

FOUR LEVELS OF DISCIPLINE V2.4



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MODULE INTRODUCTION:

FOUR (4) LEVELS OF DISCIPLINE

Learn better faster

The concepts and ideas within each module are provided as suggestions and should be adapted to fit your unique environment, personality, and style, while still preserving the core value of the information presented.

Your workbook includes ample white space for you to jot down personal notes, thoughts, or ideas you may want to put into practice.

The workbook is designed to be completed in combination with the video.

Have fun and enjoy yourself.

To make sure you get the most out of this course, please ensure you're fully prepared to begin. Here's a quick checklist to help you get ready:

1. **Tools and Materials:** Have pens, and any required textbooks or resources organised and easily accessible.
2. **Time Management:** Schedule dedicated time for each module in advance. Block out these periods in your calendar to avoid interruptions.
3. **Distraction-Free Environment:** Choose a quiet space where you can focus solely on the course material, minimizing distractions from phone calls, emails, or other activities.
4. **Progress Tracking:** Consider keeping a checklist or journal to track your completion of each module or refer to your portal which will help keep you motivated and organised.
5. **Complete the quiz**

Remember, this learning platform offers resources that you can access anytime.

Don't hesitate to reach out to Graham anytime if you want to explore this topic further, clarify any questions, or share your thoughts. He's here to assist you!

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We're excited to embark on this journey together and support each other in developing your service advisor understanding to make the experience more fulfilling and fun.

Let's get started!

FOUR LEVELS OF DISCIPLINE



FOUR LEVELS OF DISCIPLINE

1. CONSTRUCTIVE NEGATIVE FEEDBACK
2. REDIRECTION
3. THE 2 MINUTE CHALLENGE
4. POSITIVE DISCIPLINE

INTERVENTION RULE OF THUMB

HAPPENS ONCE: Constructive negative feedback

HAPPENS TWICE: Redirection

HAPPENS THREE TIMES: The 2 Minute Challenge

MORE THAN THREE: Positive Discipline

At any level of these interventions, you can be more formal and instigate verbal and written warnings but if this is the case get advice from HR to ensure you are being fair and legal.

LEVEL 1: CONSTRUCTIVE NEGATIVE FEEDBACK



What you do	Why you do it?	How you do it?
Explain the problem	They are clear what it is about	"When you..."
Link the behaviour to SOP, KPI and the business expectations	Clearly outline why it is a problem	"It is a problem (Concern) because..."
Reconfirm the expectations	Reset expectations	"What I want you to do in the future is..."
Check if there is anything else you have not considered	This is about their behaviour and check there are no circumstances you should know about	"Is that fair enough and is there anything I can do to help?"

LEVEL 2: REDIRECTION



What you do	Why you do it?	How you do it?
Explain the problem without blame	As this is the second level it is important to point that out because the intervention has now escalated	"We have talked about this recently, but the behaviour has not improved"
Express to negative impact on the business	It is not about them personally but about the business expectations	"When this continually happens, it makes it difficult for us to be productive" Keep in context
Take some blame yourself	Takes the pressure of the employee slightly and allows you to proceed without them being defensive	"Now I am happy to accept maybe I did not make it clear to you what is expected"
Explain the expectations to make it clear	The employee needs to understand and accept what their required to do	"Let's work together to reach complete agreement on what you are required to do moving forward"
End with a positive if possible but not to diminish the effect of the meeting	It is about their behaviour and not about them personally	"Now I am sure we can move forward from here and I look forward to celebrating the outcomes with you"

LEVEL 3: THE TWO MINUTE CHALLENGE* (watch the video)



When a behaviour is consistent and you have mentioned the problem but after a lot of promises the poor behaviour continues

2-minute challenge (Do not skip a step)

- 1. STATE WHAT YOU HAVE OBSERVED**
- 2. WAIT FOR A RESPONSE**
- 3. REMIND THEM OF THE GOAL**
- 4. ASK FOR THEIR SPECIFIC SOLUTION**
- 5. AGREE TOGETHER**

1. STATE WHAT YOU HAVE OBSERVED

"You are late for the meeting and that is 3 out of the last 4" (Sometimes they already know but still point it out).

2. WAIT FOR A RESPONSE

Recognise side-tracks and stay on track.

3. REMIND THEM OF THE GOAL

"We expect you be on time every time."

4. ASK THEM FOR A SPECIFIC SOLUTION

"What exactly will you do to be on time from now on?"

5. AGREE TOGETHER

"We start at 0800 and it is important for you to be here on time."

FOLLOW UP

It is important to follow up and check the promises are being kept. If not, you may have to move to the next level - Positive Discipline.

LEVEL FOUR: POSITIVE DISCIPLINE* (watch the video)

The meeting must now be in writing and can be the first or second warning. At worst, the situation is clear if the behaviour continues beyond this level a verbal warning must be next and the employee must be made aware their employment is now in jeopardy.

STEPS IN WRITING

1. IDENTIFY THE GAP/PROBLEM
2. ANALYSE THE PROBLEM
3. DISCUSS THE PROBLEM
4. DOCUMENT THE DISCUSSION
5. FOLLOW UP AND MONITOR RESULTS

IDENTIFY THE GAP/PROBLEM

NOTES

When you see it act.
The gap is desired verses the actual.
Stick to the facts not opinions and conclusions.
They can be disputed and may look like an attack.
Stay focused on the real issue at hand.

