

Dealing Effectively With Unacceptable Employee Behavior

OVERVIEW

This comprehensive program gives managers and supervisors expert advice and techniques for disciplining employees whose performance doesn't measure up. Participants will learn practical solutions for correcting problems and have the skills necessary to achieve optimum productivity in their teams. This step-by-step course goes through every stage of the discipline process, from recognizing the problem and assessing its severity to intervention strategies to formal termination procedures. Managers and supervisors will learn the communication skills critical to maintaining open dialogues with problem employees. And, they'll understand common misconceptions that can sabotage discipline and performance plans.

LEARNING OBJECTIVES

- Explain the primary signs, types and causes of performance problems
- Discuss techniques for maintaining effective communication with problem employees
- Identify intervention techniques for correcting performance problems
- Review formal disciplinary processes and techniques

COURSE HIGHLIGHTS

Identifying root causes of performance problems

- Major reasons employees don't perform up to standards
- The most common types of difficult workers
- Warning signs that a performance problem is brewing
- Gauging the difference between performance problems and personality clashes
- Inadvertent contributions to performance problems
- When a "problem" employee really isn't a problem
- Performance problems rooted in substance abuse, emotional or mental problems or pressing personal concerns
- Why managers may fail to recognize or address performance problems

Maintaining a clear, open communication channel with a problem worker

- Describe the characteristics of constructive feedback
- Avoid emotionally charged statements that trigger negative responses
- Eliminate communication breakdowns that can escalate a problem situation
- Use specific, clear and direct language when communicating about performance problems
- Performance issue meetings: What to say and what not to say

Positive intervention techniques to turn performance problems around

- Avoid the common mistakes managers make when preparing for counseling sessions or performance reviews
- A step-by-step checklist for effective intervention meetings
- The most common reasons employee improvement plans fail to work
- The critical differences among coaching, criticizing/counseling and disciplining—and how to decide which approach a particular situation calls for
- Avoid common managerial tendencies for dealing with problem employees
- The importance of taking *corrective* rather than *punitive* action
- Guidelines for establishing measurable performance standards—and how to communicate them clearly to a problem employee
- Major elements of a successful performance improvement plan
- One vital step you must take to gain employee acceptance for the solution to a performance problem
- Ways to provide employees with additional training—even if you're on a limited budget
- When verbal reprimands are effective and what you can do to prepare for and manage a worker's reaction

COURSE OVERVIEW

When the problem persists: Conducting a formal discipline conference

- The differences among a discipline conference, a counseling meeting and other intervention strategies
- A step-by-step checklist for conducting an effective and legally sound discipline session
- 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

- A six-point checklist to determine when termination is the best course of action
- Employee actions and behaviors 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
- Building your case with solid documentation
- The three actions you must take before firing
- Step-by-step guidelines for conducting a termination meeting
- What to do after a termination to minimize negative repercussions among remaining workers

Protecting yourself and your organization from grievances and legal problems

- Five potentially explosive scenarios to avoid at all costs
- Develop a progressive discipline policy that gets results and minimizes legal liabilities of your organization
- The double-edged nature of your organization's employee handbook
- Actions you can take during disciplinary interviews to reduce the risk of lawsuits

TRAINING DELIVERY

- Pre-training: Tailoring and customization of content
- Delivery of training using presentation, small group exercises, case studies, role-plays, games, etc.
- Post-training: Follow-up within 30 days to review information, provide coaching, set goals, etc. (optional)