

Supervisory Leadership Development Series Overview

Purpose:

The Supervisory Leadership Development curriculum provides participants with the basics of proven supervisory methods and techniques needed for success in a leadership role including building and maintaining trust, effective communication, providing constructive feedback, reinforcing positive results, situational leadership, dealing with diversity in the workforce, conducting effective meetings, effectively introducing and dealing with change and handling one-on-one and team conflict. Each session lasts approximately 4 hours. This curriculum has been used effectively in multiple organizations and can be adapted to a particular client's needs.

Session Listings and Descriptions

The Supervisory Role: In this session, participants will learn or have reinforced what comprises the key role of a leader/supervisor in their organization including how expectations have expanded as the work environment has changed over time. This session will also contrast the different sources of power and establish the skills and approaches needed to build trust and make the most of the effective sources of power.

At the end of this session, participants will be able to:

- List general expectations for supervisors/team leaders
- List the specific expectations for supervisors/team leaders at SJWD
- Define power and identify the sources of power
- Distinguish between effective and ineffective sources of power
- Define trust and list the elements of trust
- List ways to build a foundation of trust with others

The Communication Process: In this session, participants will learn the elements of effective communication and the barriers that can disrupt the communication process. They will learn the different types of questions and statements and how and when to use each for greatest impact. They will learn how to use these tools effectively gather information from others and finally, how to convey their own ideas effectively.

At the end of this session, participants will be able to:

- Identify the components of an effective communication process
- List at least 4 barriers to effective communication
- Describe the impact of non-verbal & verbal communication
- List the steps for effectively gathering good information from others
- Discuss types of questions and statements and their effective use
- List the steps for getting your point across



Maximizing Performance: In this session, participants will learn the basics of motivation theory and identify and discuss the leadership actions and circumstances that promote high motivation. In addition, they will learn how to apply the Situational Leadership model to diagnose situations and apply the correct type and amount of intervention to promote or support improvement. Finally, they will learn how to use goal setting, praising, reprimands and other elements of contracting to improve an individual's or team's performance.

At the end of this session, participants will be able to:

- Explain the relationship between motive, stimulus, and behavior
- Identify factors influencing
- List indicators of motivation
- Describe the Situational Leadership Model
- Differentiate between Directive and Supportive Behaviors
- Identify the factors affecting development level
- Diagnose development level and identify appropriate leadership behaviors

Documenting Discipline: In this session, participants will learn the importance of documentation in discipline as well as how to apply the FOSA (Facts, Objectives, Solutions, Actions) model when dealing with problems such as attendance/tardiness, poor performance, attitude problems, or rule violations. Finally, participants will learn the effective use of the six steps of progressive discipline.

At the end of this session, participants will be able to:

- Define discipline and its intent
- List at least 4 reasons why documentation is important
- Describe the elements of the FOSA Model for discipline
- Provide an overview of the organization's progressive discipline system
- Identify actions to address common discipline problems including:
 - A. Attendance
 - B. Performance
 - C. Attitude
 - D. Rule Violations



Valuing Diversity: In this session, participants are exposed to the many types of diversity that occur in today's workplace including those commonly recognized such as race, gender, age, and ethnicity as well as those often overlooked and just as important such as individual behavioral traits. They will learn the seven mindsets necessary to thrive in a diverse work environment. In preparation for this session, participants will be asked to complete the Profiles Performance Indicator and will receive an individual feedback report indicating their strengths as well as suggestions to improve their effectiveness during the session. In addition, a management report will be provided to their supervisor to aid in their management and development of the individual.

At the end of this session, participants will be able to:

- Recognize their own attitudes about issues impacting diversity
- Describe effective steps to confront and resolve biased or offensive behaviors
- List the impacts that behavioral traits have on work and social relationships
- List the key characteristics, preferences, limitations, and development opportunities for people like themselves
- Identify strategies that can make them more effective when working with individuals with different behavioral tendencies than themselves
- List the mindsets necessary for effective teamwork and collaboration in an organization

Effective Meetings and Managing Change: In this session, participants will learn the requirements of effective meetings beginning with planning and preparation prior to the meeting, conduct and techniques to use during the meeting, effectively concluding the meeting, and steps to take after a meeting to ensure results. In the second half of this session, participants will learn the steps necessary to successfully introduce changes into the work environment.

At the end of this session, participants will be able to:

- Identify the Fours Ps for effective meetings
- List the critical steps for meeting leadership before, during, and at the conclusion of the meeting
- List and describe the requirements of an effective meeting agenda
- Describe the Parking Lot technique and how and when it should be used
- Describe consensus
- List at least four situations when consensus decision making is appropriate
- Describe the conditions for achieving consensus



One-on-One and Group Conflict: In this session, participants will learn how to identify the underlying cause or causes of one-on-one and group conflicts and what is necessary to successfully address each cause. They will also learn different approaches to conflict, the situations where each approach is most effective and advantages and shortcomings of each approach.

At the end of this session, participants will be able to:

- Identify the source(s) of conflict, both individual and group
- Identify actions to address these sources
- Identify the steps necessary to resolve one-on-one conflict and initiate problem-solving
- Find a balance of assertiveness and cooperativeness needed to work through a conflict
- List the steps necessary to resolve a conflict through collaboration
- Utilize the DO's and DON'Ts of active listening to aid collaboration
- List possible clues to underlying group conflict
- Identify effective steps to address team conflict

Crucial Conversations This session is built around the ideas and skills found in the book *Crucial Conversations, Tools for Talking When the Stakes Are High*, a copy of which will be provided to all participants. After reading the book and having the concepts and skills reinforced in class, participants will have a chance to reinforce and apply Crucial Conversations principles to a real life situation that they choose. By applying these principles to their situation they will learn how to work through difficult challenges that occur in both work settings and their personal lives by:

- Spotting the issues on which they are stuck (and which remain unresolved)
- Starting with the right motives and clarifying what outcomes are really needed
- Recognizing the behaviors and other signs that a conversation has turned crucial
- Finding ways to make it safe for themselves and others to remain engaged in the conversation
- Understanding their emotions and reactions to situations
- Skillfully exploring the views, opinions and emotions of the others involved
- Moving to actions that address (and resolve) the issue



Effective Performance Evaluation: In this session, participants will learn the importance of proper preparation and execution of each element of a performance management system. They will learn that this begins with setting or clarifying performance expectations, continues through the year by providing ongoing measurement and feedback and then culminates in a year end performance evaluation without surprises for either manager or employee.

At the end of this session, participants will be able to:

- Identify the common things that go wrong with performance evaluations
- Identify the factors that make a Performance Evaluation effective
- List the benefits of effective performance evaluation for both supervisors and employees
- Describe why setting and/or clarifying performance expectations is a critical first step of performance management and what things to consider during this discussion
- Describe why ongoing measurement and feedback is necessary and how this can be accomplished.
- Utilize a supervisor's checklist to prepare for a performance evaluation
- Provide their employees with thought stimulators to help them do a self-assessment of their performance
- Identify approaches for conducting the performance evaluation discussion including the appropriate use of questions and statements to facilitate discussion
- List the typical pitfalls of Performance Evaluations that should be avoided