

SKILLS FOR SUPERVISORS AND FIRST LINE MANAGERS

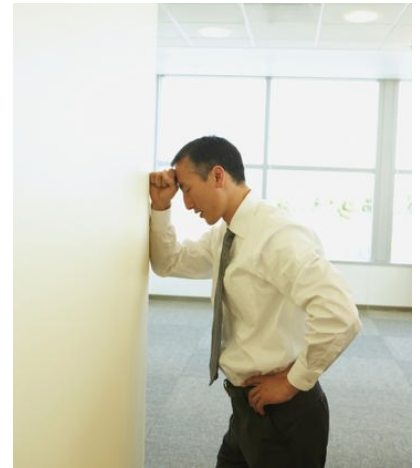
Introduction

Do you worry about making the transition from an operational role to a supervisory or first-line management one? Do you fear that you currently just don't possess the skills and presence to command the respect of a team?

This 4 day course will help you understand and practice the behavioural skills to supervise people and their performance. It will give you the **tools and the confidence to make an early impact** or to re-build your reputation and command respect if you are finding team supervision difficult.

It will equip you with tools and techniques of performance standard and objective setting as a foundation for good supervision. It will then **train you in a method of supervisory intervention** – helping you making decisions about how little or how much you need to intervene in a work task to get your people performing to their optimum.

You will learn how **to deal assertively with conflict and problem situations** and you will be trained to make clear, assertive interventions to turn around performance. At the same time you will learn how to actively praise people to take their performance to higher levels and develop them as people.



Finally you will become better equipped to **manage your workload and the stresses and strains** that naturally come with a move into the field of supervising others.

Course Objectives

By the end of this course you will have learned to:

- Deploy a range of supervisory skills to improve your people's performance
- Define the difference between operational and supervisory roles and understand the personal implications of the move from the latter to the former
- Use your personal style to command the respect and commitment of your team
- Set and monitor clear, motivating objectives
- Explain what motivates you and describe ways to motivate others effectively
- Deploy the latest motivation techniques to get the best from their people
- Understanding aspects of your own communication style – what works and what doesn't and what changes they can make to be more effective
- Apply a model for supervisory intervention that ensures more work gets effectively delegated
- Consciously optimise your time and task management and teach the same principles
- Deal with conflict and under-performance in a professional, productive manner
- Use a range of techniques to communicate efficiently and effectively with your team from one-to-ones to team meetings

Training Methodology

Participants will receive thorough training using a variety of proven adult learning teaching and facilitation techniques. Course methodology includes self and employee assessment diagnostics, video presentations, case studies, participative discussions.

There will be a particular focus on practicing the repertoire of supervisory behavioural skills through experiential activities and scenario building forums.

Personal Impact

The course will give you the confidence, energy and skills to build and develop the performance of your employees. Specifically you will:

- Have identified key organisational objectives and be able to articulate them to your team members
- Be able to communicate the priorities within these objectives
- Have created a robust system for objectives allocation that plays to team members strengths
- Develop fluency in an objective setting method to manage formally and informally
- Have created a clear set of metrics against each objective to ensure that team members understand them and are set fair to achieve them.
- Confidently apply techniques of motivation and structured feedback to help turn around under-performing team members
- Develop your assertiveness to improve your ability to control inter-personal performance situations that may previously have caused you anxiety and stress
- Gain increased respect from your employees as you seek to help them fulfill their potential
- Transfer the skills learned in the course to getting increased productivity from people outside your team such as suppliers and customers
- Enhance your career prospects by developing successful high-performing people that catch the attention of organisational leaders



COURSE OUTLINE

DAY ONE

KNOWING THE ROLE – THE ESSENCE OF SUPERVISION

- **What is a supervisor?**
- “Doing” v “Supervising” and **the pitfalls of “re-lapsing” into “Doing”**
- **What is “performance”** – what does it mean/ not mean? How can it be changed?
- Making the **transition from “Operational Employee” to “Supervisor”**
- Outline the skills of an effective supervisor and **rate your strengths and development areas** against them.
- **Build a plan** to strengthen your strengths further and contain your weaknesses
- Learn to **avoid the most common mistakes in supervision**

KNOWING YOURSELF – CHALLENGING YOURSELF TO HIGHER PERFORMANCE

- Know yourself and **your role as a performance manager** - your strengths and style

- Examine and **challenge the impact of your belief system and your limiting beliefs around peoples' performance**
- **"Sell" a results culture to the team** – Role model and build an achievement culture

BUILDING THE FOUNDATIONS OF DAY-TO-DAY SUPERVISION – STANDARDS & OBJECTIVES

- **Understand what "standards" are** and how to set them
- **Avoid developing poor methods of objectives setting** that don't impact on performance
- Deploy the **PERCONSTAN** (Performance, Conditions, Standards) method of objective setting. Use SMART as a cross-check on PERCONSTAN objectives

DAY TWO

DEVELOPING EMPLOYEE ENGAGEMENT AND MOTIVATION

- Examine **why individuals' performance varies**
- What the **research behind "engagement"** means for your supervisory style
- **Deploy the lessons of motivational theory** in supervising your people
 - Historical models for a process and production environment
 - Models for a knowledge-based work environment
- Examine day-to-day **methods of motivation and reward**
- Apply a smart approach to getting the best out of your people – **matching supervisory interventions to individuals' preferred work style**
- Hold meaningful **performance conversations** - adopt a structure for conducting regular one to one performance chats
- Run **team meetings that develop employees' skills, motivation and participation**

APPLYING POWERFUL COMMUNICATION TECHNIQUES

- Fine tune your **listening and questioning skills**
- Identify and **use powerful language**
- Know **what your "personal brand" says about you** and how to increase your impact
- Design, develop and deliver powerful presentations

USING MANAGEMENT MODELS TO HELP STRUCTURE EMPLOYEE CONVERSATIONS

- Apply a simple **model for coaching "on the run"**
- Discover **how servant leadership works**
- Deploy the **contingency and situational approach** to people management

DAY THREE

DEALING WITH THE EXTREMES OF PERFORMANCE – UNDER-PERFORMERS

- Establish the **causes of poor performance**
- Understand **your role as a supervisor in poor performance** – to what extent your style in the past has been partly responsible
- Understand **your preferred style in dealing with conflict**, under-performers and difficult people and learn to apply a model to improve your conflict management skills
- **Develop your assertiveness** to make early challenges and take action on poor performance
- **Apply a feedback model to bring focus to performance** and re-align contributions
- **Hold a successful structured conversation** to improve poor performance

DEALING WITH THE EXTREMES OF PERFORMANCE – DEVELOP STAR PERFORMERS

- Witness the **power of positive feedback** on performance
- **Apply a model of praise** giving that motivates
- Examine the **options to develop people** and take their performance to the next level
- **Use star performers to develop the team**
- **Apply methods to celebrate employee progress and successes**

- Develop a **culture of team praise and celebration**

DAY FOUR

MANAGING YOUR TIME AND ACTIVITIES

- Understand **your personal time robbers** and develop methods to prevent them happening
- Actively use the **Eisenhower model of prioritizing**
- Deploy **techniques to delegate more**

MANAGING YOUR LEVELS OF ENERGY AND STRESS

- Be able to recognise **when your body and mind are becoming unproductive**
- Practice **short, sharp activities to re-energise** yourself and your team
- Become a **self-management role model** for your team

DEVELOPING YOUR PLAN FOR SUPERVISORY EXCELLENCE

- List your **“Stop, Start and Continue” resolutions**
- **Partner with a “buddy”** on the course for mutual reinforcement of agreed changes