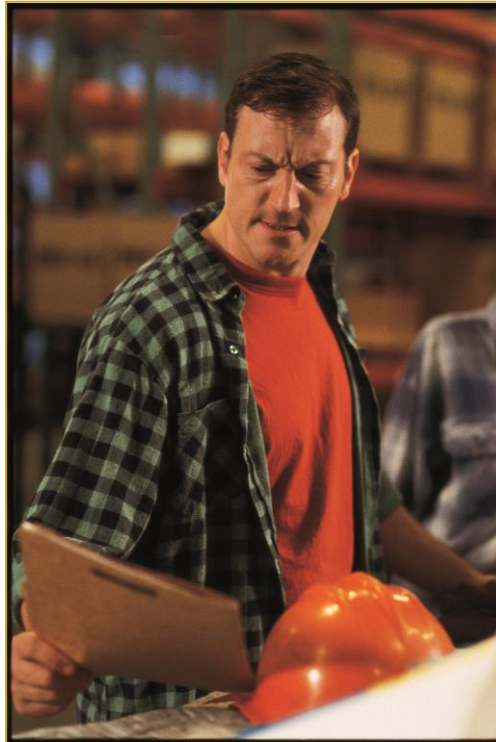


PREVIEW GUIDE



The Attitude Virus: *Curing Negativity in the Workplace* **Workforce Edition**

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INTRODUCTION

Studies have indicated that 68% of employees leave their jobs because of one employee's bad attitude. **In fact, employee attitudes are often cited in surveys as the *number one* performance-related issue of companies, large or small.**

So it's really no surprise that, since its release, ***The Attitude Virus: Curing Negativity in the Workplace*** has been one of CRM's most popular programs. Trainees in business, healthcare and government have all found powerful truths in the program's depiction of common attitude problems (and how to fix them). Despite this success, however, we have received repeated requests for a special ***Attitude Virus*** geared towards people who work on the plant floor (and who sometimes have problems relating to the video's "white collar" scenarios).

We are thereby extremely pleased to present this completely modified ***Workforce Edition*** of ***The Attitude Virus: Curing Negativity in the Workplace***. In addition to re-shooting several of the video vignettes in manufacturing environments, CRM has modified all of the exercises in this Leader's Guide so they are better suited for supervisors and workers on the line or on the plant floor.

We hope you find this revised edition to be of great assistance and we would like to extend our thanks to the many customers who asked us to make it. We strive to provide training tools that will assure the biggest return on your training, and this is made possible only with valuable input from you!

Best of luck in your training sessions and in your attempts to replace *negativity* with increased *productivity*.

CRM *learning*

TRAINING SESSION OVERVIEW

(LEADER'S INSTRUCTIONS APPEAR IN BOLD.)

Instructions: The video and exercises, as laid out in this Leader's Guide, will take from 3 to 6 hours, depending upon class size and how much time you allow for the large group discussions. There is one extra module and separate intervention exercises for managers. This is clearly marked in the text and in the Table of Contents.

The ideal class size should range from 10 to 18 learners. If your time is limited, choose only the exercises that would be most beneficial for your company.

To open the training session, you may wish to summarize why the participants are in this session and what they will be doing for the next few hours. You could say:

Leader: "We're here today to learn about how attitudes, both positive and negative, affect you and others at work. We're going to see the 20-minute video, ***The AttitudeVirus: Curing Negativity in the Workplace***, have some small and large group discussions, and practice interpersonal skills during role play exercises. The more you put into this class, the more you'll take away. Participation is important.

"This is an opportunity for you to reflect upon how attitudes affect morale, productivity, and how we feel about ourselves. It's a chance for you to assess your attitude and decide for yourself if there are behaviors you would consider changing. It's a chance to learn about how to help change other team members' negative attitudes to improve our work environment. This class is about the choices you and others make about how to behave on the job. Now let's get started and have some fun!"

If you have additional time:

- Review Learning Objectives
- Review the Class Outline
- Review the flipchart listing the following ground rules:
 - This is not a time to vent about the organization
 - Treat colleagues with respect
 - Speak in turn
 - Keep private information private
 - Participate!

LEARNING OBJECTIVES:**At the end of this program, learners will be able to:**

- Identify three ways that negative attitudes can show up in the workplace.
- Rate their own attitudes.
- State the difference between reacting and acting.
- Identify five stressors that can lead to negative attitudes.
- Identify three interpersonal skills for intervening with workers who display negative attitudes.
- State why positive reinforcement is critical for changing negative behavior patterns.
- List three benefits derived from a positive work environment.
- (Managers) Identify three techniques they can use to prevent an Attitude Virus from permeating the workplace.

