Supervisor - Manager Leadership Training

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Supervisor - Manager Leadership Training Objective

The objective of Supervisor/Manager Training is to develop professional skills in all levels of employees that will help to assure the future success of both the participants and their organizations.

The workplace is witnessing more changes than ever before. These changes are influencing more people to question the future direction and economic stability of organizations. People need to adjust to these changes and find comfort in their future by becoming proactive. We can identify the most significant change as competitive intensity.

John P. Kotter, in his book The Leadership Factor says:

"...More and more, the need for leadership doesn't stop at the executive level either. Corporations are finding that even lower-level managerial, professional, and technical employees sometimes need to play a leadership role in their arena".

We offer a customized approach to promote professional development and provide participants with a unique and transformational learning experience. We will offer: modular format of half and one-day programs, lecture series, webinars, and work with clients to customize high-impact learning experiences to meet specific organizational objectives. During the modular training all participants are asked to complete an accompanying assessment and action plan. Following is an outline of fourteen different workshops from which to choose your customized learning approach for your organization.

Whether the participants are experienced people who want to expand professional skills or inexperienced just learning the skills, we will offer programs to suit their diverse needs.

Description of Gatto Associates' Approach

We will support participant development and career plans in a customized approach of personal success. The workshops are based on the real life work experience of learning at each individual's pace and development and will include an action plan to help ensure application. By identifying participants' strengths and areas for enhancement, we create a situational place for them to become energized to want to strive to achieve. Gatto will provide the participants the tools to move toward personal and professional growth. It will be a place for experiential development, exploring professional growth and an learning environment of support for developmental and career plans.

Introduction

The Emerging Leader Program is a customized training process developed for all supervisors and managers. The process consists of workshops that are designed to further the growth and development of supervisors/managers in the performance of their jobs. In some cases organizations have asked us to utilize Focus Group (FG) research, management discussions and feedback from the "Tools for Supervisors Training Needs Assessment" from which we have identified general needs for training. Basing training on all the supervisors/managers needs creates an environment where experiences are shared, critical messages are presented to all and skills at all levels are sharpened. That information is then used to choose the customized modular training that the employees need and request.

Our research from the focus group format has revealed that the modular training should address the following fundamental skills: leadership skills, communication skills, giving effective feedback, motivating employees, conflict resolution, team building, time management, problem solving skills, mentoring skills (manager/supervisor relationship) and listening skills, working with difficult people, responsibility and accountability, strategic planning and decision making, change management.

Following is an example of our suggested training programs:
The Supervisor/Manager Program could include a series of four or more half- day workshops targeted to supervisors, assistant managers, and manager levels. Those workshops are:

- The Communication Connection

- Teamwork: Building Relationships

- Responsibility and Accountability

- Motivating Employees and Giving Feedback

- Strategic Planning and Decision Making
Optimal class size is 12 to 15 participants. The participants will be in the workshop for 3.5 hours.

Each participant will
1. Complete skill based assessments;
2. Be asked to complete an individual action plan that can be used in conjunction with his/her individual developmental performance plan.
3. After the workshops are completed, participants should meet with their boss to review and implement their action plan.

Learning Objectives and Program Benefits

The training days do not need to be held on consecutive days, they could be held one a week.

The learning objectives for the programs provides hands-on experience and tools that participants can use immediately to be successful, long-term, in the performance of their job.

Participates in the program will:

Increase productivity by getting optimal performance from their employees.

Know individual styles to better lead, communicate and build relationships with others and learn how skills affect their interaction with followers, superiors, and other supervisors in different functional areas and across shifts.

More effectively address conflict, negativity and difficult behaviors to create a more positive work and healthy work environment.

Achieve performance objectives by effectively planning to overcome behaviors that can derail performance and detract from continuous improvement.

Each participant will have written an individualized developmental action plan based on assessments, workshop information and discussion and each learning module. These action plans should be used as a developmental tool to measure the participant's growth as a supervisor.

Workshop 1
The Communication Connection

Participants will identify their own strengths and developmental opportunities in communicating with others --- including their direct reports, supervisors in other functions and on other shifts. Not only will this workshop explore ways to strengthen communication within the supervisor/ manager's team, but strengthen the communication between supervisors to improve productivity and support a collaborative environment. Included in this module is the critical importance of enhancing good listening skills.

