



Presented by:

SkillPath
SEMINARS



Announcing

a one-day seminar for managers and supervisors ...

We're
coming
to your
area ...

Dealing Effectively With Unacceptable Employee Behavior

How to get the productivity, cooperation and results you need
without incurring resentment or damaging relationships

If you supervise one or more of these employees, you need to take action **NOW!**

Antagonist: Is rude and unpleasant to co-workers, vendors and customers

Blameless Bob: Always has an excuse for everything

Whiner: Complains no matter what he or she is asked to do

Thumb-twiddler: Lacks motivation and initiative

Insubordinate Subordinate: Challenges you in front of other workers and managers

Tortoise: Shows up late or not at all

Amy Attitude: Has a negative attitude that brings everybody down

Hand-holder: Needs constant supervision

Early Retiree: Has been around awhile and is beginning to practice on-the-job retirement

Worrywart: Has personal problems that infringe on the workday

Clock-watcher: Refuses to work weekends or even a minute beyond "quitting time"—even during deadline crunches

When performance problems are ignored, they don't go away. They turn into bigger problems—for you and your organization. You'll learn practical, proven performance management methods that will result in higher morale, fewer discipline problems and increased productivity.

See pages 4 and 5 for a complete course outline!

This class fills fast!
Call today.

1-800-873-7545



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SkillPath Seminars



By allowing poor performers to continue their negative behavior patterns, you put the productivity and effectiveness of the entire organization at risk. And below-par performers cost your company in more ways than one:

- They hurt morale
- They lower your organization's productivity
- They waste your valuable time and energy
- They can even set the stage for possible lawsuits

Learn how to turn underachievers into productive team members!

In this comprehensive one-day seminar, you'll get expert advice on the sticky issue of disciplining workers whose performance just doesn't measure up. You'll learn practical solutions for correcting problems. And you'll go back to work with the skills necessary to achieve optimum productivity in your team, work group or department.

Our step-by-step program takes you through every stage of the discipline process, from recognizing the problem and assessing its severity ... to intervention strategies ... to formal termination procedures.

You'll also learn the communication skills that are critical to maintaining an open dialogue with a problem worker. And you'll *unlearn* some common misconceptions that can sabotage your discipline and performance plans.

A step-by-step approach for dealing with problem workers

This fast-paced, information-packed training day is designed for anyone who manages, supervises or leads difficult employees. You'll return to your workplace with proven strategies for identifying nonperformers and turning their behavior around. Here's just a sample of what you'll learn:

- How to recognize the 15 warning signs that a problem is brewing
- How to act—*not react*—in a negative situation
- How to offer constructive feedback
- How to choose the right intervention technique—from counseling and coaching to formal discipline meetings
- How to set measurable performance standards and communicate them to your employees
- How to determine when it's time to transfer, reposition or terminate a problem employee
- How to prepare for and conduct a termination meeting
- How to protect yourself and your company from wrongful termination lawsuits



You ... if you're a manager, supervisor or team leader who wants to learn proven ways to improve performance without arousing hostility, damaging relationships or incurring legal hassles.

For more information, see the complete workshop outline on pages 4 and 5!

A special message

Our past participants say it best ...

“A direct hit! What I learned today will allow me to assess and resolve all of my supervisory problems. Thank you.”

– Dinah LaFaber
Supervisor
TTC Inc.

“Full of practical and simple processes that are well thought out and presented exceptionally well. My interest was captivated from the beginning. I’d recommend this seminar for ALL new managers.”

– Klaus Hoehna
Regulatory Specialist
City of Pendleton

“Very interesting and informative. Taught me a lot about behavior, and I also learned something about myself and my role as a manager.”

– Marcus Young
HR Manager
Interstate Cable

“An excellent, concise presentation of key elements for better coaching and conferencing techniques in problem-solving issues.”

– Carol Hummel
Administrative Manager
Networks Electronic Corp.

To enroll,
call toll-free
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online at
www.skillpath.com
or fax us at
1-913-362-4241

from your
workshop leader ...

Dear Professional,

When a worker’s behavior or performance isn’t acceptable, it’s important that you step in and get things back on track right away.

The cost of unsatisfactory job performance is staggering—and often comes in ways that are hard to measure. Performance and behavior problems take their toll in terms of lost productivity, inferior products and services, wasted management time and low worker morale.

Plus ... it’s contagious. If you ignore the problem, substandard behavior can quickly become *standard* behavior. At the very least, it can cause resentment and frustration—among even your best workers.

