



Announcing

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

Dealing Effectively With Unacceptable Employee Behaviour

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, suppliers 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 practise at-work retirement

Worrywart: Has personal problems that infringe on the working day

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 organisation. 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!
Ring today.

0800 447 301

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

- They hurt morale
- They lower your organisation'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 optimal productivity in your team, work group or department.

Our step-by-step programme takes you through every stage of the discipline process, from recognising the problem and assessing its severity ... to intervention strategies ... to formal dismissal 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 non-performers and turning their behaviour around. Here's just a sample of what you'll learn:

- How to recognise 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 counselling 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 dismiss a problem employee
- How to prepare for and conduct a dismissal meeting
- How to protect yourself and your company from wrongful dismissal lawsuits



Who should attend?

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 seminar outline on pages 4 and 5!

A special message

Our past delegates 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
T.T.C.

“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

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

– Carol Hummel
Administrative Manager
Networks Electronic

from
SkillPath’s president ...

Dear Professional,

When a worker’s behaviour 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 behaviour 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 behaviour can quickly become *standard* behaviour. 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 seminar—to teach you the essential performance management skills you need to deal effectively with poor work performance and problem behaviour 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, counselling and disciplining employees to redirect unacceptable behaviour 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 behaviour calls for immediate dismissal
- How to protect yourself and the organisation from wrongful dismissal claims and other legal tangles

When you improve your ability to coach, constructively criticise 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 organisation will benefit from lower turnover, reduced costs and improved quality of products and services.

Enrol today by ringing **0800 447 301**, on-line at www.skillpath.co.nz or by faxing the enrolment form from page 7 on **0800 447 304**.

Sincerely,



Robb Garr
President
SkillPath Seminars

To enrol,
ring toll free
0800 447 301,
on-line at
www.skillpath.co.nz
or fax us on
0800 447 304



Seminar Agenda

Identifying the root causes of performance problems

- Why bosses sometimes fail to recognise—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
- Recognising 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

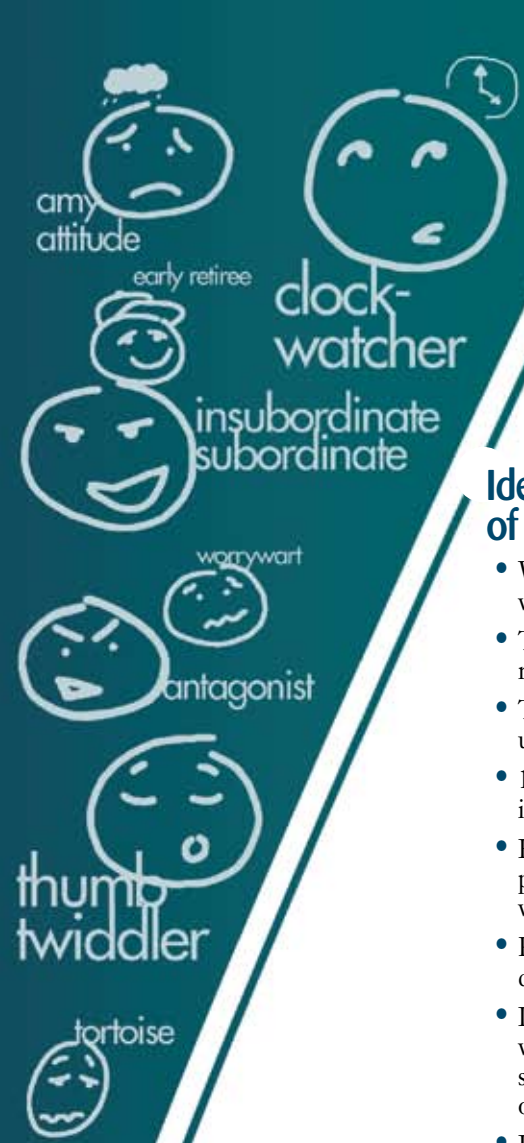
- What to say—and what not to say—when you ask an employee to meet with you about a performance issue
- The 10 characteristics of constructive criticism—and how to use it effectively to convey the perceived problem to the employee and promote productivity
- How to avoid the communication breakdowns that 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, criticising 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 counselling 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 counselling meeting and other intervention strategies
- A step-by-step checklist for conducting an effective—and legally sound—discipline session





Programme 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 dismissal meeting—and specific strategies for handling each
- Innovative techniques that often work when traditional approaches to discipline don't get results

When to dismiss

- Employee actions and behaviour that affect performance—and when they warrant dismissal
- 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 dismissal is the best course of action
- The 3 actions you must take before dismissal
- How to build your case with solid documentation
- Step-by-step guidelines for conducting a dismissal meeting
- What to do after a dismissal to minimise negative repercussions among remaining workers

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

- How to develop a *progressive* discipline policy that gets results and minimises the legal liabilities of your organisation
- 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 organisation's employee handbook—how it can be a valuable tool or a legal liability, depending on the circumstances

Another great reason to attend ...

Our Expert Trainers

When you attend this seminar, you'll gain specific strategies for coaching, counselling and disciplining employees. Our instructors are management experts who draw from their own wealth of experience to offer insightful advice on ways to discipline underachieving workers and correct performance problems.

