

# CRITICISM & DISCIPLINE

## Skills for Managers and Supervisors

*Learn proven ways managers can bring about positive change in people with employee discipline training — without incurring resentment, making enemies or destroying relationships*

### Do you have employees who:

- Don't meet deadlines?
- Cause conflict?
- Make excuses?
- Refuse to learn new skills?
- Don't respect you?
- Drain your time and energy?
- Have a bad attitude?
- Are chronically tardy?
- Get derailed by personal problems?
- Miss work often?
- Challenge your authority?

If you answered “yes” to more than 3 of these questions, you have some classic problem employees on your hands. Attend this seminar and learn how to get them on track — or out of your hair. See inside for full program details.

### EXPRESS ENROLLMENT!

[events.careertrack.com](http://events.careertrack.com)

### Enroll Today!



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#### MAIL

CareerTrack  
P.O. Box 219468  
Kansas City, MO  
64121-9468

This course qualifies for CPE and PDU credits. See details on page 7.

## Is your team carrying dead weight?

These days, you just can't afford employees who drag down morale, destroy productivity and distract you from important projects.

Here's a proven system for dealing with difficult employees once and for all.

### At this seminar, you'll learn how to:

- Approach an employee about the problem behavior in a way that minimizes accusations, hostility and defensiveness
- Create an improvement plan, and get your employee to commit to it
- Coach the employee so there's no chance of misunderstanding
- Document the process to encourage steady progress
- Discipline, reassign or dismiss the person if the problem doesn't improve, and handle it all fairly

With the skills you will gain at this seminar, you'll get your problem employees to pull their own weight. You'll eliminate weak links and reveal a fully functioning team.

Thanks to your coaching, your employees will become more productive, more satisfied and noticeably easier to work with. And that's a good reflection on you.

**Turn your lost causes into solid contributors. Enroll Today!**

## Recognize these problem employees?

### The bad attitudes

They complain constantly and their dismal outlook is poisoning the rest of your team. Often, they have the skills to do their work well, but they fall short when it comes to enthusiasm, energy and commitment.

### The unskilled

They just don't have the skills they need. Maybe their jobs have outgrown them. Maybe they never had the skills and it's becoming more and more apparent, or perhaps they simply lack good judgment.

### The misdirected

These employees aren't really difficult employees at all. They work hard and demonstrate their commitment. Unfortunately, they're confused about what you expect, or they've gotten distracted from their goals. They'll be happy to perform if you can help them find the way.

At this seminar, you'll learn how to identify the different types of problem employees. You'll discover the hidden causes behind their difficult behavior and find out how to deal with each employee carefully and compassionately.

### And best of all, you'll learn how to correct the problem with:

- Clear standards
- Realistic action plans
- Progressive discipline

*You'll also discover the best ways to record progress (or lack thereof), so you'll have irrefutable proof of your efforts.*

## ***22 straight-forward solutions to the employee performance problems you face:***

### **Understanding the problem**

- 1.** What a problem employee looks like: 9 symptoms to watch for
- 2.** Emotional and psychological roots of poor performance
- 3.** Should you wait until there is a clear pattern of problem behavior? Surprisingly, no — you'll learn why
- 4.** A checklist to help you determine if you're unconsciously triggering the poor performance
- 5.** Communication breakdowns leading to performance problems
- 6.** How to pinpoint the causes of problem employees

### **Taking positive action**

- 7.** 6 factors to consider when choosing corrective measures
- 8.** 7 signs your problem employee needs more training
- 9.** Ways to prepare yourself for confronting a problem employee
- 10.** How to explain the problem to your employee without placing blame or causing defensiveness
- 11.** Techniques for setting realistic, clear performance standards (so you reward the behaviors you want and discourage those you don't)

- 12.** Progressive discipline: what to do when initial corrective actions don't work
- 13.** How to develop a performance improvement plan

