excuses)

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WHAT'S INSIDE THIS TOOLKIT

This toolkit gives you everything you need to address rudeness and non-contribution in your team.

1. **Understanding the Problem** – Why these behaviours damage your team
2. **The CALL Framework** – Four steps explained in detail
3. **Expectation-Setting Templates** – Scripts for clarifying role requirements
4. **Immediate Address Scripts** – What to say when you see the behaviour
5. **Performance Improvement Plan Template** – Formal documentation framework
6. **Exit Conversation Script** – When it's time to let them go
7. **Prevention Strategies** – Stop problems before they start

1. UNDERSTANDING THE PROBLEM

The Three Types You'll Encounter

The Rude Non-Contributor	Doesn't do the work AND is obnoxious about it. These are the worst and most damaging to team morale.
The Polite Non-Contributor	Nice person. Lovely even. Still not doing their job. Often protected by likeability.
The Productive But Rude	Gets results but makes everyone miserable in the process.

The Real Cost

To Productivity	Your best performers do their job PLUS the non-contributor's job. They burn out or leave.
To Morale	"Why should I work hard when Dave does nothing?" Resentment builds. Effort drops.
To Culture	You've signalled: Performance doesn't matter. Good people leave.
To You	Your reputation as a manager is damaged. Nobody takes you seriously.

KEY INSIGHT: *Every day you tolerate this behaviour, you're telling your good people their effort doesn't matter.*

2. THE CALL FRAMEWORK

C – Clarify Expectations

Before addressing underperformance, ensure expectations are genuinely clear.

The Clarity Check

"Let's go through your role and responsibilities. Walk me through what you think you should be doing."

Compare their understanding to yours. Identify any gaps.

Be Specific

- Instead of: "Contribute more"
- Say: "Complete your project updates by EOD Monday each week and participate actively in team meetings."

For Rudeness

"The standard of professional behaviour means: no interrupting, no dismissive comments, responding to emails within 24 hours."

A – Address Immediately

When you see the behaviour, address it right away. Delay normalises the problem.

For Lack of Contribution

Script: *"You didn't submit the report by the deadline. What happened?"*

If no legitimate reason: *"This isn't acceptable. What's going to change?"*

For Rudeness

In public (brief): *"That comment wasn't appropriate. Let's keep this professional."*

Then privately: *"In this morning's meeting, you said [X]. That was disrespectful. It can't happen again."*

L – Link to Consequences

People need to understand cause and effect. You're not threatening – you're being clear.

"Your role requires [X]. You're not delivering. If this continues:

- *First, we'll create a performance improvement plan*
- *If not met, this becomes a formal capability issue*
- *Ultimately, your position here isn't sustainable."*

L – Listen (But Don't Accept Excuses)

There's a difference between reasons and excuses.

LEGITIMATE REASONS	EXCUSES
• "I've been struggling with my mental health." • "I didn't understand the process." • "I'm dealing with a family emergency."	• "Everyone else does it." • "I've always been like this." • "I'm just stressed."

The Balance: *"I understand you're stressed. AND it still doesn't excuse the behaviour. Let's talk about managing this differently."*

3. EXPECTATION-SETTING TEMPLATES

Initial Conversation Structure

OPENING: *"I want to make sure we're on the same page about your role. Can you walk me through what you see as your core responsibilities?"*

BRIDGE: *"Thanks for sharing that. Here's how I see your role..."*

SPECIFICS: Outline each responsibility with: What, to what standard, by when

CHECK: *"Does this all make sense? Any barriers you can see?"*

Follow-Up Email Template

Subject: Following up on our conversation – Expectations & Next Steps

Hi [Name],

Thanks for our conversation today. I wanted to confirm what we discussed:

Your key responsibilities: [List specific responsibilities]

Agreed actions: [What they've committed to]

Review date: [Date] to see how things are going.

[Your name]

4. IMMEDIATE ADDRESS SCRIPTS

Missed Deadline

"[Name], you didn't submit [item] by [deadline]. What happened?"

[Listen to response]

If legitimate blocker: *"Right, so you needed X. I'll chase that. But going forward, if you're blocked, tell me immediately."*

If no legitimate reason: *"This isn't acceptable. What specifically is going to change?"*

Rude Behaviour – Private Follow-Up

"In [meeting], you said [quote specific comment]. That was disrespectful to [person].

This isn't how we treat colleagues. It can't happen again. Clear?"

[Wait for acknowledgment]

Repeat Offence

"We spoke about this on [date]. You agreed it wouldn't happen again. It has.

This is now a formal concern. I'll be documenting this and we'll discuss next steps with HR.

Do you understand the seriousness of this?"

5. PERFORMANCE IMPROVEMENT PLAN TEMPLATE

Use when informal conversations haven't worked.

PERFORMANCE IMPROVEMENT PLAN

Employee Name: _____

Role: _____

Manager: _____

Review Period: _____ days (typically 30-90)

1. PERFORMANCE ISSUES

Issue 1: _____

Date(s): _____ Impact: _____

Issue 2: _____

2. OBJECTIVES & MEASURES

1. Objective: _____

Measure of success: _____

2. Objective: _____

3. SUPPORT PROVIDED

_____

4. CONSEQUENCES IF NOT MET

_____

SIGNATURES

Employee: _____ Date: _____

Manager: _____ Date: _____

6. EXIT CONVERSATION SCRIPT

Use when formal processes have been followed and there's no improvement. Have HR present.

When to Exit

FOR NON-CONTRIBUTORS	FOR RUDENESS
1. Clear expectations given 2. Support provided 3. Formal warnings documented 4. No improvement (3-6 months)	• **Gross misconduct** = immediate dismissal possible • **General rudeness** = warnings first • **Getting worse** despite warnings = exit

The Conversation

This is not a negotiation. Be factual. Brief. Final.

"We've been through a formal process over the past [timeframe].

The improvements we needed haven't happened.

I'm terminating your employment. Your last day is [date].

HR will discuss your notice period and any outstanding holiday."

What Happens After

The team breathes a collective sigh of relief. Performance goes UP even though you're one person down.

The atmosphere changes overnight. People relax. Collaboration improves.

That's the signal you should have done it sooner.

7. PREVENTION STRATEGIES

The best way to deal with these problems is to prevent them from taking root.

Set the Tone Early

"In this team, everyone contributes. We have high standards for work quality and professional behaviour. If you're struggling, come to me early. What's not okay is not trying or being disrespectful."

Model the Behaviour

- You can't demand contribution if you're not contributing
- You can't demand respect if you're not respectful
- **Your behaviour is the benchmark**

Catch It Early

"Hey, that's not how we do things here. Let's reset."

Small correction prevents big problems.

Reward the Right Behaviour

"Sarah, your report was excellent and you really helped Tom in that meeting. That's exactly the teamwork I want to see."

Three Mistakes That Make It Worse

Mistake #1: The 'They're Going Through Something' Pass

Fine temporarily. But 'going through something' doesn't mean indefinite exemption. Set a timeframe.

Mistake #2: Waiting Until You're Absolutely Certain

If you've observed it multiple times, address it. Waiting means the problem festers.

Mistake #3: Letting It Become Normal

The first time you ignore it, you've set a new standard. Address it the first time.

Remember

Rudeness and lack of contribution are not personality issues.

They're performance issues.

And they're YOUR responsibility to address.

Your best people are watching. Show them that standards actually mean something.

For more leadership frameworks and support:

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