Widely praised for their ability to target the root causes of difficult behaviour, these veteran trainers will provide you with essential skills and constructive solutions for improving workers' attitudes and increasing productivity. They've coached thousands of managers, supervisors and human resources professionals in the finer points of redirecting problem workers—with effective results.

Our trainers will focus on the real-world discipline and performance problems that managers and supervisors like you face every day. You're sure to leave this seminar with new-found strengths and the tools you need to bring your team together and increase your organisation's productivity.

Seminar materials

And you won't go home empty-handed. You'll leave this seminar with a Certificate of Attendance; a soundly researched, unabridged workbook; and step-by-step guidelines for using the information you've just learned.



In-house training and keynote speaking ...

We can deliver this seminar right to your company's door or provide customised, you-pick-the-day training on any programme pertinent to your organisation'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, ring 0800 447 301 and ask for the in-house training department.

To enrol, ring toll free **0800 447 301**,
on-line at **www.skillpath.co.nz**
or fax us on **0800 447 304**



Venues and dates ...

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 organisations of all sizes and all types—business, government, health care, education and the armed services. 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, skilfully presented.

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 venue, 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 towards 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 delegate 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.

Tape recording. Our programmes—both what you see and what you hear—are fully copyrighted by SkillPath. No audio recording or videotaping, please.

Still haven't picked up the phone?

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

1. **Our trainers are the best.** 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 emphasised.** You will leave this seminar with specifics you can apply immediately. We promise you'll get results your very next day back at work.
4. **The value is unbeatable.** Not only is our enrolment fee among the lowest you'll find, when four or more enrol from the same organisation, 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 venue, 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 delegates 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 complimentary attendance for you at another SkillPath seminar. That's our guarantee!



Registration information

- For the fastest service, ring **0800 447 301**. Our customer service representatives will be happy to take your enrolment. The easiest way to guarantee your enrolment is to pay with a credit card when making your reservation, or you can post your payment before the seminar date.
- Visit our Web site at www.skillpath.co.nz for easy on-line registration.
- Or send your enrolment to us by e-mail at: enroll@skillpath.net. Please include the following information: Name and postal address; session you wish to attend; your VIP number as it appears on your address label; approving director and billing information.
- If you prefer to fax us your registration, the number is **0800 447 304**. Please include credit card information or post your payment before the seminar date.
- Of course, you can complete the enrolment form below, clip it and post it with payment to:
SkillPath Seminars, FreePost 105776, PO Box 742, Wellington 6140.

Whatever your method of registration, be sure to enrol right away since space is limited. As soon as we receive your enrolment, we'll send your Express Admission Ticket. Simply bring it with you to the programme 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.

Cancellations and substitutions. Cancellations received up to five working days before the seminar are refundable, minus a \$20 registration service charge. After that, cancellations are subject to the entire seminar fee, which you may apply towards 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.

SkillPath provides you with a **Certificate of Attendance** that serves as your permanent record of participation. You may want to frame it or put it in your personnel file to show that you're serious about success.

YES, I can't wait to attend

**Dealing Effectively
With Unacceptable
Employee Behaviour**



Clip page and post

To enrol by phone ring toll free 0800 447 301.

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

Mr. Ms.	Name and Job Title _____	Programme No. _____
	E-mail Address _____	
Mr. Ms.	Name and Job Title _____	Programme No. _____
	E-mail Address _____	
Mr. Ms.	Name and Job Title _____	Programme No. _____
	E-mail Address _____	
Mr. Ms.	Name and Job Title _____	Programme No. _____
	E-mail Address _____	

Please list additional registrations on a separate sheet and attach.

Mr. Ms.	Approving Director _____	Job Title _____
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Company _____

Postal Address _____

Suburb/City _____ Postcode _____

Telephone _____ Ext. _____

Fax _____

Payment Information (Please pay before the seminar):

<input type="checkbox"/> Confirming phone registration: No. _____	<input type="checkbox"/> Debit my card: <input type="checkbox"/> MasterCard <input type="checkbox"/> Visa
<input type="checkbox"/> Cheque enclosed payable to: SkillPath Seminars	<input type="checkbox"/> AMEX
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Cheque No. _____ Cheque amt. _____	Expiry date _____
<input type="checkbox"/> Purchase order attached: No. _____	Signature _____
<input type="checkbox"/> Invoice my company	Attention: _____

Your VIP Number:

Please fill in the space above with the information that appears on your address label.

SkillPath's **FREE** e-newsletter—get it today! Our monthly e-newsletter brings some of the greatest ideas from SkillPath's most popular courses right to your desktop or laptop. It's easy, it's free—and it has something for everyone in your organisation: Skill-building articles, software tricks, seminar schedules and monthly specials. Subscribe yourself—and all the key members of your staff—today at www.skillpath.co.nz.

Five easy ways to register:

By Phone
0800 447 301

On-line
Enrol on-line at
www.skillpath.co.nz

By E-mail
enroll@skillpath.net

- Please include:
- Name and postal address
 - Session you wish to attend
 - Your VIP number as it appears on your address label
 - Approving director
 - Billing information

By Fax
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Learn how to turn
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productive team members

PLEASE ♻️ RECYCLE

HDW 09081 **A**

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