SUPERVISION FUNDAMENTALS
## Management Training Guide

A GUIDE OUTLINING YOUR ROLE TO HELP INDIVIDUALS COMPLETE THE SUPERVISION FUNDAMENTALS CERTIFICATION

This guide outlines each workshop in the Supervision Fundamentals Certification. Individuals in certification deserve the **support** and **accountability** required to complete the training, and this guide will help you achieve both of these outcomes.

To your sustained success,

Kirby Sneen, President
Manufacturers Alliance
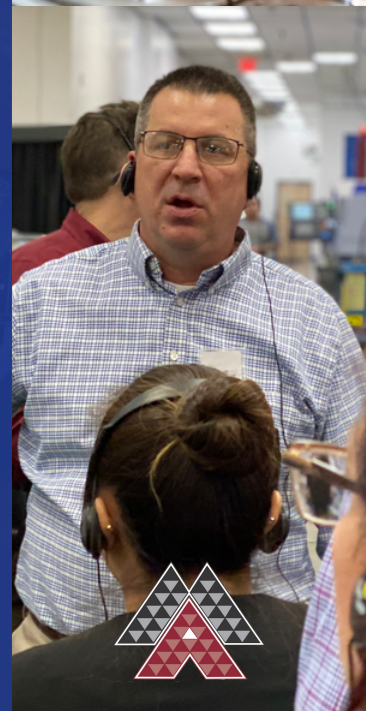
GETTING STARTED

1 Prepare your answers in each "Management Debrief" section.

2 Schedule a 15-minute meeting after each workshop with the person in certification to cover the management debrief section together.

3 Document the days your team member will be in training below:

The Role of the Leader: _____

Leadership Style & Versatility: _____

Conflict Communication & Collaboration: _____

Employee Performance Management: _____

Maximizing Team Performance: _____

Leading People Through Change: _____

THE ROLE OF THE LEADER

The purpose of this workshop is to develop an understanding of what is required to be an effective leader today. Individuals learn the multiple constituencies leaders must serve and the increased importance of communication skills as you focus on the challenges of getting work done through others.

Everyone has three primary needs and they have a strong bearing on your effectiveness and happiness in a job. The three needs are: Need for Achievement/Autonomy, Need for Affiliation, and the need for Power.

The Need for Achievement & Autonomy

The Need for Affiliation

The Need for Power

The guidelines for communicating expectations when delegating work include: Position the task in a way that fosters interest and motivation. You can do this by sharing why the task is important, clarifying the results and timeline, and providing the training and tools necessary.

The three most common reasons people resist change is because there is no perceived need, no perceived benefit, and there was a lack of involvement leaving them feeling left out when they should have had input.

MANAGEMENT DEBRIEF:

Ask: What is your primary motivation?

Share: My primary motivation is _____

Ask: What lesson from this workshop could be part of your project?

Ask: When will you take the test for this workshop?

LEADERSHIP STYLE & VERSATILITY

The purpose of this workshop is to develop an understanding of basic dimensions of human behavior, which create differences in communication styles (social style). Differences in social style can cause tension between people unless people learn to recognize, appreciate and modify their behavior in order to adapt to the differences. In this workshop people learn skills for improving versatility (adaptability) and managerial effectiveness. **There is no best style, what is important is how effective you are at being versatile.**

1 ANALYTICALS   **2 DRIVERS**   **3 AMIABLES**   **4 EXPRESSIVES**

TASK FOCUSED

ANALYTICAL
- Deliberate, thorough, logical
- Good listeners
- Serious/disciplined
- Cool and business-like
- Independent
- Focus on facts and logic
- Careful not to commit too quick

DRIVING
- Focused on facts
- Sure of their opinions
- Results oriented
- Take direct action
- Comfortable in charge
- Not afraid of taking risks
- Comfortable making quick decisions and focusing on results

ASK (INDIRECT) ← A S S E R T I V E N E S S → **TELL (DIRECT)**

R E S P O N S I V E N E S S

AMIABLE
- Open/receptive
- Unassuming and supportive
- Good listeners
- Easy to get along with
- Enjoy personal contact
- Like to coach and counsel others in achieving goals
- Provide positive support for the work others do

EXPRESSIVE
- Enthusiastic and inspiring
- Open about their feelings
- Enjoy interaction with others
- Create excitement and involvement
- Share ideas, dreams and enthusiasm
- Motivate, inspire and persuade

PEOPLE & RELATIONSHIPS FOCUSED

MANAGEMENT DEBRIEF:

Ask: What is your primary social style?

