

Only one workplace expert has developed a comprehensive interpersonal risk management system that has helped CEOs of Fortune 100 companies and 20 person startups simultaneously manage unnecessary legal risks and increase interpersonal revenues.

**“In the information age, your people are your product. We can show you how to simultaneously increase employee productivity and lower employment liability through our Interpersonal Risk Management System. And, if you aren't completely satisfied with your ROI, we'll give you your money back.”**



**Even if your company has been lucky enough to avoid a harassment or discrimination lawsuit, your best people are leaving, your managers are less effective, and your workforce is less productive. Eighty percent of employment-related lawsuits, and virtually all voluntary turnover, is due to interpersonal relationship failures.**

From: Joni Johnston  
Thursday, 10:33 a.m.

Dear Human Resources Professional,

Your people are your greatest asset and, potentially, your greatest liability. That's why we developed our Interpersonal Risk Management System - to help your company maximize your human assets while simultaneously eliminating unnecessary legal risks.

Our Interpersonal Risk Management System starts with our Interpersonal Risk Audit, a 30 minute online self-audit that provides human resources with an instant snapshot of existing areas of employment liability and management performance gaps in six key areas -- hiring and interviewing, employee development, discipline and termination, employee conduct, performance management and retention, and employment liability. In addition, if you are a government contractor, we evaluate your current EEO/Affirmative Action compliance efforts. Based on your answers to company-specific information and the IRA questions, you receive an

Interpersonal Risk Profile, including specific interpersonal risk management strategies based on best-practice benchmarks established by employment law attorneys, management gurus, psychological research, and human resource experts. We also provide cost estimates that allow you to calculate your ROI.

There are 26 possible "red flags" in the Interpersonal Risk Audit and our fee for this online tool is \$100.00 per red flag. The average company gets 11.2 red flags in their initial evaluation. This fee structure allows us to spend more time on the phone with companies who need the most help. Plus, YOU CAN EARN UP TO HALF OF YOUR MONEY BACK by taking action to turn your "red flags" into green ones. Yes, unlike the courtroom where monetary awards are final, we devised our Interpersonal Risk Audit as an early warning system; you can apply up to half of your IRA fee toward our consulting services.

. [Register now.](#)

## WHAT'S NEXT?

Our Interpersonal Risk Audit simultaneously assesses your personnel policies (how you're protecting your downside) and management practices (how your maximizing your upside). Our IRA for Managers takes you to the next step; translating company-wide gaps into specific management training recommendations. After you complete the Interpersonal Risk Audit, your managers go through our Interpersonal Risk Assessment for Managers, a combined training needs assessment and employee climate survey. We get to know your business, your industry, and your corporate culture and create a customized program that is guaranteed to increase your company's interpersonal effectiveness.

Our Interpersonal Risk Management System is customized to the specific skill deficits of your managers. Not only do you get an overall picture of your management's training needs, each manager gets a pre- and post-assessment of his or her skill level. In addition, all training is followed by three to six months of e-mail coaching and consulting to insure the transfer of learning back into the work environment. And, because of the combined legal and psychological expertise invested in our program, you're simultaneously reducing employment liability at the same time your increasing employee effectiveness!

## THE TOP FOUR INTERPERSONAL RISKS -- AND SOME OF THEIR COSTS

**1. Mishandled interpersonal conflict** -- Unresolved or poorly handled interpersonal problems eat up 40 percent of a manager's time, lowers employee morale, and leads to job dissatisfaction and lower productivity.

**2. Underdeveloped employees** --The average turnover costs an employer up to 150% of the departing employee's salary. At least 50 percent of all voluntary terminations are a result of ineffective management. In addition, a lack of organizational commitment, which can be easily developed through an effective relationship management program, is a significant predictor of

voluntary terminations during the first sixty days of employment.

**3. Poor interviewing skills** - In an HR Executive survey, 39 percent of job applicants stated they were asked illegal interview questions. In addition, studies show that forty-two percent of turnover, and a significant percent of wrongful termination claims, could be eliminated with effective hiring and interviewing practices. Ineffective interviewing skills leads to inappropriate hires, unrealistic expectations, and legal liability.

**4. Inappropriate workplace behavior** -- You know the score. Sexual harassment costs the typical Fortune 500 company \$6.7 million dollars a year in absenteeism, lowered productivity and turnover. Legal fees for defending a sexual harassment average \$250,000 and judgments routinely exceed \$1 million. Workplace violence costs companies \$4 billion in 1992 alone. Fifty seven percent of companies will face an employment-related lawsuit within five years.

