

## ***Supervisory Management***

### **PROGRAMME DURATION:**

Five days

### **PROGRAMME INTRODUCTION:**

It has been observed that supervisors and junior managers 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 supervision and management skills involve more subtle and challenging techniques of people-management, productivity enhancement and business understanding.

This programme recognises and addresses the need of senior supervisors and junior managers to understand and influence work quality, employee morale, productivity, costs and safety. In particular, building on earlier supervisory skills, this programme focuses on the needs of a senior supervisor and junior manager to be a coach, mentor and counsellor, and to be able to develop habits of high performance in his/her team members.

### **BENEFITS:**

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

Special attention will be paid to the challenges and obstacles typically faced by senior supervisors or junior managers, 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.

### **PROGRAMME METHODOLOGY:**

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

## DAILY TOPICS TO BE COVERED:

### Day 1

#### The Effective Team

- what is an effective team?
- what does it take?
- how does coaching come into play for a senior supervisor?
- performance misconceptions and barriers
- what is needed to supervise an effective team?
- how are coaching, leading and supervising related?
- supervising a team: the skills required

#### The Senior Supervisor

- responsibilities of an effective leader
- issues of motivation
- insights a supervisor must possess
- rethink your views of a team
- values, characteristics of an effective senior supervisor

### Day 2

#### A Coaching Model

- what is the model?
- the five-step staff coaching model
- leadership behaviours in the model
- to develop, support and grow a team
- when to cheer
- what it means to lead
- why people don't do what they are supposed to do

#### "Coaching" the Team

- the coach's role with a team
- what does it mean to coach a team?
- clarifying the role of the coach
- the coach as a hands-on leader
- the team in which the leader sees some potential
- why is the role of coach beneficial?
- the goal - new levels of performance
- why some leaders don't coach
- pitfalls
- communicating as a coach
- characteristics of a high-performance coach

### Day 3

#### "Mentoring" the Team

- what does mentoring mean?
- the benefits of mentoring
- why leaders should mentor
- why don't leaders mentor more?

- when mentoring is most beneficial
- actions and techniques of the mentor

### **"Counselling" the Team**

- what is a counsellor?
- when to counsel
- the benefits of a counsellor role
- why leaders don't counsel
- confrontation
- how to use the counselling role effectively
- actions of a counsellor
- checking out your counselling skills

### **Day 4**

#### **Developing Habits for High Performance**

- personal growth
- moving in and out of one's comfort zone
- high-performance skills
- character of a high-performance coach

#### **Social Styles for Senior Supervisors**

- what are "social styles"?
- your social styles profile
- how to use the social styles model to your advantage as a supervisor
- strategies for interacting effectively with people of different styles

#### **CONTACT DETAILS:**

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