For Preview Only

OPENING: EXERCISE 1

(15 MINUTES, SMALL GROUP ACTIVITY. LEADER'S INSTRUCTIONS APPEAR IN BOLD.)

Leader: Introduce yourself and have the class introduce themselves if they don't already know each other. "Today we're going to take a look at how negative attitudes infect the workplace. We're going to start out with a plunge into the negative attitude pool. Move your chairs to get into groups of 3 to 4 people. I want you to brainstorm and list ways in which negative attitudes show up in our workplace. Choose one person in the group to write down everyone's idea. Remember, this is not the time to point fingers at particular people or to debate ideas. Every contribution is valuable."

Pass out the Handout for Opening Exercise 1. Give participants from 5 to 10 minutes, depending upon what is needed. Move around the room to insure that everyone is keeping to the topic and focusing on behaviors rather than on specific people. When the time is up, ask the learners to turn their chairs to the front and for each group to report five things on their list. Write these responses on a flip chart or on a whiteboard. Go around the room until every idea has been listed.

You should have elicited things such as: (you can add these things if they haven't been mentioned)

- People arrive to work and to meetings late.
- People spend too much time gossiping.
- Co-workers don't cooperate.
- Poor or no communication.
- There is resistance to change.

After discussing the list, ask the participants, "How do you think these behaviors could hurt a team's goals?" **Spend a couple of minutes acknowledging what people have to say, then sum up with,** "Great, I appreciate your participation. We're going to spend more time discussing negativity in the workplace and its impact. But first, let's look at a twenty minute video I think you'll enjoy. It's called, ***The Attitude Virus.***"

TAKING RESPONSIBILITY: EXERCISE 3

(15 MINUTES, LARGE GROUP DISCUSSION. LEADER'S INSTRUCTIONS APPEAR IN BOLD.)

Leader: “Once you’ve recognized that there is an attitude problem, the next step is to take responsibility for your actions. In the video, the *Resister* initially reacts negatively to the changes at work, then he opens his mind and sees that there are benefits to the changes.

“If you don’t take responsibility for what you do, you have no motivation to change. You act like a victim, like everything is done ‘to you,’ and all you can do is ‘react’ to situations beyond your control.

“Before any positive changes can be made, it’s important for the person with the attitude problem to recognize the problems that the negativity is causing. If you’re lucky, this person will take responsibility for his or her own behaviors, maybe becoming aware of the problem through a process of formal or informal self-assessment on the job.

“Often, it’s up to the manager or a co-worker to point out a team member’s attitude problem. Although this can be a delicate task, it shouldn’t be avoided. These are important things to remember when having this discussion.” **Either refer to these items on a prepared flip chart or write them down as you discuss each one.**

- Discuss the problem in private.
- Begin by giving positive feedback.
- Handle emotionally-charged subjects with sensitivity.
- Focus on performance, not personality.

Ask why each of these considerations are important. Then ask, “When you’re under stress, how does it affect your attitude at work and your relationships with your co-workers?” **Write these responses down and try to get everyone to participate.**

Elicit responses such as:

- I get quiet and don’t talk to anyone.
- I get argumentative.
- I have a short fuse.
- I don’t want to be there.
- I get overwhelmed.

Sum up with, “Our own stress is difficult to cope with. Being affected by someone else’s stress can be just as hard.”

REACTING VS. ACTING: EXERCISE 4

(30 MINUTES, ROLE PLAY AND SMALL GROUP EXERCISE. LEADER'S INSTRUCTIONS APPEAR IN BOLD.)

Leader: “The host in the video explains that when we don’t take responsibility and only ‘react’ to a situation, we’re locked into ‘either/or’ thinking, often losing our creativity and sense of humor. Taking responsibility, choosing to ‘respond,’ opens up our options. Even when we can’t control a situation, we can control how we respond. For example, a person stuck in traffic can react by screaming and honking the horn. Or, the same time can be used listening to music or planning tomorrow’s work schedule. You can’t control being stuck in traffic, but you can choose a productive way of responding to the situation.

“Remember, the first step of changing a negative attitude is to recognize that there’s a problem. When we accept responsibility for our behaviors, we ‘respond’ rather than ‘react’ to situations. A response requires a thoughtful acknowledgment. A reaction is an instinctive, often unproductive, way of dealing with difficulties. Negative people often react by blaming others for problems, refusing to take responsibility for any situation.

“For example, a team member can react to a shorter deadline by complaining about management, or can choose to respond by working out new strategies and schedules with teammates. The complainer is merely being a victim, feeling at the mercy of others. The positive team member is taking control of the situation, making a choice to act in a productive way.

