

## **Managing for Superior Results I: The Fundamentals of Supervision Course Summary**

### **Description**

This course introduces new managers and supervisors to the skills needed to lead their teams effectively and in addition to meet the expectations of senior management. Many new supervisors and managers achieve their success on the basis of their technical or operational merit but then need to achieve superior results through others. This training is designed to help you to make this important transition. The course is interactive and participative. The practical exercises are designed to help you to transfer the learning you gain during the course, back to the workplace.

### **Objectives**

At the end of this course, students will be able to:

- Avoid common pitfalls for new supervisors and managers
- Learn how to choose the right leadership style for any situation
- Use a model for developing and coaching employees
- Use a feedback model for giving negative feedback in a positive way
- Delegate work effectively
- Deal effectively with difficult behavior and unsatisfactory performance

### **Topics**

- Identifying the causes of unsatisfactory performance
- Understanding leadership styles
- Coaching for improved work performance
- Delegation
- Interpersonal skills
- Dealing with problem behavior

### **Audience**

This course is designed for those recently promoted or soon to be promoted into a supervisory or management role. Anyone currently in a management or supervisory role, who either needs a refresher course or who has had no formal training.

### **Prerequisites**

There are no prerequisites required for this course.

### **Duration**

Two days

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### **Course Outline**

- I. Identifying the causes of unsatisfactory performance**
  - A. Identifying how expectations are established
  - B. Analyzing performance problems
  - C. Defining the performance "gap"
- II. Understanding leadership styles**
  - A. Identifying four different leadership styles
  - B. Applying the model of situational leadership
  - C. Choosing the right leadership style for each situation
- III. Coaching for improved work performance**
  - A. Developing an effective coaching process
  - B. Identifying different learning styles
- IV. Delegation**
  - A. Identifying the barriers to delegation
  - B. Delegating effectively
  - C. Establishing performance measures
  - D. Monitoring performance and giving continuous feedback
- V. Interpersonal skills**
  - A. Understanding the barriers to effective communication
  - B. Developing active listening skills
  - C. Staying cool under fire: controlling strong emotions
  - D. Developing skills in giving and receiving feedback
- VI. Dealing with problem behavior**
  - A. Developing techniques for dealing with problem behavior
  - B. Conducting an effective counseling session
  - C. Using the feedback model to reach agreement and gain commitment
- VII. At the end of this seminar, you will be able to:**
  - A. Avoid common pitfalls for new supervisors and managers
  - B. Learn how to choose the right leadership style for any situation
  - C. Use a model for developing and coaching employees
  - D. Use a feedback model for giving negative feedback in a positive way
  - E. Delegate work effectively
  - F. Deal effectively with difficult behavior and unsatisfactory performance