That’s why being able to discipline workers and correct performance problems is such a vital management skill. And that’s exactly why we created this results-oriented one-day workshop—to teach you the essential performance management skills you need to deal effectively with poor work performance and problem behavior before it’s too late.

You’ll learn:

- How to open the dialogue with a difficult employee and discuss problems without causing defensive reactions
- Specific strategies for coaching, counseling and disciplining employees to redirect unacceptable behavior and resolve problems
- How to measure progress and document the process so you’re prepared when further disciplinary action is necessary
- Lawful steps for reassigning or dismissing problem workers if performance doesn’t improve or if the behavior calls for immediate dismissal
- How to protect yourself and the organization from wrongful termination claims and other legal tangles

When you improve your ability to coach, constructively criticize and lawfully discipline difficult employees, everybody wins! You’ll achieve better results from your time and efforts than ever before. Your workers will be more productive, happier and easier to work with. And your organization will benefit from lower turnover, reduced costs and improved quality of products and services.

Enroll today by calling **1-800-873-7545**, online at **www.skillpath.com** or by faxing the enrollment form on page 7 to **1-913-362-4241**.

See you at the workshop!



Lea Champion
*Dealing Effectively With Unacceptable
Employee Behavior* Trainer



Dealing Effectively With Unacceptable Employee Behavior

Workshop Agenda

Identifying the root causes of performance problems

- Why bosses sometimes fail to recognize—or worse, fail to address—performance problems
- The good news: When a “problem” employee really isn’t a problem
- The major reasons employees don’t perform up to standards
- 15 warning signs that a performance problem is brewing
- How to gauge whether a worker has a true performance problem or a personality clash with you or other co-workers
- Recognizing the most common types of difficult workers
- Identifying and getting help for employees whose performance problems are rooted in substance abuse, emotional or mental problems or pressing personal concerns
- Understanding how you, as a manager or supervisor, may inadvertently contribute to or create performance problems

Tips for maintaining a clear, open communication channel with a problem worker

- What to say—and what not to say—when you ask an employee to meet with you about a performance issue
- The 10 characteristics of constructive criticism—and how to use it effectively to convey the perceived problem to the employee and promote productivity
- How to avoid the communication breakdowns that can escalate a problem situation
- How to avoid making emotionally charged statements that trigger a negative response—and lay the foundation for a lawsuit
- Don’t soft-pedal the issue: The importance of using specific, clear and direct language when communicating with employees about performance problems

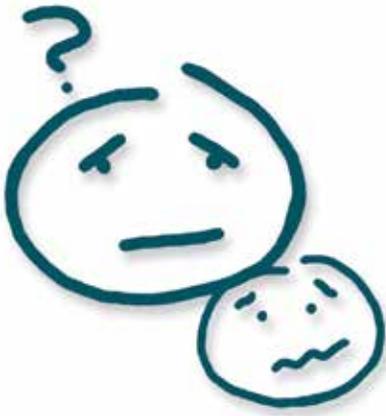
Positive intervention techniques for turning performance problems around

- The importance of taking *corrective* rather than *punitive* action
- The critical differences among coaching, criticizing and disciplining—and how to decide which approach a particular situation calls for
- When verbal reprimands are effective—and what you can do to prepare for and manage workers’ reactions
- Avoiding several common—but ineffective—managerial tendencies for dealing with problem employees
- 6 ways to provide employees with additional training—even if you’re on a limited budget
- Guidelines for establishing measurable performance standards and communicating them clearly to a problem employee
- One vital step you must take to gain employee acceptance for the solution to a performance problem
- The major elements every successful performance improvement plan must include
- How to avoid the common mistakes managers and supervisors make when preparing for counseling sessions or performance reviews
- A step-by-step checklist for conducting effective intervention meetings
- Avoiding one of the most common reasons employee improvement plans fail to work

When the problem persists: How to conduct a formal discipline conference

- How a discipline conference differs from a counseling meeting and other intervention strategies
- A step-by-step checklist for conducting an effective—and legally sound—discipline session

Just \$149
per person
(\$139 each for
four or more)



Program Hours:
9:00 a.m. to
4:00 p.m.

- Crying, anger, hostility and a variety of other employee reactions you may encounter during a disciplinary or termination meeting—and specific strategies for handling each
- Innovative techniques that often work when traditional approaches to discipline don't get results

When to terminate

- Employee actions and behavior that affect performance—and when they warrant termination
- Examples of gross misconduct that are grounds for immediate dismissal—and how to keep control of the situation
- A 6-point checklist for determining when termination is the best course of action
- The 3 actions you must take before firing
- How to build your case with solid documentation
- Step-by-step guidelines for conducting a termination meeting
- What to do after a termination to minimize negative repercussions among remaining workers

How to protect yourself and your organization from grievances and legal problems

- How to develop a *progressive* discipline policy that gets results and minimizes the legal liabilities of your organization
- 5 potentially explosive scenarios to avoid at all costs
- 6 actions you can take during disciplinary interviews to reduce the risk of lawsuits
- Understanding the double-edged nature of your organization's employee handbook—how it can be a valuable tool or a legal liability, depending on the circumstances

Another great reason to attend ...