ANALYSE THE PROBLEM

How bad is the problem.
Determine the impact.
Determine the consequences.
Check past practices.
What type of discussion is appropriate.

DISCUSS THE PROBLEM

Time to talk in private.
The goal is to reach a positive outcome.
Use a non-accusatory tone.
I have some concerns I want to share with you.
My hope is we can reach a positive solution as you are a valuable member of the team.
Calm, brief and to the point.
State desired and actual performance.
Ask what is going on.
Listen for a legitimate reason.
Ask for a specific solution.
Go over the consequences.

FIND SOLUTIONS

It is their responsibility to resolve the problem.
1. What specifically will you do?
2. Can you think of anything that will prevent you from doing what you agreed to?
3. Will you do it?
Beware of statements that are not concrete.

DOCUMENT THE DISCUSSION AND FOLLOW UP

Document the discussion.
Share your notes at the end of the discussion.
Summarise what actions are to be undertaken.
Follow up.



Think of a recent situation where positive discipline was required. Use the template below to evaluate how you handled the disciplinary actions and reflect on what you would change or do differently.

POSITIVE DISCIPLINE TEMPLATE

Desired performance	Actual performance	Gap
Determine impact	Determine consequences	Action required
Check past practices	What type of discussion to have	Deadlines
Discuss the problem in private		
Non- accusatory tone: State desired performance and watch for side-tracks. "Ask what is going on?" Listen for a legitimate reason. Ask for agreement for them to solve the problem. If no agreement review impact, then ask for agreement a second time if still no positive feedback explain the consequences list. Find solutions (They must produce them). What specifically will you do (Be aware of try words) Offer suggestions if necessary. Can you think of anything that will prevent you from doing what you agreed to do? Will you do it? Document: Write down a summary and give a copy to the employee. Follow up and monitor (Praise progress).		

The desired outcome is for the employee to improve and develop not to be fired but at the end of the day if the that is not achieved, they will fire themselves.



REFLECTION

Now that you've watched the video and completed the workbook, it's time to reflect on what you've learned from this module.

Reflecting on and reviewing information helps solidify what you've covered, supporting a deeper and more lasting understanding.

To get the most from your learning, take your time as you complete the review section.

Engage fully with each question—whether you're writing, discussing, or creating a visual summary. This process will reinforce your understanding and make it easier to apply these concepts in the future.

Please complete these questions.

What did you learn from this module?

What behaviour will you change based on learning?

How can you apply this knowledge in your role?

THE QUIZ

The quiz is available for you to review before completing your course online, or for you to complete if you're not taking the course online. **Tick the correct answer**

1. Redirection is the best level of discipline if the employee made the same mistake, how many
Once (1) ☐
Twice (2) ☐
Three times (3) ☐
Four times (4) ☐

2. In constructive negative feedback, you should start with what?
Introduce yourself ☐
Tell them what they do right ☐
Explain the problem without blame ☐
Complaining ☐

3. What is the third (3rd) level of discipline?
Redirection ☐
The two (2) minute challenge ☐
Constructive negative feedback ☐
Positive discipline ☐

4. How many steps are in positive discipline
One (1) ☐
Two (2) ☐
Three (3) ☐
Four (4) ☐
Five (5) ☐

5. Conducting a discipline discussion should be done in private
True ☐
False ☐

6. What is the desired outcome of positive discipline?
Employee development ☐
Employee reprimand ☐
Employee warning ☐
Employee termination ☐

NOTES AND QUESTIONS

Use this section for any additional thoughts or information or if you have any questions that you would like to discuss.

ABOUT US

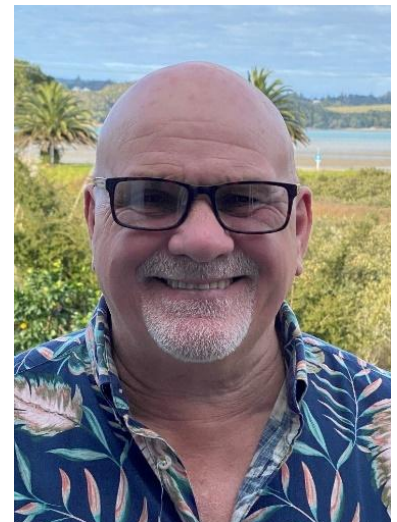
Graham (GTE) leads over 100 workshops annually, focusing on leadership, sales, fixed operations, and customer experience. He's the founder of Success Resources International, a Registered Training Organisation based in Brisbane, and the Managing Director of GTE Training and Development in New Zealand.

Originally from North Wales, Graham has spent 17 years in Australia (2001 – 2019) after more than two decades in New Zealand. His background includes service in both the Royal Navy and the Royal New Zealand Navy.

He's married to Shelley, a Kiwi from the Bay of Islands, and together they have two children Mackenzie and Gareth, along with four grandchildren: Hudson, Avyana, Reo and Vivienne.

Graham (GT) is a highly regarded coach and workshop facilitator specialising in leadership, sales, service and customer experience. He brings a wealth of expertise with the following qualifications:

- Advanced Diploma of Leadership and Management
- Diploma in Automotive Management
- Diploma of Training and Education and Design
- Certificate IV in Finance and Mortgage Broking
- Certificate IV in Business Sales
- New Zealand Certificate in Marketing
- NLP Practitioner



Graham's diverse skill set quips him to empower individuals and organisations to achieve their goals