### **Handling employees who:**

- 14.** Have a bad attitude
- 15.** Are chronically tardy
- 16.** Miss work often
- 17.** Refuse to take responsibility
- 18.** Challenge your authority
- 19.** Get derailed by personal problems

### **Preparing for dismissals**

- 20.** Guidelines for documenting the disciplinary process:
  - When to start
  - What to include
  - How to be consistent with company policy and employee agreements
  - When and how to use a witness
  - The right questions to ask
- 21.** When all else fails: how to talk with employees who are not improving and help them feel better about moving on
- 22.** How to avoid grievances, and the best ways to handle them if they do arise

*These practical, proven techniques will help you solve your employees' performance problems — once and for all. Enroll Today: [www.careertrack.com](http://www.careertrack.com)*

## **An ideal training event for your entire management team**

All managers have to deal with a problem employee at some point. This seminar is an ideal way for you and your colleagues to get important training in performance management all at once.

After this seminar, you and your co-managers will speak the same language. You'll support each other in creating action plans, managing difficult employees and applying progressive discipline.

Why not suggest group attendance at your next meeting or place a request with your human resources department?

(Interested in holding a private seminar for your organization? See page 6 for the On-Site option.)

## **Your tuition includes a comprehensive workbook.**

Like the seminar, your workbook is filled with specific techniques for turning your problem employees into solid performers. We've compiled the information for you so you don't have to spend your seminar time frantically taking notes.

After the program, your workbook will be a valuable desktop reference to help you put your new skills into action.

## **Not sure whether to attend?**

### ***Let us answer some of your concerns.***

#### **How is this seminar structured?**

Our professional curriculum designers structure every seminar for maximum learning. You'll benefit from a carefully designed combination of:

#### **Detailed presentation**

Your trainer is skilled at involving you in the learning process. You'll enjoy every minute of the presentation. Just sit back and take it all in.

#### **Seminar exercises**

These activities allow you to practice the performance improvement techniques as you learn them. You'll analyze a problem employee's behavior, develop an improvement plan and apply progressive discipline. That way you can get answers to your questions as they arise — before you try the system with your own difficult employees.

#### **Discussion**

Share your point of view. Learn from other people's questions and ask your own. These are some of the most helpful segments of the seminar.

#### **Is this seminar a good investment for my organization?**

Absolutely. A problem employee is very costly, whether you try to live with the situation or eventually replace the person. This is especially true if you end up in court (all too common when employees are fired for attitude problems). Solve the problem, instead, with the ideas you will learn at this cost-effective, one-day training program.

#### **Can I spare a day away from the office?**

This program will actually save you time — time spent frustrated, fuming, fixing mistakes or otherwise engaged with a problem employee. If you think this seminar is worthwhile for you, plan to attend.

**Enroll Today! [www.careertrack.com](http://www.careertrack.com)**

# Tired of hit-and-miss training?

**Choose CareerTrack consistently. There is a difference.**

## **This is real training.**

We respect your time — and your intelligence. Our course content is soundly researched and designed by professional educators for maximum adult learning.

We're one of the largest producers of professional development programs in North America — most of the Fortune 500 train their people with us.

## **You get the tops in trainers.**

Our faculty members receive the best training in the industry. At our seminars, you can always count on learning from knowledgeable experts who know how to teach.

## **You see outstanding presentation materials and workbooks that work.**

That's because we work with professionals — writers, editors and graphic artists — to produce them. Put ours side-by-side with the take-home materials from other companies and you'll see the difference.

## **You get what we promise.**

We don't lure you to our seminars with a long list of unrealistic promises. Our promotional materials are carefully cross-checked against course content for accuracy.