Your trainer Lea Champion

Lea has trained thousands of managers, supervisors and human resources professionals throughout North America in the finer points of correcting performance shortfalls and redirecting problem workers. Her seminars are noted for their focus on the real-world discipline and performance problems managers and supervisors face every day.

When you attend this workshop with Lea, you'll leave with the essential coaching skills you need to improve worker performance and increase your organization's productivity.

Brought to you by SkillPath—

The Smart Choice® for people serious about success

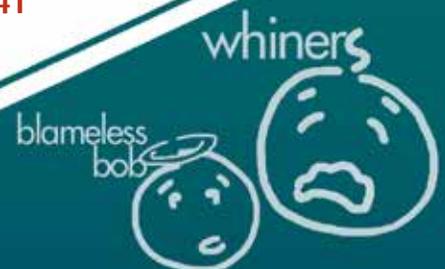
SkillPath trains thousands of achievement-oriented professionals like you every month, from organizations of all sizes and all types—business, government, health care, education and the military. Our seminar leaders are a select group of trainers at the top of their profession—skilled teachers with a tremendous depth of knowledge in their respective topic areas. Our commitment to providing you with the highest-quality learning experience possible has made SkillPath the fastest-growing training company in the world. Attend this seminar and experience for yourself the positive effect of powerful ideas, skillfully presented.



On-site training and keynote speaking ...

We can deliver this workshop right to your company's door or provide customized, you-pick-the-day training on any program pertinent to your organization's training goals. Or let our staff of professional trainers add sparkle to your next corporate or association meeting with a stimulating keynote speech designed just for you. Whether you have 3 or 300 people to train, SkillPath is the answer. For complete details and a no-obligation quote, call 1-800-873-7545 and ask for the on-site training department.

To enroll, call toll-free **1-800-873-7545**,
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Locations and dates ...

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Top-notch trainers, comprehensive materials and our guarantee of satisfaction ensure that a quality learning experience awaits you at every SkillPath program—three of the reasons that all 500 of the Fortune 500 companies choose us to train their people. We hope you will too. After all, when you need training, why settle for less than the best?

SkillPath's continuing support ... We don't just stand behind our seminars, we stand behind *you*. If, after attending the seminar, you're faced with a performance problem and don't know where to turn—try us. Just send a brief description of your particular problem or question and one of our specialists will promptly respond. Where else can you find that kind of support? *Nowhere but with SkillPath.*

Important information

Our registration table opens at 8:15 a.m. When you arrive at the hotel, please check the directory for the exact location of the seminar. Our registrars will greet you, assist you with your registration, hand you your seminar materials and direct you toward your seat. You'll also want to take the opportunity to meet other professionals from your local area. Introduce yourself! You may meet a new friend. Plan to be registered and ready to go by 8:50 a.m.

We begin at 9:00 a.m. on the dot and wrap up at 4:00 p.m. Lunch is on your own from 11:45 a.m. to 1:00 p.m. Why not invite another participant to dine with you? You can share information, review the morning and make the day even more enjoyable.

Parking. We do our best to find seminar facilities that have all the pluses we look for: Convenient location, great meeting rooms, courteous staff and plenty of free parking. However, some facilities have paid parking only. You may want to check with the facility personnel to determine parking fees—often they can direct you to free parking just around the corner.

Audio/video recording. Our programs—both what you see and what you hear—are fully copyrighted by SkillPath. No audio or video recording, please.

Still haven't picked up the phone?

Five more good reasons why you will want to attend this program ...

