

PREVIEW GUIDE



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

Background Information

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*

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

- The **DVD** presentation illustrates the problem of workplace discipline and outlines a series of steps managers can take to practice Positive Discipline.
- 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.
- **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.
- **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** Reference Card (10 copies) provides participants with rapid access to some of the key points and skills covered in the workshop, once they return to their jobs.

Positive Discipline:

How to Resolve Tough Performance Problems
Quickly...and Permanently

SAMPLE PAGES FROM LEADER'S GUIDE

PRESENTS

POSITIVE DISCIPLINE

How to Resolve Tough Performance Problems
Quickly...and Permanently

LEADER'S GUIDE

*Leadership is the art of getting someone else to do what you want done
because they want to do it*

– Dwight D. Eisenhower

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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

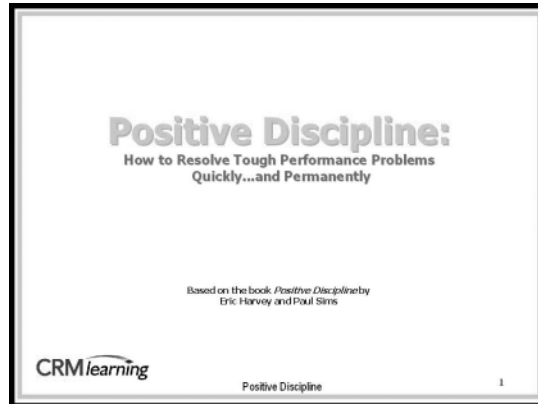
Workshop Segment	Handout	Duration (min)
Workshop Introduction <ul style="list-style-type: none"> • Workshop Purpose • Objectives, Ground Rules and Logistics • Participant Introductions 	Worksheet A	10 minutes
Activity 1: Redefining Discipline <ul style="list-style-type: none"> • Participants define discipline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



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?

For more information...

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