

Supervisory Skills

This highly interactive five-day skill-building workshop will help your supervisors with these critical competencies:

UNDERSTANDING THE TRANSITION FROM *DOING* THE WORK TO *GETTING THINGS DONE THROUGH OTHERS*:

- < Describing the characteristics of "technical experts" - some to keep and some to let go.
- < Identifying the supervisor's job - the role of "supervisor" in today's organizations.
- < Getting the work done - the basic work plan; organization and motivation skills.
- < Developing people - getting the work done today while preparing for the future.
- < Delegating effectively - take the "delegation challenge."
- < Assessing supervisory skills - assessments and plans for development.

COACHING FOR EXCELLENT PERFORMANCE:

- < Setting challenging performance expectations - expecting *excellence* from everyone.
- < Providing continuous performance feedback.
- < Structuring reinforcement consequences.
- < Providing needed information and needed training.
- < Removing or minimizing task interference.
- < Planning for the continuing development of every employee.

COMMUNICATING FOR EFFECTIVE SUPERVISION:

- < What happens when we communicate?
- < "Top Quadrant" communication for maximum effectiveness.
- < Your *communication style*, and the styles of others - the "*Insight Inventory*."
- < Flexing your style to communicate effectively with others.
- < Getting what you want: making a human connection and leveling the playing field.
- < Helping others get what they want: identifying interests, options, and standards; and strengthening the relationship long-term.

THE SUPERVISION OF TEAMS:

- < Assessing the present functioning of any team.
- < The six-step model of team effectiveness.
- < Setting team *goals* and clarifying team *roles*.
- < Developing team *guidelines* and *integrating individual personalities*.
- < *Managing* team performance and *evaluating* team effectiveness.
- < Planning for the continuing development of the team.

THE SUPERVISOR AS LEADER AND FACILITATOR:

- < "Supervision" vs. *leadership*.
- < Assessing your leadership practices - the "*Leadership Practices Inventory*."
- < Developing your leadership skills.
- < Your role as a *facilitator* - to "facilitate" means to "make easier."
- < Developing your facilitation skills.
- < Planning for the continuing development of your skills.

This highly participative workshop employs concept briefings, small group exercises, full group discussions, role play and case practice, and real issue application. We use several assessment instruments (for example, the "*Leadership Practices Inventory*" and the "*Insight Inventory*") to help focus our work on the area of supervisory skills development that will be most useful to the participants. Each workshop is carefully tailored to meet the specific needs of a particular client.

ChangeWorks, Inc., conducts supervisory skills training for a wide range of clients in both the public and private sectors. *References* for **ChangeWorks'** supervisory skills training are available upon request.

Although this program is available in several formats, five full days is the preferred length.