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COURSE BROCHURE

Managing Underperformance, Conduct and Attitude Training Course

8 – 12 November 2027
Madrid

Managing Underperformance, Conduct and Attitude Training Course

Ref: 2533_96207 **Date:** 8 – 12 November 2027 **Location:** Madrid **Fees:** 5600 GBP

Managing Underperformance, Conduct and Attitude is a 1-week training course for line managers and human resources advisers who must turn concerns about output, behaviour or attitude into a fair, documented improvement path, ending with a performance improvement case file. Unaddressed shortfalls erode team morale, customer trust and managerial credibility, while rushed action invites grievances. Jupiter Prime Training delivers Managing Underperformance, Conduct and Attitude as a practice-led course.

Why Managing Underperformance, Conduct and Attitude Matters Now

Three forces shape this subject today. Hybrid and shift-based work makes behaviour harder to observe directly, so managers need sharper evidence habits. Employees expect transparent, respectful treatment and quickly escalate perceived unfairness. Senior leaders want problems resolved early, before they spread into absence, conflict or attrition. An organisation that handles concerns well protects productivity and keeps capable people engaged; one that handles them badly faces inconsistent outcomes, disputes and lost trust. The course rests on the familiar performance cycle of expectation, observation, feedback, support and review.

Who Gains Most from Managing Underperformance, Conduct and Attitude

- People leaders who set daily targets and must act when output slips
- Supervisors responsible for behaviour standards on the shop floor or service desk
- Human resources advisers who coach managers through capability and conduct cases
- Team leaders newly accountable for appraisals and probation decisions
- Departmental heads who sign off improvement outcomes and escalations

Line management teams that attend alongside their human resources partner gain most, because they leave with one shared approach to evidence, feedback and case documentation.

Managing Underperformance, Conduct and Attitude Capabilities

Participants practise separating skill gaps from will gaps and matching each to a proportionate, documented response.

- Specify measurable role expectations and behaviour standards — the basis for every later judgement
- Assess observed evidence against those standards — the decision whether a concern is real
- Apply structured feedback conversations — the employee's understanding of what must change
- Distinguish capability shortfalls from misconduct and attitude issues — the choice of route
- Design a time-bound improvement plan with support and checkpoints — the review panel

- Build a defensible case record — human resources and any appeal hearing

Key Managing Underperformance, Conduct and Attitude Terms

- Capability concern — A shortfall caused by lack of skill, knowledge or aptitude rather than deliberate choice by the employee.
- Misconduct — Behaviour that breaches a known rule or standard, handled through the organisation's disciplinary route.
- Behavioural evidence — Dated, specific observations of what a person said or did, free from opinion or labels.
- Performance improvement plan — A written, time-bound agreement setting targets, support and review points for an employee.
- Informal stage — Early, documented conversations that try to resolve a concern before any formal process begins.
- Case file — The organised record of expectations, evidence, meetings, support and outcomes for one improvement case.

Managing Underperformance, Conduct and Attitude Day by Day

Day 1: Expectations and the Roots of Shortfall

- Role Profiles and Output Standards — What Good Looks Like
- Behaviour Charters and Team Norms — Acceptable Conduct Boundaries
- Skill Versus Will Diagnosis — Choosing the Right Response Route
- Root Cause Interviews — Separating Personal, Workload and System Factors
- Policy Mapping Grid — Capability, Conduct and Grievance Routes

Day 2: Observing and Recording Behaviour

- Behavioural Observation Logs — Evidence Instead of Impressions
- Specific Example Writing — Removing Labels and Assumptions
- Output Trend Sheets — Spotting Patterns Over Several Weeks
- Bias Checks in Judgement — Consistency Across Team Members
- Attendance and Timekeeping Records — When Patterns Need Action

Day 3: Feedback Conversations That Shift Behaviour

- Observation-Based Feedback Statements — Clear Messages Without Blame
- Difficult Conversation Planning Sheet — Anticipating Resistance and Emotion
- Active Listening and Questioning — Uncovering Hidden Obstacles
- Addressing Negative Attitude and Cynicism — Restoring Team Climate
- Informal Stage Letters — Recording Agreed Next Steps

Day 4: Improvement Plans and Formal Routes

- Measurable Improvement Targets — Fair, Achievable Change Within a Period
- Support Menus: Coaching, Training, Adjustments — Removing Barriers
- Review Meeting Scripts — Judging Progress Against Targets
- Formal Hearing Preparation — Accompaniment, Notice and Neutral Chairing
- Outcome Options and Appeals — Extension, Redeployment or Sanction

Day 5: Practising the Performance Improvement Case File

- Case Simulation: Retail Sales Shortfall — Applying Diagnosis and Evidence
- Case Simulation: Hospital Ward Conduct Concern — Applying Feedback Methods
- Peer Review of Improvement Plans — Testing Fairness and Clarity
- Manager and Adviser Role Split — Agreeing Ownership of Each Stage
- Performance Improvement Case File — Completing the Final Record

Applying Managing Underperformance, Conduct and Attitude After the Course

- Run a behaviour charter session and log team observations against it for four weeks
- Open one live performance improvement case file using the evidence log, feedback record and review scripts

Managing Underperformance, Conduct and Attitude Questions FAQ

What is managing underperformance, conduct and attitude, and why does it matter now?

It is the disciplined handling of output, behaviour and attitude concerns through clear expectations, evidence, feedback and improvement plans. It matters now because dispersed teams and higher fairness expectations make informal, inconsistent handling risky for morale and for the organisation.

Which roles gain most from managing underperformance, conduct and attitude skills?

Line managers, supervisors and team leaders gain most, along with human resources advisers who guide them. Anyone who sets targets, observes daily behaviour or chairs review meetings will use the methods within weeks of returning.

How does a managing underperformance, conduct and attitude course differ from a performance system design course?

It works at the level of the individual case rather than the organisation-wide appraisal system. You practise conversations, evidence logs and improvement plans for one employee, not rating scales, calibration or system architecture.

What do you bring back from managing underperformance, conduct and attitude training?

You bring back a completed case file template, an observation log, feedback planning sheets and review meeting scripts. Together they let you open, run and close an improvement case consistently with your human resources partner.

Managing Underperformance, Conduct and Attitude: The Way Forward

The performance improvement case file is the first tool to put to work. It informs the decision whether a concern should stay informal or move to a formal improvement plan, and it is used jointly by the line manager and the human resources adviser. After its first use, revisit how early evidence was gathered and whether feedback came soon enough to change the outcome.