“We’re going to do a role play to see how easily the Attitude Virus can spread. It’s called the ‘Attack of the Attitude Virus.’ I need three volunteers.” **Pass out the Attitude Role Play: Exercise 4 Handout. Have three people come to the front of the room and sit in three chairs, two facing each other and one further off to the side. Introduce the two people facing each other.** “This is Bob, he’s the Operations Manager at Better Widgets, Inc., a leading widget manufacturing company. This is Sylvia, his technical lead who oversees the Wonder Widget Project. Later, we’ll meet Chris, who is the technician who specializes in power supplies. You can all read along as the scene plays out.”

After the Role Playing is completed, thank your volunteers and have them return to their seats. Ask the class to break up into small groups of 3 or 4 people. “Okay. On the back of your handouts are some questions that I want you to answer as a group. Have someone take notes to report back to the larger group afterwards. You have ten minutes.”

Visit each group to make sure they’re staying on track. When the time has passed, have them turn back towards the front. Have each group in turn answer one question, until all of the questions have been answered. Sum up with, “You can see from this exercise how contagious the attitude virus is. It’s easy to react and start pointing fingers everywhere else. Acting, instead of reacting, takes more time, energy and thought. But ultimately, it saves time because you can usually solve or prevent a problem.”

ROLES AND RESPONSIBILITIES OF MANAGERS:

EXERCISE 5

(40 MINUTES, SMALL GROUP DISCUSSION. LEADER'S INSTRUCTIONS APPEAR IN BOLD.)

Leader: "A manager has many responsibilities and needs a multitude of skills. These include the abilities to plan, organize, communicate, delegate, motivate and a host of other skills. Good managers recognize that their most important resource is people. And good managers know that their success rests largely on their ability to get the best performance from the people that are in their charge, or in their realm of influence. What is a manager's role in fostering a positive work environment? Break up into groups of 3 to 4 people and, working together, see how many ideas you can come up with. Choose one person in the group to write down everyone's idea to present to the large group after you're done."

Pass out the Handout for Managers Exercise 5. Give participants 10 minutes. Move around the room to insure that everyone is keeping to the topic and focusing on skills rather than on war stories about specific people. When the time is up, ask the learners to turn their chairs to the front and for each group to report five things on their list. Write these responses on a flip chart or on a whiteboard. Go around the room until every idea has been listed.

You should have elicited things such as: (you can add these things if they haven't been mentioned)

- clear communication
- set an example
- motivate
- model positive behavior
- team build
- make sure staff understands what's expected of them
- check-in, elicit feedback
- stay in touch, "manage by walking around"
- be committed to company vision and goals
- reward behaviors you want more of
- train or mentor when needed
- strive for improvement
- empower staff to problem solve and own solutions
- be creative

Leader: "Negative attitudes can disrupt entire organizations, causing critical drops in morale and productivity. Reassigning or terminating troublesome employees is an expensive solution that can lead to additional complications. The most effective treatment of the Attitude Virus is isolating it and taking preventative action before it spreads. So what do you do when the Attitude Virus shows up in your department?"

"Often, it's the manager's or team leader's job to intervene and show how the team member's behavior directly impacts team goals. In the video, the supervisor discusses the troublesome pattern caused by the *Uncommitted's* work habits: lateness and ignoring direct requests. The *Uncommitted* acknowledges that some team problems are his fault. His supervisor praises him for starting to take some responsibility.

"In the next section on Intervention, you'll get to practice problem solving skills with employees infected with the Attitude Virus. The most important thing to remember at all times is to look at your own behavior. Are you providing a good example of how you expect your fellow team members to act? Positive attitudes can spread as rapidly as negative ones. By being a model of good behavior, you're also acting as a vaccine against the Attitude Virus."

SELF ASSESSMENT: EXERCISE 2 HANDOUT

Instructions: Where do you rate on the negativity scale? Score yourself on a scale of 1 to 5 for each question. This is not to be turned in. It is simply for your personal information, so be as honest with your answers as possible.

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Never	Seldom	Sometimes	Often	Always

QUESTIONS

1. Do you come to work feeling enthusiastic and confident? _____
2. Do you focus on your goals even when you're having a bad day? _____
3. Do you look for positive solutions when things don't go your way at work? _____
4. Do you set a good example for co-workers? _____
5. Do you communicate well with your colleagues? _____
6. Do co-workers feel they can come to you for help? _____
7. Are you satisfied with the quality of work you do? _____
8. Do you find healthy ways to relieve stress? _____
9. Do you work with others to meet the team's and your goals? _____
10. Are you open to changes in your routine or environment? _____

TOTAL _____

REACTING VS. ACTING

ROLE PLAY: EXERCISE 4 HANDOUT

“ATTACK OF THE ATTITUDE VIRUS”

The Company: Better Widgets, Inc., a leader in the widget manufacturing industry

The players:

- Bob: the Operations Manager
- Sylvia: the technical lead
- Chris: the technician

Bob, the Ops Manager, is speaking on the phone.

