

Advanced Supervisory Skills

COURSE DURATION:

Five days

COURSE INTRODUCTION:

It has been observed that supervisors have one of the most difficult and challenging roles in an organisation – mainly due to the fact that they are the link between the physical, day-to-day operations of the business, and the wishes of management, which seldom see eye-to-eye with each other!

Supervisors who have advanced into more senior positions of responsibility require advanced skills in fulfilling their role. These skills are different to those they learnt when they first took on supervisory responsibility. Advanced supervisory skills involve more subtle and challenging techniques of people-management, productivity enhancement and business understanding – essentially, senior supervisors are junior managers!

This course recognises and addresses the need of senior supervisors to understand and influence work quality, employee morale, productivity, costs and safety.

BENEFITS:

Participants on this course will gain insight into the advanced responsibilities of senior supervisors. Building on an understanding of junior supervisory skills, participants will be equipped with the competencies they need to be successful as senior supervisors.

Special attention will be paid to the challenges and obstacles typically faced by senior supervisors, with guidance as to how to overcome these successfully. Participants will be encouraged to positively take on the challenge facing them to influence those organisational outcomes they can.

WHO SHOULD ATTEND?

Senior Supervisors, Junior Managers, Project Team Leaders, Foremen, and all other personnel who have been identified as having the potential to assume advanced supervisory responsibility at some point in their careers.

COURSE METHODOLOGY:

This course is interactive, allowing for active participation and sharing of experience during sessions. Diagnostic questionnaires will help profile candidates' social styles. Lecturettes and videos will focus on key aspects of advanced supervisory skills. Case studies and role plays will facilitate experiential learning.

COURSE OBJECTIVES:

After attending this course, participants should be able to:

- understand the essence of behavioural science as it applies to the practice of leadership and management
- distinguish between management and leadership
- describe the fundamental competencies required by successful leaders and managers
- discuss and apply the various approaches to motivating employees and team members
- explain and apply the situational leadership model
- understand and take advantage of a model promoting sound interpersonal relations
- discuss the dynamics of organisational change, and various techniques associated with successful management of such change
- describe what constitutes an effective team, and how the leader can facilitate this

TOPICS TO BE COVERED:

Day 1

1. Management and leadership
The distinction between management and leadership
Leadership competencies
The management process
Effective human skills
21st century business leadership
2. Motivation theory
Expectancy theory
Hierarchy of needs
Motivation needs
Theory X and theory Y
The Hawthorne studies
Motivation-Hygiene theory

Day 2

3. Leadership traits and attitudes
Scientific management
Human relations
Trait approaches to leadership identification
Attitudinal approaches to leadership
4. Situational approaches to leadership
Successful and effective leadership
Organisational effectiveness
Participative management
Leadership styles
Followers' styles
Situational variables
Contracting for an appropriate leadership style

Day 3

5. Perceptions and the impact of power
 - Power defined
 - Position power and personal power
 - Other bases of power
 - The readiness of followers to follow
6. Developing human resources
 - The development cycle
 - Determining readiness
 - Increasing readiness
 - The regressive cycle
 - Problems in development

Day 4

7. Effective interpersonal relations
 - Social styles
 - Identifying various styles
 - Adapting one's style
 - Strategies for enhanced interpersonal effectiveness
8. What is an effective team?
 - How to identify an effective team
 - What are the common factors in effective teams?
 - The typical stages team go through
 - Establishing the team's purpose
 - Defining the team's goals

Day 5

9. Who does what?
 - Determining team strategies
 - Structuring the team for the challenges ahead
 - Allocating responsibilities to individuals
10. Hurdles and challenges along the way
 - Inappropriate leadership styles
 - Personality differences
 - Interpersonal problems and the handling of conflict

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