

# How to Supervise Bad Attitudes and Negative Behaviors

Effective management techniques that result in positive performance



Is it your job to supervise any of these contrary characters?

See page 3 to identify the most common types of difficult employees.

This course qualifies for continuing education credits. See details on page 7.

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# You know who we're talking about.

## They're lurking in every workplace.

Those problem employees who tax even the best managers. And wherever they are, you can be sure they're costing the organization plenty — in lowered morale, lost opportunities and decreased productivity. In fact, the price can be so high it's foolish to try to overlook or brush aside the problem. If you supervise an employee who has behavior or attitude problems, you need to take action — now!

## Gain the tools you need to confront problem employees and turn them around!

This dynamic seminar gives you answers to your toughest questions, quickly and clearly. You'll learn the smart methods to help you get control over the problem people who plague your workplace, without the resentment and anger some outdated approaches can generate. Best of all, you'll discover how to tailor an individual approach for each employee's unique situation — a custom strategy that greatly increases your chances of success!

## Don't let it go on even one more day.

Resolve to confront it — assertively and effectively! Enroll now and you'll learn the management magic to turn around the messiest situations and find out what to do when you can't repair or reverse a performance problem. From the first approach to the last resort, you'll equip yourself with the skills and knowledge you need to stop the negative effects of problem performers, bad attitudes and unacceptable behaviors. Don't waste another day — enroll today!

## Are you doing the best you can to ...

### ... communicate exactly what you expect from others?

Learn how to make “crystal clear” what you expect in productivity, performance and behavior — no excuses!

### ... spot problems brewing before they blow up?

Find out how to recognize the red flags foreshadowing serious problems!

### ... counsel employees through temporary rough spots?

Use one-on-one techniques to ensure fleeting problems don't develop into chronic ones!

### ... shield your good employees from the negative effects of unacceptable employee behavior?

Take definitive steps to ensure an “attitude epidemic” doesn't develop in your workgroup!

### ... protect yourself and your organization from legal hassles?

Implement discipline and termination processes that are fair, safe and legally airtight.

### ... bring out the best in every person you manage?

Discover surprising ideas to improve even the most hopeless cases and build your reputation as a manager who can handle anyone!

## Free Digital Resources for Every Participant



Your registration includes a variety of seminar resources that highlight pertinent information. These materials are offered digitally—making learning interactive and easily accessible. Reference these materials time and time again to recall key points and problem solve.

# Is it your job to supervise any of these characters?

## The Excuse Artist

Misses every deadline and goal but always seems to be ready with a good excuse or to place blame and point fingers at others.

*This seminar will show you how to force  
The Excuse Artist to take responsibility, now!*

## The Short-Changer

Late to work, early to leave, stretched lunches, extended breaks ... this person makes an art out of shortening and short-changing the workday, while leaving coworkers "holding the bag!"

*Learn how to get The Short-Changer to give  
100% every day!*

## The Intimidator

Everyone's tip-toeing around this person, lest they incur wrath and anger! The Intimidator uses fear and bullying tactics to control coworkers and can single-handedly ruin an entire team.

*Gain the upper hand with tips to neutralize  
The Intimidator's controlling and overpowering  
influence in your workplace.*

## The Gossip

Behind closed doors, through the grapevine and under the radar, they're waging verbal warfare and personal attacks, rumors and criticism are the tools of their trade!

*Discover how to muzzle The Gossips before they  
undermine you and others!*

## The Clod

This one is a master procrastinator who can come up with plenty of excuses as to why a task or project hasn't been started. And when The Clod does finally get down to business, the work progresses at a snail's pace ... stressing out team members, putting other departments behind schedule and ultimately guaranteeing missed deadlines and unhappy clients.

*Find out how to take decisive, effective action  
to stop Clods from creating frustration and  
lowering productivity.*

## The Downer

No matter what, this person is unhappy. For this pessimist, the glass is always half empty. The Downer maintains a consistently negative, stifling presence and constantly spreads the bad news to everyone else.

*Turn around these negative types before they  
rain on everyone's parade!*

## The Minimalist

Apathetic and low-performing, these unmotivated workers can be counted on to give the bare minimum (or even less). They make an art out of turning in mediocre performances poor enough to frustrate managers ... but passable enough to keep them employed!

*Motivate Minimalists to give you their best,  
without constant pushing and begging.*

## The Soap Star

Their continuing "soap opera" of personal problems not only hurts their own productivity, but distracts sympathetic coworkers who get drawn into their never-ending predicaments and problems.