Share: My primary social style is _____

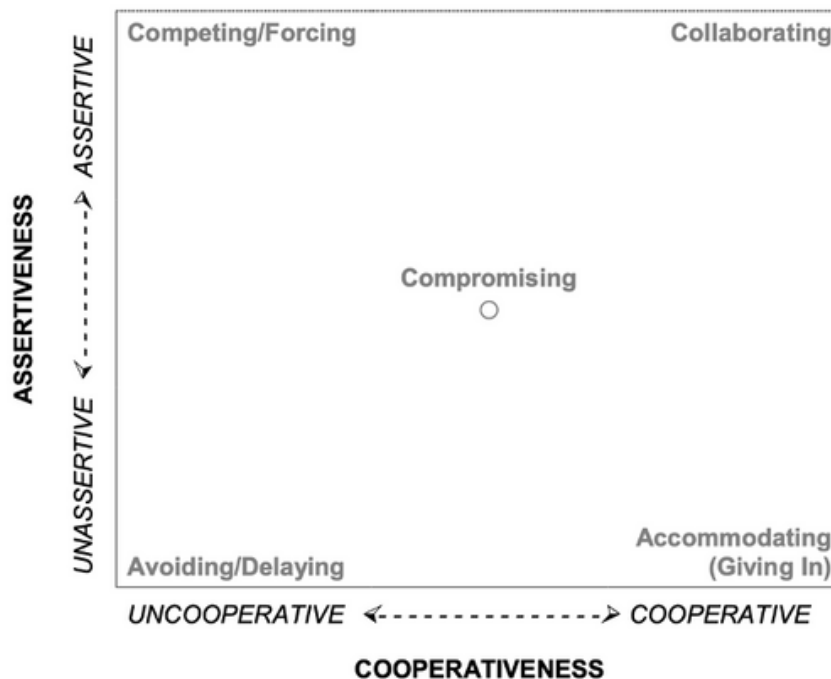**Ask:** What lesson from this workshop could be part of your project?
(Note: Their project statement will have been submitted so you can ask them to share that)

Ask: When will you take the test for this workshop?

CONFLICT COMMUNICATION & COLLABORATION

The purpose of this workshop is to provide tools and techniques for addressing and managing conflict in the workplace plus preventing unnecessary conflict through effective workplace communications. Participants will learn about the nature of conflict in the workplace, recognize its inevitability and increase their awareness of practices that can help prevent some types of unnecessary/unproductive conflict. The five primary "conflict-handling strategies" are:

MANAGEMENT DEBRIEF:

Ask: What conflict handling strategy do you use most and why?

Share: The conflict handling strategy I use is _____ the reason I use it is _____

Ask: What lesson from this workshop could be part of your project?

Ask: When will you take the test for this workshop?

EMPLOYEE PERFORMANCE MANAGEMENT & COACHING

The purpose of this workshop is to provide tools and techniques for dealing with human performance management and fostering both high performance and job satisfaction. The importance of providing **effective day-to-day feedback** will be emphasized.

Participants will be introduced to an Employee Success Assurance model and review various techniques for providing new employees with effective On-the-Job Training. They will also practice communicating clear performance expectations and constructing S.M.A.R.T.E.R. goals for employees (specific, measurable, attainable, relevant, time anchored, employee accepted and reviewed periodically).

Lastly, participants will gain tools for identifying what is rewarding to employees and identifying obstacles to **motivation.**
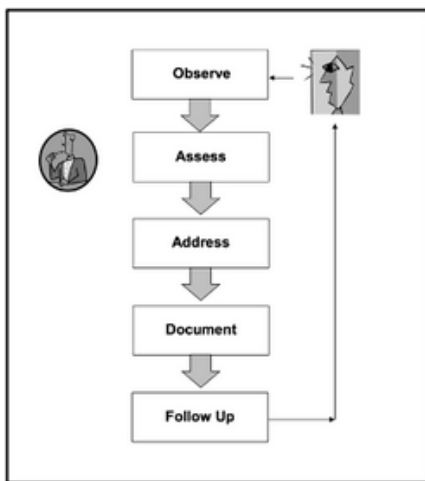
Top 10 Motivation Killers

1.   Not being listened to
2.   Lack of clear goals/purpose
3.   Responsibility without authority
4.   ***Lack of feedback***
5.   Poor information flow
6.   Uncorrected poor performance of co-workers
7.   Inadequate resources, including time
8.   Repetitious work
9.   Disorganization
10. Lack of closure – not allowed to finish one task before being moved to another

MANAGEMENT DEBRIEF:

Ask: In what situation could you apply the feedback model above?

Share: One thing that motivates me and one that demotivates me is _____

Ask: What lesson from this workshop could be part of your project?

Ask: When will you take the test for this workshop?

MAXIMIZING TEAM PERFORMANCE

The purpose of this workshop is to develop an understanding of the critical success factors for effective teams and teamwork.

Participants are introduced to a process for team building and a Teamwork Effectiveness Checklist. The Checklist is a tool which can be used back on the job to solicit work team members' feedback on how well their team is performing with regard to five critical elements for teamwork. Various techniques and strategies for improving teamwork effectiveness are provided to participants.

Clear Purpose and Shared Goals
- People are clear about the group's purpose and who its customers are.
- The group has clear, measurable, shared goals.

Clear Roles and Responsibilities
- People have clear understanding of/mutual agreement on who has what responsibilities.