1. **Our trainers are the best ... period.** We choose only the pros who have a proven track record of training effectiveness, professionalism and expertise. And what's more, they're exciting communicators who'll provide you with one of the most interesting days you've ever spent.
2. **We give you only the most important, important information.** There's a lot of information out there that could take you years to gather on your own. In six short hours, we'll give you what we believe is the best, most important information to help you be the best you can be.
3. **Practicality is emphasized.** You will leave this seminar with specifics you can apply immediately. And you won't go home empty-handed. You'll leave this workshop with a Certificate of Attendance; a soundly researched, unabridged workbook; and step-by-step guidelines for using the information you've just learned. We promise you'll get results your very next day back at work.
4. **The value is unbeatable.** Not only is our enrollment fee among the lowest you'll find, but when four or more enroll from the same organization, you'll enjoy a significant discount.
5. **Our guarantee is unconditional, straightforward and the very best in the industry.** How can we be so confident? Because we work hard *before* the seminar to make sure you're happy *after* the seminar. Pertinent, up-to-date information you can really use; a convenient meeting location; seminar registrars who are courteous and helpful; and a trainer who grabs your attention and takes you on an exciting journey full of fun and *facts*. We believe you'll love every minute of it. Millions of satisfied participants from around the country are sold on SkillPath seminars. Why not join them?

Your satisfaction guaranteed!

Your complete satisfaction is important to us. If you're dissatisfied for any reason, let us know right away—we'll issue you a refund or arrange for you to attend another SkillPath program. It's that simple.



Registration information

1. Visit our Web site at www.skillpath.com for fast, easy online registration
2. If you prefer, phone us at 1-800-873-7545. Our customer service representatives will be happy to take your enrollment.
3. Enrollments can also be emailed, faxed or mailed to us. Our registration email address is enroll@skillpath.com. Our fax number for enrolling is 1-913-362-4241. Or you can mail your enrollment to: **SkillPath Seminars, P.O. Box 804441, Kansas City, MO 64180-4441**. Please include the following information: Name and mailing address, session you wish to attend, your VIP number as it appears on your mailing label, approving manager, P.O./billing instructions and applicable tax-exempt information.

Whatever your method of registration, be sure to enroll right away since space is limited. Walk-in registrations are welcome on a space-available basis only.

Your tuition is tax deductible. Even the government smiles on professional education. All expenses of Continuing Education (including registration fees, travel, meals and lodging) taken to maintain and improve professional skills are tax deductible according to Treasury Regulation 1.162-5 Coughlin v. Commissioner, 203 F2d 307.

Cancellations and substitutions. Cancellations received up to five working days before the seminar are refundable, minus a \$10 registration service charge. After that, cancellations are subject to the entire seminar fee, which you may apply toward a future seminar. Please note that if you don't cancel and don't attend, you are still responsible for payment. Substitutions may be made at any time.

Continuing Education Credit: SkillPath offers Continuing Education Credits based on program length and completion in accordance with the National Task Force for Continuing Education guidelines for attendance at our seminars (save this brochure and your Certificate of Attendance). Our courses may also qualify for other continuing education credits based on the content and specific credit hours awarded for each topic. Please contact your professional licensing board or organization to verify specific requirements. You may also contact us at 1-800-873-7545 for additional assistance. This course qualifies for 6 contact hours.

YES, I can't wait to attend
**Dealing Effectively
 With Unacceptable
 Employee Behavior**



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 Please note: If you've registered by phone, it's not necessary to return this form.

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 Ms. _____
 Name and Title _____ Program No. _____
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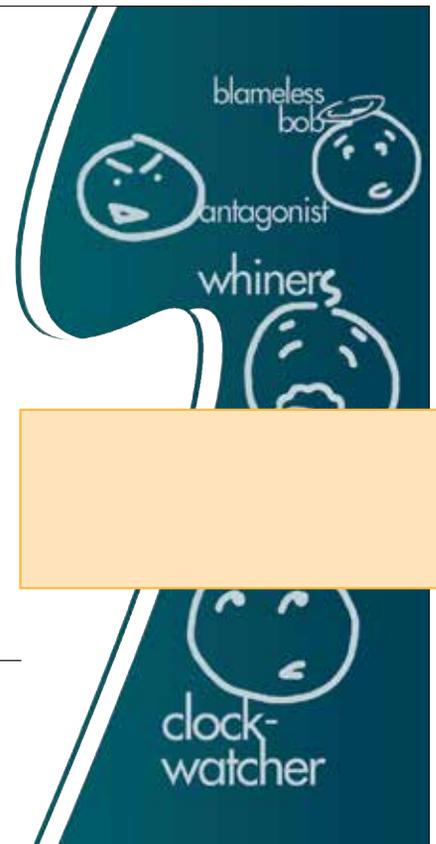
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Dealing Effectively With Unacceptable Employee Behavior

How to get the productivity, cooperation
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A sample of the
 companies that
 turn to SkillPath
 for quality training:

- U.S. Postal Service
- Texas Instruments
- Procter & Gamble
- Anheuser-Busch
- The Toro Company
- McDonnell Douglas
- University of Iowa
- Xerox
- City of Los Angeles
- Marriott Corporation
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