



## Announcing

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

# Dealing Effectively With Unacceptable Employee Behavior

We're  
coming  
to your  
area ...

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 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

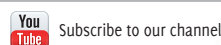
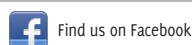
**Worrywart:** Has personal problems that infringe on the workday

**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**





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.

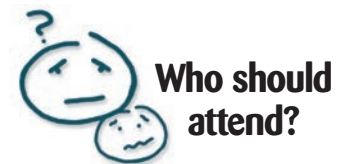
Our step-by-step program takes you through every stage of the discipline process, from recognizing the problem and assessing its severity ... to intervention strategies ... to formal termination procedures.

You'll also learn the communication skills that are critical to maintaining an open dialog 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.

“The DASR model paid for the class itself. I can now give employees feedback confidently and comfortably. The best presenter I’ve ever had.”

– Cynthia Cole  
Treasury Services Manager  
Herman Miller Inc.

“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.

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 dialog 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**, on-line at [www.skillpath.com](http://www.skillpath.com) or by faxing the enrollment form on page 7 to **1-913-362-4241**.

See you at the workshop!

*Dan*

Dan Couladis  
*Dealing Effectively With Unacceptable  
Employee Behavior* Trainer

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or fax us at  
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## 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





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 Dan Couladis

Dan is a management and training expert who has spent a major part of his career coaching, counseling and advising both managers and workers. In his seminars, Dan draws on his experience to offer a wealth of insightful advice on constructive ways to discipline underachieving workers and correct performance problems.

When you attend this workshop with Dan, 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**,  
on-line at **www.skillpath.com**  
or fax us at **1-913-362-4241**



## America's top 500 companies can't be wrong

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 (or collect your Express Admission Ticket), 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, 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?

## We guarantee results!

If you're not happy, we're not happy. Go back to work and apply the new performance management techniques you learned in our seminar. If you're not absolutely delighted with the results you achieve, write to us right away. We'll issue you a refund or arrange for you to attend another SkillPath seminar without paying another penny. That's our guarantee!



# Registration information

1. For the fastest service, phone 1-800-873-7545 or 1-913-677-3200. Our customer service representatives will be happy to take your enrollment. The easiest way to guarantee your enrollment is to pay with a credit card when making your reservation, or you can mail in your payment before the seminar date.
2. Visit our Web site at [www.skillpath.com](http://www.skillpath.com) for easy on-line registration.
3. Or send your enrollment to us by e-mail at [enroll@skillpath.com](mailto:enroll@skillpath.com). 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 and billing information.
4. If you prefer to fax us your registration, the number is 1-913-362-4241. Please include credit card information or mail in your payment before the seminar date.
5. Of course, you can complete the enrollment form below, clip it and mail it with payment to:  
SkillPath Seminars, P.O. Box 804441, Kansas City, MO 64180-4441.

Whatever your method of registration, be sure to enroll right away since space is limited. As soon as we receive your enrollment, we'll send your Express Admission Ticket. Simply bring it with you to the program and hand it to the registrar. If your ticket doesn't arrive before the seminar, be sure to go anyway. We'll be expecting you. 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 vs. 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). 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.

SkillPath is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. Web site: [www.nasba.org](http://www.nasba.org). This seminar qualifies for 6 CPEs. Previous work experience and/or background knowledge should be obtained before attending this seminar. Program level: Intermediate. For more information regarding administrative policies such as complaint and refund, please contact our offices at 1-800-873-7545.

**YES,** I can't wait to attend

## Dealing Effectively With Unacceptable Employee Behavior



Please fill in the city and date where you'll attend

Workshop city: \_\_\_\_\_

Workshop date: \_\_\_\_\_

Workshop city: \_\_\_\_\_

Workshop date: \_\_\_\_\_

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Please note: If you've registered by phone and paid with a credit card, it's not necessary to return this form.

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Mr. \_\_\_\_\_  
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1-800-873-7545  
or 1-913-677-3200

### On-line

Enroll on-line at  
[www.skillpath.com](http://www.skillpath.com)

### By E-mail

[enroll@skillpath.com](mailto:enroll@skillpath.com)

Please include:

- Name and mailing address
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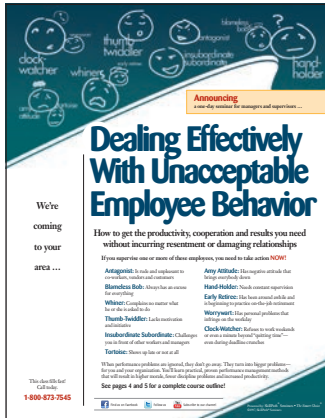


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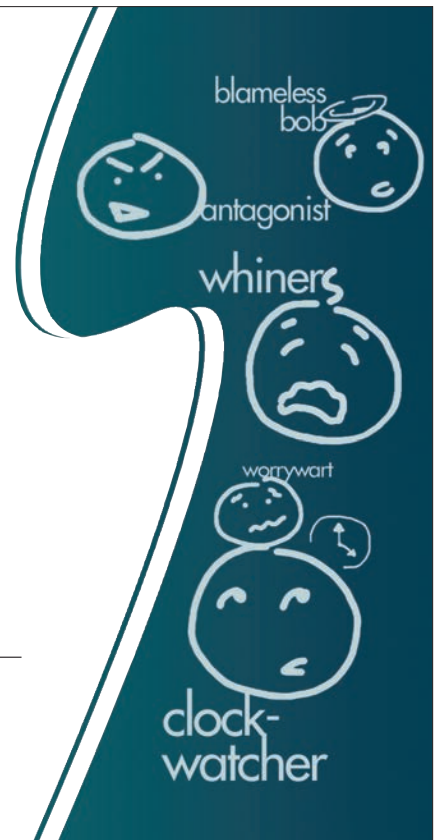
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a one-day seminar for managers and supervisors ...

# Dealing Effectively With Unacceptable Employee Behavior

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

A sample of the  
companies that  
turn to SkillPath  
for quality training:

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- Procter & Gamble
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- Xerox
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- Hughes Aircraft Co.
- Dallas Morning News
- PepsiCo



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