**“CareerTrack's material is always common sense, organized well and can be put to use immediately.”**

B. Beyette, Team Leader, American Express

## **Attendees praise CareerTrack seminars**

**“The information was so timely, the examples so pertinent — I only wish I'd been exposed to the information four years ago when I became a manager at my company. Thank you!”**

Ann Joyce, Director of Guest Services  
Park Hyatt Los Angeles

**“Very informative and provided me with other and better ways to handle difficult employees.”**

Scott Herrick, Owner  
Arena Systems

**“Excellent. Best I've ever attended. Highly recommend to other Authority managers.”**

Mary J. Dudek, Tenant Selection Supervisor  
Reading Housing Authority

## **Guaranteed Results!**

All of our seminars are **100% SATISFACTION GUARANTEED!** We're confident this seminar will provide you with the tips and techniques you need to successfully discipline employees. If for any reason you are dissatisfied, send us a letter (Attn: Customer Relations) within 30 days of your seminar attendance stating the reason you were not satisfied, and we'll arrange for you to attend another one of our seminars or receive a full refund — *hassle-free*.

## Registration Information

**Enroll Today!** Hurry, our seats fill *fast*. Guarantee your enrollment by paying your tuition today. You will receive a confirmation once your registration is complete. **Payment is due before the program.**

**Quick Confirmation!** To receive your confirmation within 48 hours, please complete the Quick Confirmation section of the registration form. Be sure to provide us with your email address and/or fax number.

### Program Schedule

Check-in: 8:30 a.m. – 9:00 a.m.

Program: 9:00 a.m. – 4:00 p.m.

### Cancellations and Substitutions

You may cancel your registration up to 10 business days before the program, and we will refund your tuition less a nominal cancellation fee. Substitutions and transfers may be made at any time to another program of your choice scheduled within 12 months of your original event. Please note, if you do not cancel and do not attend, you are still responsible for payment.

### Please Note

- You will be notified by email, fax and/or mail if any changes are made to your scheduled program (i.e., date, venue, city or cancellation).
- Walk-in registrations will be accepted as space allows.
- For seminar age requirements, please visit <http://www.careertrack.com/faq.asp#agerequirements>.
- Please, no audio or video recording.
- Lunch and parking expenses are not included.
- Dressing in layers is recommended due to room temperature variations.
- You will receive a Certificate of Attendance at the end of the program.

### Tax-Exempt Organizations

If you are tax-exempt, enter your tax-exempt number in Section 6 on the Registration Form. Please mail or fax a copy of your Tax-Exempt Certificate with your registration for payment processing.

### Tax Deduction

If the purpose of attending a CareerTrack program is to help you maintain or improve skills related to employment or business, expenses related to the program may be tax-deductible according to I.R.C Reg. 1.162-5. Please consult your tax adviser.

### Continuing Education Units (CEUs)

CareerTrack offers CEU credits based on program length and completion. Credits are issued according to the National Task Force for Continuing Education guidelines and approval is at the discretion of your licensing board. **Questions or concerns should be directed to your professional licensing board or agency.**

### Continuing Professional Education (CPE)

Fred Pryor Seminars and CareerTrack are 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 submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org). Fred Pryor Seminars and CareerTrack's Sponsor ID number is 109474. This course qualifies for 6 CPE credits.

### Professional Development Units (PDUs)

As a Registered Education Provider (R.E.P.), our organization is approved by the Project Management Institute (PMI)® to offer Professional Development Units (PDUs). For more information, please visit [www.pmi.org](http://www.pmi.org). Our organization's R.E.P. number is 3992. This course qualifies for 6 PDUs. \*

### Completion & Continuing Education Certificates

To obtain a certificate documenting your completion and/or CEU, CPE or PDU credits, please visit [www.careertrack.com/certificate](http://www.careertrack.com/certificate). Certificates will be available 10 days after your event has ended.

### Update Your Contact Information!

Simply make corrections to the mailing label on the back page of this brochure. **Mail** corrections to P.O. Box 413884, Kansas City, MO 64141-3884 or **fax** to 913-967-8847. We'll change our records for the very next update. Thanks!

\*PMI is a registered mark of the Project Management Institute, Inc.