*Prevent this "show-stopper" from letting  
personal crisis get in the way of  
professional performance.*

## The Itch

They need constant attention, reassurance and feedback ... and take so much energy and time to manage, you often find yourself sacrificing your job responsibilities to help them meet theirs!

*Master strategies to get The Itches off your back,  
working more independently and making their  
own decisions.*

## The Smarty-Pants

Challenges your management authority openly and forcefully, constantly questions management decisions and creates a harmful undercurrent of "anti-management" chatter.

*Get rid of the contentious mentality The Smarty-  
Pants promotes, and start working together toward  
mutual goals.*

## Enroll Today!

# Seminar Highlights

**Program: 9:00 a.m. to 4:00 p.m.**

## **What It Is and How It Evolves:**

*The hallmarks and causes of the bad attitude and unacceptable behavior*

- Setting the bar: how to easily recognize a discrepancy between performance expectations and actual behavior
- Rare or repeating? How to know if a problem is a one-time occurrence or a chronic, disruptive behavior that *demand*s your prompt attention!
- Backtracking from symptoms to causes: environmental factors that can lead to serious problems
- Trouble brewing? How astute managers spot performance and behavior problems at the start
- Are *you* part of the problem? Insightful self-analysis to give you an unbiased view of your own role
- How to pinpoint a difficult employee's effect on coworkers and the organization and choose the appropriate course of action
- Are you actually rewarding poor behavior and performance? You may be shocked at the answer!
- Making your requirements clear: definitively communicating your expectations to an employee who's falling short
- Searching for clues: how to gently question employees to uncover a problem's cause
- When emotions run high: getting at the real truth when dealing with sensitive issues and people
- Are coworkers taking sides? How to get everyone's perspective while remaining neutral and fair
- When the real problem's not obvious: clever communication techniques to root out simmering conflicts and resentments

## **Taking Effective, Decisive Action:**

*How to manage conflict and counsel for improved performance*

- Eliminating the obvious: how to ensure a skill deficiency or lack of resources isn't the source of trouble
- The team-play technique: a way to involve employees in forging a solution and guarantee they buy into the plan
- You set the pace: modeling a behavior standard employees respect and imitate
- Red flags that foreshadow serious communication gaps and misunderstandings
- Communicating despite conflict: smart ways to overcome anger, hostility and other emotions that can arise during counseling
- Personality conflict? How to deal with this often misunderstood problem and forge a truce in the most bitter relationships
- Coach or counsel? The difference between these two vital techniques and when to use each
- Positive *and* negative feedback: why you need to know both approaches and how to avoid common feedback blunders
- Downers, Gossips, Excuse Artists, Back-Stabbers, Soap Stars and many others! Assertive strategies for the commonly encountered problem types!
- Choosing your approach: an easy model to determine the best way to confront and correct an attitude problem
- How to stop a bad attitude from spreading like wildfire and affecting an entire workgroup!
- Proven counseling techniques to get results, even with long-standing, seemingly hopeless performance problems!

*How to Supervise*

## **Bad Attitudes and Negative Behaviors**

## Using Firm, Assertive Tactics:

### *How to discipline to correct performance problems*

- Positive Intervention: how savvy managers use this technique to correct even complex performance issues
- Step-by-step discipline: a formal, progressive process every manager should know, practice and document every single time
- Can you handle it alone? Three situations always requiring outside intervention
- Bad attitude or just strongly opinionated? How to know when someone crosses the line
- Cover yourself! Specific documentation to legally protect you if your actions are questioned later
- An airtight warning: essential elements every warning (verbal or written) should contain
- Yes, you can discipline positively! How to do it while maintaining employee morale, loyalty and self-confidence
- Corrupt criticism: types of harmful criticism never to use when disciplining an employee
- Are you viewed as fair and consistent? How to avoid the perception you're singling out certain employees for discipline
- Will training help? Situations in which employee training can overcome problems and how to measure its success
- A dose of realism: how to develop reasonable, reachable expectations in employee improvement plans
- The problem performer as ally: how to get any worker to buy in and strive for improved performance!