Bob: What! He's on probation again?! What is it this time? Low grades? Smoking in the boy's room? . . . Yeah, I'll stop by to see his coach, but I'm not sure if I can make it today. . . . Okay, I'll try to leave early, but things here are pretty hectic. . . . All right, all right, I'll be there.

Bob hangs up and Sylvia, a team member enters.

Sylvia: You wanted to see me Bob?

Bob: (irritated) Yeah, I'm getting the squeeze from above. You know, our ISO 9000 requirements. . . . The power supply is still emitting too much heat and we're still getting customer complaints. Didn't I give you that change order?

Sylvia: (flustered) I usually do re-check change orders, but I've been so busy with the short deadline on our new Wonder Widget Project that John and I have been working on.

Bob: That doesn't mean that you suddenly give up your responsibilities.

Sylvia: No, but I thought we agreed to let Chris take more responsibility. I gave it to him to handle. He's handled change orders before.

Bob: I don't recall okaying that with you. From now on, I'd like you to personally follow-up on all change orders.

Sylvia: (shrugs unhappily) Okay.

Sylvia leaves Bob's office and goes to Chris' work desk.

Sylvia: Chris, remember the change order I gave you on the power supply a while back?

Chris: Yeah.

Sylvia: Why isn't it being implemented? I just got a lot of heat about it.

Chris: Sorry. I've been asking engineering for the schematics for weeks.

Sylvia: I'll handle it. We don't have time to wait.

Chris: Gee, I'm sorry. I didn't know it was more of a rush than usual. Do you want me to go over to engineering and get them on it?

Sylvia: (tense) No, I said I'd handle it. Just go back to your usual work.

REACTING VS. ACTING

ROLE PLAY: EXERCISE 4 HANDOUT

Instructions: Working together in small groups, answer the following questions about the role play on the front of this paper. Have one person volunteer to take notes to report back later to the larger group. You have 10 minutes.

1. What are some of the reasons Bob is in a negative mood? _____

2. How might Bob have avoided passing on the Attitude Virus to Sylvia? _____

3. Was Sylvia's reaction appropriate? How could she have responded to prevent the virus from spreading to her? _____

4. How might Sylvia have better handled this problem with Chris? _____

5. Who do you think will be the next victims of the Attitude Virus? _____

Materials Included With *The Attitude Virus Workforce Edition*

- ◆ The special workforce edition of *The Attitude Virus* is set in a manufacturing environment and specifically addresses those whose worklives are spent in a more industrial setting. In addition to the video addressing viewers on a more personal level, the facilitation and participant materials have been modified so the training session is better suited to supervisors and workers on the line or on the plant floor.
- ◆ The **DVD** of *The Attitude Virus Workforce Edition* is comprised of fictional dramatic vignettes to demonstrate how bad attitudes and negativity can spread throughout the workplace. Examples of six common attitudes are shown: *the steamer*, *the perfectionist*, *the resister*, *the not-my-jobber*, *the rumormonger*, *the uncommitted* and *the pessimist*. With each example, viewers are encouraged to recognize the underlying causes of the attitude problem and to replace old, ineffective reactions with a new response. The DVD is closed-captioned
- ◆ The **Leader's Guide** provides background and theory, plus step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. The training design is versatile in that a facilitator can focus the session for managers, or for front line workers.
- ◆ The **Participant Workbook** contains the worksheets and handouts for the exercises in the Leader's Guide. Exercises are designed to make participants assess their own behaviors, as well as learn and practice reacting vs. acting, intervention and accentuating the positive. One sample workbook is included with purchase of the video program.



Program Information and Pricing

Purchase Price: \$895.00

Rental Price: \$275.00 *(does not include Participant Materials)*

Preview Price: Free

Running Time: 20 minutes

Materials included with purchase: DVD, Leader's Guide, sample Participant Workbook.

Quantity Pricing Discounts

The Attitude Virus Workforce Edition Program

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off

Industry discounts may also apply; call your Sales Consultant for more information.

Participant Workbooks

1-50	\$4.95 each (list price)
51-250	\$4.46 each (10% off)
251-500	\$4.21 each (15% off)
501+	\$3.96 each (20% off)

(contents, pricing & discounts subject to change without notice)