## WHAT'S SO SPECIAL ABOUT OUR SYSTEM?

Let's face it; management behavior always trumps policies and procedures. Most companies who are successfully sued have a pretty darn good policy in place. They probably have documented procedures. However, a "culture of silence" around offensive behavior or an unskilled manager who treats employees poorly is a much more powerful communicator than the most sophisticated policy. Our Interpersonal Risk Management System not only provides a comprehensive assessment of your employment policies and procedures, it provides you with a strategy, and the resources, to get your people to follow them (see [sample](#)).

## WHY HASN'T SOMEONE DONE THIS BEFORE?

If the common thread through lost revenues and legal risk is relationship failures, why haven't companies adopted an interpersonal risk management approach before? Two reasons:

1. Revenue and risk are often treated as two separate issues
2. Corporate perceptions of recent workplace trends have created an adversarial environment between employees and employers.

We're not just a bunch of employment law attorneys focusing exclusively on policies and procedures or a group of psychologists teaching leadership skills and conflict resolution. We're a bunch of employment law attorneys AND psychologists. We understand the role emotional intelligence plays in lawsuit prevention just like we understand the legal implications of effective interviewing skills. Our dual expertise allows us to tackle your interpersonal risks from a practical, psychological and legal perspective.

All too often, the responsibility for managing interpersonal risks is split between various departments and/or people. Your safety department may take the lead on workplace violence prevention, your ethics department may address workplace conduct, and/or your recruiters may tackle hiring and interviewing. Human resources handles new employee orientation but

managers handle all performance improvement reviews. The problem with this fragmented approach is that it prevents human resources, and senior management, from seeing the "big picture" impact of interpersonal relationship failures -- or the common thread that runs through employee turnover, low productivity and employment-related claims..

For a third thing, the media's focus on large jury awards and I.T. turnover rates over the past five to ten years has left many employers feeling as if their workforce is more of a liability than an asset. The perception of employees as enemies either waiting to jump ship or call a plaintiff's attorney has often led to stilted and formal communication filled with cover-your-backside legalese, while the interpersonal training and development that would provide credibility and support for the policies and procedures has been overlooked.

**Contrary to popular belief, money is not the number one reason employees file wrongful termination claims. It is hurt feelings, i.e., the employee believes s/he was treated unfairly by management.**

## WHAT WE CAN DO FOR YOU

Our customized Interpersonal Risk Management program will allow you to:

- have employees who are willing to resolve grievances internally
- attract and retain the best employees
- have the highest levels of employee and customer satisfaction,
- be more profitable.

We guarantee you'll see a bottom-line difference if you implement our Interpersonal Risk Management system. If not, we'll happily refund your money. Your interpersonal risk management strategy will not only make your employees a more valuable asset, it will help you convince senior management of your value to the organization. At a time when human resources is being asked to justify their expenditures, our comprehensive approach will help you calculate a return on investment that is not just based on loss prevention -- it is also based on profit.

## WE WANT TO BE YOUR HUMAN RESOURCE

Having worked with human resources for over ten years, I am often amazed at how often human resource professionals are viewed as the company's momma, buddy, or shrink. As a clinical psychologist, I know what it's like to get pulled in a million different directions, to handle crises on a daily basis, and to get attention only when there's a problem! That's why we at WorkRelationships want to be the resource for the "humans" in your workforce. Not only can we help you identify potential problem areas, we can help you solve them (see [the top problems facing HR professional today](#)).

If you've read the testimonials from our clients, you'll know that we practice what we preach. We understand work relationships and we know how to teach employees and managers the techniques they need to succeed. We know how to spot interpersonal risks that may not be obvious to an

employment law attorney or another human resource professional.

With your customized Interpersonal Risk Audit, you'll be equipped with an action plan to turn your risks into revenues. Implementing any ONE of our recommendations will easily pay for your investment, many times over.

So why risk your time, effort, and money on various training programs, legal consultations, and management experts when our system tackles all these issues simultaneously? Doesn't it make sense to improve productivity and employee satisfaction AT THE SAME TIME you're reducing legal liability?

If you answered "Yes," here's an easy way to order:

Call toll-free at 1-858-481-8625 to schedule a telephone consultation. We'll tell you more about our Interpersonal Management System and how it can work for you. Or send us an e-mail to [joni@workrelationships.com](mailto:joni@workrelationships.com). You'll receive a response within 24 hours and can start maximizing your human capital by next week.

Here's to effective work relationships,

Joni E. Johnston, Psy.D.  
President and CEO WorkRelationships