Effective Group Processes
- **Team Communications**
  - Information is freely shared with and among group members.
  - The group plans and conducts effective meetings as needed.
  - The group has access to the data information needed to make sound decisions.
- **Shared Rewards and Recognition**
  - Rewards are shared for group success and goal achievement.
- **Effective Decision-Making Processes**
  - The team leader effectively chooses what level of involvement is appropriate for a decision and clearly communicates the type of decision-making process he/she is using.
  - People have authority to make decisions about the things closest to their responsibilities.
  - The group has a process for, and uses team tools to help with, decision-making.

Productive Interpersonal Relationships
- Team members demonstrate open and respectful communication with one another and act in ways that demonstrate and develop trust.

Effective Inter-Group Relations
- The team effectively communicates and collaborates with other organizational units.

MANAGEMENT DEBRIEF:

Ask: From the checklist, where is our team strong/weak?

Share: From the checklist, one area I think our team could improve is _____

Ask: What lesson from this workshop could be part of your project?
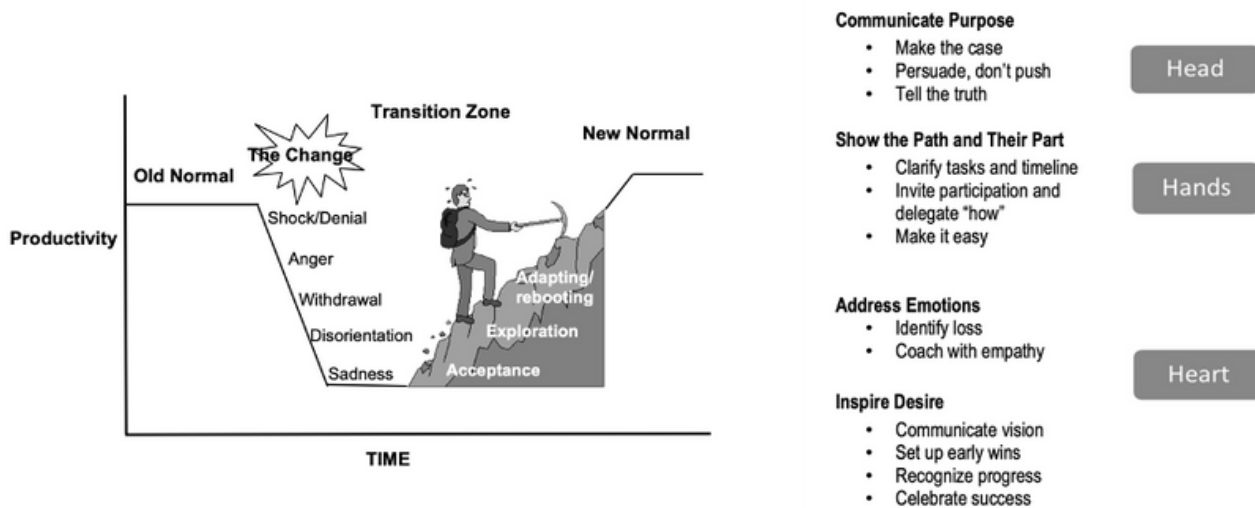
Ask: When will you take the test for this workshop?

LEADING PEOPLE THROUGH CHANGE

The purpose of this workshop is to increase your confidence and competence in managing natural resistance to change in order to effectively lead people through transitions to full productivity.

Participants are introduced to the difference between transition and change and why the difference matters. They will understand their role as a transition leader and how their performance in that role can favorably impact the time and energy required for people to make the transition from the old order to the new order.

Lastly, they will also be able to describe and use a roadmap of steps and activities to guide people through transitions at work and master ways to support and encourage movement toward the goals and purpose of change at work.

Communicate Purpose
- Make the case
- Persuade, don't push
- Tell the truth

Head

Show the Path and Their Part
- Clarify tasks and timeline
- Invite participation and delegate "how"
- Make it easy

Hands

Address Emotions
- Identify loss
- Coach with empathy

Inspire Desire
- Communicate vision
- Set up early wins
- Recognize progress
- Celebrate success

Heart

MANAGEMENT DEBRIEF:

Ask: How might you apply the change roadmap?

Share: One example of a change I led was _____

Ask: What lesson from this workshop could be part of your project?

Ask: When will you take the test for this workshop?

People attend training and experience a burst of better performance and more effective working relationships. The problem is that this doesn't last. Avoid the starts and stops by implementing a sustainment plan.

STEP 1:
Review their Supervision Fundamentals Project, discuss what went well and what didn't. Ask what you can do to help them continue to practice what they learned.

STEP 2:
Find three opportunities over the next 60 days to recognize how they have become a better leader. For example, if you observe them handling a difficult conversation well or leading a team meeting well, say it. The key here is to connect the learning from the training to their behavior change.

Over the next 90 days, meet with them three times so you can ask them how you can help them continue to apply what they learned.

STEP 3:
Identify one educational resource for continued learning and schedule time for them to consume it. Consider Podcasts, Webinars, and Peer Groups as ways the learning can continue. A few resources we suggest include:

- The Manufacturers Alliance Podcast
- Educational Webinars
- Benchmarking Peer Groups

To your sustained success,

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