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## On-Site Training Solutions

### Get the Results You're Looking For!

Bring our powerful, high-impact training programs to your organization and show your employees you're serious about their professional growth and achieving critical organizational goals and objectives.

### Choose From Over 150 Courses!

From management development to customer service, our comprehensive library of courses provides a learning experience that is engaging, interesting and intriguing!

### Tailor the Training to Meet Your Specific Needs!

We'll help you choose the appropriate courses for your organization and tailor each one to address your specific goals, issues and scheduling concerns.

### Maximize Your Training Budget!

On-Site Training allows you to train work groups, teams and entire departments for less than the cost of traditional public seminars or other training options.

Give your staff the skills, knowledge and confidence they need to meet tough workplace challenges head-on, realize their full potential and perform at their peak.

For a free consultation, visit us online at  
**[careertrack.com/onsite](http://careertrack.com/onsite)**  
or call us at **1-800-944-8503**



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64121-9468

## YOUR VIP # IS WINQ

**1**  **Yes!** Please register me for the one-day, *Criticism & Discipline Skills for Managers and Supervisors* seminar indicated in Section 5. Group discounts available; see page 6 for details.

**ID#**  
**910406**

**2** **IMPORTANT!** Please fill in VIP number as it appears on the mailing label.  
**VIP** \_\_\_\_\_ ( \_\_\_\_\_ )  
if available

**3** **ORGANIZATION INFORMATION**

Organization Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Approving Mgr.'s Name:  Mr. \_\_\_\_\_  
 Ms. \_\_\_\_\_

Job Title: \_\_\_\_\_

Email Address: \_\_\_\_\_  Business  
 Home

**4** **QUICK CONFIRMATION**

Please email or fax my confirmation to me within 48 hours.

My email address or fax number is: \_\_\_\_\_

**5** **NAMES OF ATTENDEES** (Please list additional names on a separate sheet.)

#1 Attendee's Name  
 Mr. \_\_\_\_\_  
 Ms. \_\_\_\_\_  
 Job Title \_\_\_\_\_ Event # \_\_\_\_\_

Email Address \_\_\_\_\_  Business  
 Home

#2 Attendee's Name  
 Mr. \_\_\_\_\_  
 Ms. \_\_\_\_\_  
 Job Title \_\_\_\_\_ Event # \_\_\_\_\_

Email Address \_\_\_\_\_  Business  
 Home

**6** **METHOD OF PAYMENT** (Payment is due before the program.)  
 Please make checks payable to CareerTrack and return form to: P.O. Box 219468, Kansas City, MO 64121-9468. Our federal ID# is 43-1830400 (FEIN).  
 Please add applicable state and local tax to your payment for programs held in Hawaii (4.16%), South Dakota (6.5%) and West Virginia (6%).

**Total amount due: \$** \_\_\_\_\_

**Check #** \_\_\_\_\_ (payable to **CareerTrack**) is enclosed.

**Bill my organization.** Attn: \_\_\_\_\_

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 (Attach purchase order to completed registration form.)

**Charge to:**  AmEx  Discover  MC  Visa

MO. \_\_\_\_\_ YR. \_\_\_\_\_  
 EXPIRATION DATE

CARD NUMBER \_\_\_\_\_

Card Holder's Name \_\_\_\_\_

Tax-Exempt # \_\_\_\_\_

Please attach a copy of your Tax-Exempt Certificate for payment processing.

**Note:** If you've already registered by phone, by fax or online, please do not return this form.

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## Skills for Managers and Supervisors

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*Learn proven ways managers can bring about positive change in people with employee discipline training — without incurring resentment, making enemies or destroying relationships*

**PLEASE ROUTE TO:**

Customer service manager

Human resources director

Operations director

President/Owner

### Do you have employees who:

- Don't meet deadlines?
- Cause conflict?
- Make excuses?
- Refuse to learn new skills?
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