

# PREVIEW GUIDE



## **Positive Discipline:** How to Resolve Tough Performance Problems Quickly...and Permanently

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## BACKGROUND

### INTRODUCTION

For most supervisors and managers, having to discipline employees is the worst part of their jobs. It is an uncomfortable process they would rather avoid. So it's not surprising that many of us either act emotionally when disciplinary problems arise, or find ways to avoid dealing with them. Either reaction creates more problems than it solves.

There is a better way to handle disciplinary issues, based on the organization's need for top-level performance by all employees. When discipline is approached in a logical, positive framework focused on bringing performance up to par, the emotion can be taken out of the equation and real improvement can be made.

And, in cases where improvement does not result from a disciplinary meeting and further action is required, it can be related to the clear standards you have set with the employee. Positive Discipline is a more effective and less emotional way to meet your real goals – improved performance throughout your department.

**Note:** Formal disciplinary procedures are not covered in this workshop.

### HOW THIS WORKSHOP EXPLORES THE CONCEPT OF POSITIVE DISCIPLINE

CRM Learning's *Positive Discipline* workshop provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. Supervisors and managers will develop new skills to help their employees meet performance goals. Participants will analyze current situations in their own work environments and develop ways to solve disciplinary problems in a positive, performance-oriented framework. They will discuss their issues and develop new strategies, keeping their approach consistent with existing organizational guidelines and standards.

Every workplace is different, but the relationships between employees and their supervisors, and between employees and the organization as a whole, are based on a fundamental requirement: wages are traded for performance. When performance is not up to standards, it is the manager's job to work with the employee to bring them back up to the required level.

## TRAINING DESIGN OVERVIEW

The *Positive Discipline* workshop package includes a structured training design to support a 2.75 to 3-hour workshop experience.

- The **video** presentation illustrates the problem of workplace discipline and a series of steps managers can take towards a positive solution.
- This **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs and tactics around the issue of discipline and develop skills to provide positive discipline when required.
- **Participant Workbooks** (10 copies) provide worksheets for completing the activities and space for notes.
- A **PowerPoint** presentation on CD-ROM includes slides to support the scripted presentation.
- The kit includes **10 copies of the book** *Positive Discipline: How to Resolve Tough Performance Problems Quickly...and Permanently* by Eric Harvey and Paul Sims.
- A **Job Aid** (10 copies) provides rapid access to some of the key points and strategies covered in the workshop.

## CUSTOMIZING YOUR PROGRAM

Your specific needs and circumstances should determine the workshop agenda. Customize the presentation by supplementing, replacing, rearranging or removing components.

- Modify activities and discussions to meet your objectives.
- Add information and examples from your own workplace.
- Modify the PowerPoint presentation to add information tailored to your organization or procedures.

## LEARNING POINTS

Learning Points for the workshop are listed below:

1. Show how a punishment approach to disciplinary problems is counterproductive.
2. Explore and practice the steps in using positive discipline.
3. Use the proven strategy of positive discipline to intervene, solve, and prevent disciplinary problems in your own departments.
4. Encourage employees to take personal responsibility for their behavior.

