

BUSINESS TOOLS

INSIGHTS

What do you do to terminate an employee?



Dina Unrath,
principal and director of human resources, McCrory and McDowell LLC

“When it comes to the point where we need to tell someone they need to move in their careers, we always have two principals in the room. For us, it has always been (that) this needs to be an opportunity for them to move on. A lot of times they are just not in the right place.”



Tom Lewis,
president and CEO, Lewis Environmental Services Inc.

“I have had to terminate some employees for breach of proprietary information; with others, it’s tardiness or performance issues. Those typically take a sequence before you can terminate someone. If you are late so many times, you may get a day off or a written warning. The fourth infraction leads to termination.”



“The key to demonstrating that a termination is fair, consistent and lawful is written documentation. We take

Another company’s success

BY KRIS B. MAMULA

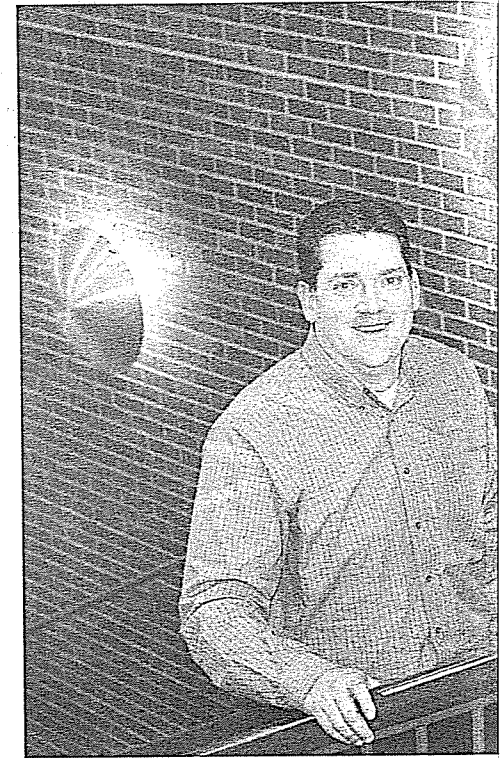
CombineNet Inc. was barely a year-old company when Tom Finn was hired with a daunting assignment: land that first marquee client.

The company’s software product allowed business to greatly expand bidding possibilities for supply chain managers. Using the program, vendors could submit multiple bids with discounts, for example, that hinged on which bids were accepted, and big companies could evaluate offers based on a stunning array of factors, from plant manager preferences to the percentage of business that specific bidders had received in the past.

The software offered new flexibility and assurance that contract awards were determined by specific company needs and not a manager’s intuition. Finn, who was hired as vice president of sales and marketing, decided to try to secure The Procter & Gamble Co. as a first big contract.

The Cincinnati-based retail products manufacturer spends \$1.2 billion on research and development each year and applies for 20,000 patents annually.

“If they’d been a stick-in-the-mud company, we wouldn’t have gone after them,” said Finn, now president of a CombineNet affiliate, Com-



CombineNet executive director of account president Tom Finn got a big client by team-

thing of value, and we knew if we got in front of them, they would think it was something of value.”

Then began the real work — finding who to talk to. Finn spent months trying to identify sourcing managers inside the consumer products behemoth.

Finn’s research turned up the name of Tigris Consulting, a New York-based company that was already contracting with Procter & Gamble and whose products were complementary to CombineNet’s. CombineNet managed to persuade Tigris to help CombineNet get in the door at Procter & Gamble,

Lesson
Partnering with vendors can help up company with a potent

“75 percent of CombineNet persuaded Procter to give the state a problem way to prove Paul Martyr Net’s chief officer, remember challenge this us your ha complex pr give us a sho