## Taking the Last Resort:

### *How to safely terminate employees when all else fails*

- When to keep trying and when to give up: how to know when you've passed the point of no return
- Before blaming and finger-pointing: forcing employees to accept responsibility for the actions triggering formal termination processes
- When immediate termination is warranted and how to handle these explosive cases
- Softening the blow: how to terminate without zapping someone's dignity and self-respect
- A tough task: how to keep emotions in check and maintain your focus and professionalism when you must terminate
- Don't say this! Verbal termination mistakes that can land you in a lawyer's office!
- A termination checklist: a valuable tool to ensure you've covered all of the details and followed a fair and complete process
- A warning about exceptions: what management experts say about deviating from established company practice and procedure
- A fail-safe legal shield: how to build a fully and legally defensible termination case
- Put it in writing! Documentation that will hold up to the toughest legal scrutiny

## Recovery and Rebuilding Strategies:

### *Forging ahead after change, upheaval and problem-solving*

- Managing the "survivors:" how to prevent a termination from hurting the attitude and morale of coworkers
- How to strengthen self-respect and increase the value of your good performers while avoiding common traps that can harm their performance
- The Open Communication model: a tested and proven approach to encourage higher morale and productivity

**Enroll Today!**

# 15 Ways This Seminar Pays!

1. Clever tricks to uncover hidden causes of performance problems!
2. Too much moaning and groaning? How to set the pace for a more positive workplace.
3. What you can do to make the problem person an “equal partner” in the solution.
4. How some managers inadvertently encourage, even reward, bad behavior!
5. Intervention techniques to put a halt to dangerously escalating situations.
6. You can criticize ... but not like this! Harmful criticism to avoid at all costs.
7. Are you singling out certain employees? Why this looks bad and hurts morale.
8. Effective warnings: exactly what verbal or written warnings should contain.
9. Positive and negative feedback: how to know which approach is appropriate.
10. Warning: workplace resentments can lead to violence ... how to avoid this worst possible scenario.
11. When to get outside help: situations you should never tackle on your own.
12. How to react when someone challenges your authority or instructions.
13. The first thing to do when a person reacts with anger or hostility.
14. What to do when personality conflicts ruin working relationships.
15. Common “failure points” in discipline situations and how to avoid them.

*How to Supervise*  
**Bad Attitudes and  
Negative Behaviors**

## What about CAUSES?

Why do people act the way they do? Why do they say the wrong things, let you and coworkers down or behave in negative and damaging ways? Before you can confront and deal with unacceptable behavior, you must know where it comes from and how to stop it at its source. If you’ve ever found yourself struggling to understand such complex and puzzling behavior this seminar will enlighten and inform you. You’ll be better prepared to tackle behavior problems when you understand why and how they evolve.

## How do I COACH AND COUNSEL?

Although there’s rarely an easy fix for behavior and performance problems, there are proven processes to turn the tide and reverse bad situations. You’ll learn the basics of counseling and coaching employees and the latest intervention techniques to meet problems head-on before the situation reaches crisis stage. You’ll discover various strategies and tactics, including ways to choose the right approach for a specific individual. Step-by-step, you’ll learn how to deal confidently and decisively with even the most frustrating situations.

## When should I DISCIPLINE?

When you are dealing with problem employees, you’re walking on potentially dangerous ground. Done right, discipline can turn a deteriorating relationship around; done wrong, discipline can create a bigger mess than the one you started with! You’ll learn how to be positive, productive and assertive in disciplinary situations, while still being firm, fair and in control. Don’t risk taking the wrong approach in this highly charged setting! Equip yourself with the skills and knowledge to handle it right — this time and every time.

## What about TERMINATION?

In a small number of cases, there’s simply nothing you can do to change or reverse unacceptable employee behavior and termination becomes your only option. If you find yourself in this situation, don’t confront it without the strategies, tactics and skills this seminar offers! You’ll learn how to terminate legally, fairly and professionally — without guilt or blame — while maintaining morale among the remaining workers. You’ll know exactly how to prepare, proceed and rebuild.

# 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.

## 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.pryor.com/faq.asp#agerequirements>.
- Please, no audio or video recording.
- 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 4 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 Fred Pryor seminar 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.

## GUARANTEED RESULTS!

All of our seminars are **100% SATISFACTION GUARANTEED!** We're confident this workshop will provide you with the tips and techniques you need to handle unacceptable employee behavior. If for any reason you are dissatisfied, send us a letter (Attn: Customer Relations) within 30 days of your workshop 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*.

## CONTINUING EDUCATION UNITS (CEUs)

Fred Pryor Seminars 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.**

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## HRCI RECERTIFICATION CREDITS (HRCI)

This program has been approved for recertification credit hours through the HR Certification Institute. For more information about certification or recertification, please visit the HR Certification Institute homepage at [www.hrci.org](http://www.hrci.org). This course qualifies for 5.5 HRCI recertification credits.

## PROFESSIONAL DEVELOPMENT CREDITS (PDCs)

Fred Pryor Seminars and CareerTrack, divisions of Pryor Learning are recognized by SHRM to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). This program is valid for 6 PDCs. For more information about certification or recertification, please visit [shrmcertification.org](http://shrmcertification.org).

## COMPLETION & CONTINUING EDUCATION CERTIFICATES

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

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