## TRAINING AGENDA

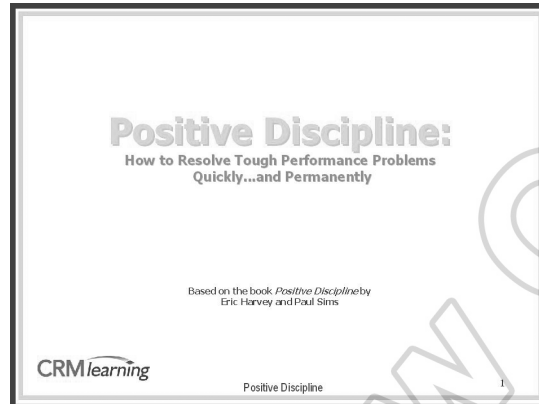
Workshop Segment	Handout	Duration (min)
<b>Workshop Introduction</b> <ul style="list-style-type: none"> <li>• Workshop Purpose</li> <li>• Objectives, Ground Rules and Logistics</li> <li>• Participant Introductions</li> </ul>	Worksheet A	10 minutes
<b>Activity 1: Redefining Discipline</b> <ul style="list-style-type: none"> <li>• Participants define discipline as it relates to employee performance</li> <li>• Positive Discipline concept introduced</li> <li>• Introduce 5-step process</li> </ul>		10 minutes
<b>Activity 2: Video Presentation</b> <ul style="list-style-type: none"> <li>• Video Introduction</li> <li>• Positive Discipline Video</li> </ul>	Worksheet B	25 minutes
<b>Activity 3: Video Review</b> <ul style="list-style-type: none"> <li>• Group discussion of video concepts</li> </ul>		10 minutes
<b>Activity 4: Identify the Problem</b> <ul style="list-style-type: none"> <li>• Discuss concepts of desired performance, actual performance, and gaps</li> <li>• Review how closing this gap is the purpose of discipline</li> <li>• Individual Activity: Reviewing a past disciplinary issue</li> </ul>	Worksheet C	15 minutes
<b>Activity 5: Analyze the Problem's Severity</b> <ul style="list-style-type: none"> <li>• Reasons for gauging severity</li> <li>• Four actions to take to analyze problem severity</li> <li>• Partner or small group</li> </ul>	Worksheet C	5 minutes
<b>Break</b>		10 minutes
<b>Activity 6: Discuss the Problem</b> <ul style="list-style-type: none"> <li>• Need for discussion</li> <li>• Role-playing activity on disciplinary discussion skills</li> </ul>	Worksheet D, E	30 minutes
<b>Activity 7: Document the Discussion</b> <ul style="list-style-type: none"> <li>• Value of documentation</li> <li>• Requirements for documentation</li> </ul>	Worksheet F, G	10 minutes
<b>Activity 8: Follow Up to Monitor Results</b> <ul style="list-style-type: none"> <li>• Value of follow-up in the overall process</li> <li>• Group discussion of follow-up ideas</li> </ul>	Worksheet H	15 minutes
<b>Optional Activity:</b> <ul style="list-style-type: none"> <li>• Review of organizational policy for formal discipline</li> </ul>		15 minutes
<b>Workshop Summary</b>		5 minutes
<b>Total Estimated Time</b> 2 hours, 45 minutes, or 3 hours with optional activity		

## PRESENTATION SCRIPT: POSITIVE DISCIPLINE

OVERVIEW: PURPOSE OF WORKSHOP AND EXPECTED OUTCOMES (TIME: 10 MINUTES)



SHOW SLIDE #1: Workshop Title



INTRODUCE yourself.

ASK

Has anyone here ever been disciplined at work?  
Has anyone ever had to discipline an employee?  
How much fun was it?

Today I'll be leading you through CRM Learning's new workshop on Positive Discipline.

As we can see from your earlier comments, taking disciplinary action is one of the most difficult functions performed by a supervisor, and it usually creates discomfort for both parties involved.

The purpose of this workshop is to make this process less uncomfortable for both you and the employee, and at the same time, make it a more effective process in terms of reaching the organization's performance goals.

## DISCUSSION

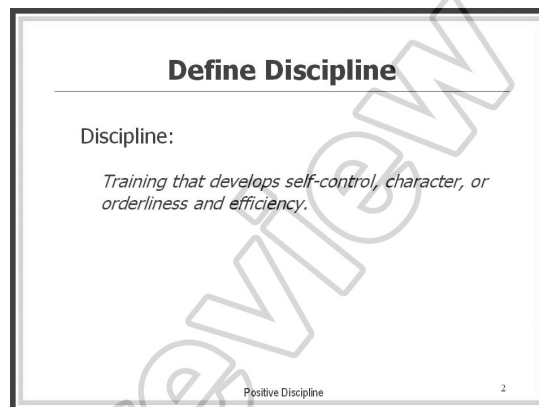
Ask the participants to define the word “discipline” as it relates to employee performance.

Expect comments such as the following:

- Punishment – inflicting pain on those who misbehave until you get their attention and conformity.
- Progressive steps leading to dismissal.
- Something they have to do as supervisors, but need a more effective approach.
- Something they hate doing.



SHOW SLIDE #2: Definition



According to Webster, discipline is:

*Training that develops self-control, character, or orderliness and efficiency.*

SAY

Instead of using punishment to deal with performance issues, the Positive Discipline approach involves a problem-solving process that encourages employees to take personal responsibility for their behavior and for making needed improvements.

Today, we'll learn how to begin using this more effective approach.





## WORKSHEET C

REFER to Worksheet C. Participants will work individually on this activity.

(Allow 3-4 minutes)

### SAY

The best way to identify an employee performance problem is by comparing the desired performance with the employee's actual performance – what you expect versus what you're actually getting.

Think about a current disciplinary problem in your department and the employee associated with it (no names please!).

Please fill out only sections 1-3 at this time.

- Describe the performance problem in section 1 on worksheet C.
- List a few bullets or key words that describe what you expect from the employee in the left column of section 2.
- List what the employee is actually doing in the right column of section 2. In effect, you are performing a gap analysis.
- Think about the situation objectively when you fill in section 3. If the employee is not aware of the problem, you need to understand why.

If you haven't set expectations properly, your meeting shouldn't be about discipline, it should instead be about making your performance expectations clear and then monitoring the results.

### DISCUSSION

Go around the room, asking for examples of the participant's disciplinary incidents.

### SAY

OK, we have now completed Step 1 – we have identified a problem and defined it in relation to a performance gap. Next we will take a look at the severity of the problem.

## Worksheet C

### Step 1: Identify the Problem

1. Use the space below to describe a recent disciplinary problem.	
2. What is the performance gap?	
What behavior do you expect from employee?	What is the employee actually doing?
3. Is the employee aware that they are under-performing? If not, what can you do to make them aware?	



## Worksheet C (Continued)

### Step 2: Analyze the Severity of the Problem

4. Analyzing the severity
a. Describe the impact of the problem on the work team or organization.
b. What are the consequences for the employee if the problem is not resolved?
c. What guidelines can past practices (or the experience of others) provide for a solution?
d. What level of discussion is appropriate – coaching or a more formal discussion?

## Background Information

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CRM Learning's *Positive Discipline* training program provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. Supervisors and managers will develop new skills to help their employees meet performance goals.

During the workshop, participants will analyze current situations in their own work environments and develop ways to solve disciplinary problems in a positive, performance-oriented framework. They will discuss their issues and develop new strategies, keeping their approach consistent with existing organizational guidelines and standards.

## Materials Included With *Positive Discipline*

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The *Positive Discipline* workshop package includes a structured training design to support a 2.75 to 3-hour workshop experience.

- The chaptered **DVD** presentation illustrates the problem of workplace discipline and outlines a series of steps managers can take to practice Positive Discipline. The DVD is closed-captioned
- The **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs and tactics around the issue of discipline and develop skills to provide positive discipline when required.
- A **PowerPoint** presentation on CD-ROM includes slides to support the scripted presentation.
- The **Participant Workbook** provides tools for managers that can be used on the job with employees, and worksheets for completing the activities in the training session. 10 workbooks are included with purchase.

## Program Information and Pricing

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Purchase Price: \$995.00

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

Preview Price: Free

Video running time: 24 minutes

Materials included with purchase: DVD, Leader's Guide, PowerPoint Presentation on CD-ROM, 10 Participant Workbooks

## Quantity Pricing Discounts

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### **Positive Discipline Workshop Package**

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

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

### **Participant Workbooks**

1-50	\$14.95 each (list price)
51-250	\$13.46 each (10% off)
251-500	\$12.71 each (15% off)
501+	\$11.96 each (20% off)

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