Effective Communication
a. Identifying the characteristics of effective communication
b. Identifying what organizational communication is
c. Complete the communication assessment prior to the workshop

Identifying your style of communication, areas of strength and opportunities for improvement
Defining communication
a. Identifying effective communication
b. Identifying what the organizational culture supports by way of communication
c. Individual Action Plan

Workshop 2
Teamwork: Building Relationship

This workshop addresses team behaviors and explores ways for managers to effectively lead and participate in teams. Participants will learn how to build a team, hold team meetings, resolve obstacles in a positive way, and how to be team-oriented.

Types of team
Assessing your team process – characteristics of your team
Making the Connection
a. Team dynamics and increasing communication effectiveness
b. Increasing the effectiveness of information exchange
c. Simulations on team work

Establishing a rapport and support
Including team guidelines, learning to overcome team obstacles

Individual Action Plans

Workshop 3
Responsibility

Responsibility and Accountability Training Program will begin the process of moving employees to a higher level of accountability. This higher level will reinforce the thinking of what is best for the organization, develop working rapport and enhance productivity and efficiency, and open lines of communication within and among individuals and departments. It is the responsibility of each person to hold her/himself accountable for implementing individual action plans.

Creating the Environment for Responsibility (assume there is a better way to get things done)

Tapping into the insights of employees
Asking the right questions and find the right people to accomplish the goals

Defining the parameters in which people need to work

Being a role model

Defining the Laws of Responsibility: 1. when the unexpected happens, take the right action to control the damage; 2. people assume responsibility for achieving results; 3. See it, Own it, Solve it, and Do it (Oz Principle)

Accepting ownership (no victim thinking or blaming)

Avoiding: Let's wait and see; Stop: It's not my job mentality

Teaming (we are in this together) Meeting the challenge of change, making it part of your daily performance

Action Plan

Workshop 4
Motivation

This workshop provides insight and skills to enhance the supervisor's role to provide leadership to motivate, inspire and develop their employees. It will help the supervisors create an environment that inspires and supports employee performance and success. Assessing, providing feedback and coaching are specific skills that help to develop and motivate employees.

BARS (Behavioral Anchored Rating Scale) Supportive and corrective Feedback

Giving performance feedback --- using f feedback effectively to create consistency with your organization highlighting what is right

Why people are motivated

Motivating through praise and coaching creating a format that can support development of leaders and managers

Feed-Forward process for people establishing the right pattern of behavior; tying feedback into your performance management process

Phases of performance appraisal: setting ground rules, giving feedback and coaching for development and a career path forward

Motivation Assessment

Individual Action Plans

Workshop 5
Giving Effective Feedback

This workshop focuses on the six ways in which feedback is given and used.
It will help the supervisor/manager support the development of their employees receiving the feedback. Participants will assess their style of giving feedback which will enhance employee development.

6 Types of Feedback

Biases that affect the feedback process

Individual Feedback Assessment

Workshop 6
Planning and Making Decisions

This workshop provides insight and skills to enhance the supervisor's role to provide a process to plan and make effective decisions. It will help the supervisors create an environment of success.

Planning process analyzing the present situations what is occurring now and establishing new goals (background reason to plan, comparison and implementation)

Planning (where are we now, are we where we want to be, decision making and problem solving).

Decision Making Tree process: process of asking a series of questions that lead to making informed choices - decisions

Common Mistakes in planning the key actions to avoid in making effective decisions for a department and organization

Outlining the Strategic Planning Process

Developing operations tactics and strategic actions that can be immediately implemented

Workshop 7
Coaching Employees

In today's organizations, mentoring is an integral part of the overall performance management system. Mentoring is a philosophical and developmental process that enhances the potential ability within the employee in a wide range of situations. Besides improving performance, mentoring can also have a positive effect on employee morale. In the workshop, supervisors, assistant managers and managers will learn how to develop a mentoring process that meets the needs of organization, including developing and using appropriate assessment instruments, creating the right climate, developing support, giving feedback and building motivation.

Discuss and understand the mentoring process including determining when coaching is appropriate

Development of a process of positive thinking

Develop a mentoring process utilizing the tools to support each employee
Conducting a mentoring process for working with employees through the fours phases of development

Individual Action Plan

Workshop 8
Leading the Way

Participants will identify their own strengths and weaknesses in Leading. Not only will this workshop explore ways to strengthen leadership ability within the supervisor/manager's team, but strengthen the leaders relationship between supervisors/managers to enhance productivity and support a collaborative environment.

I. Effective Leadership
a. Identifying the characteristics of effective leadership
b. Identifying what type of leaders lead
c. Complete the leadership assessment

II. Identifying your style of leadership, areas of strength and opportunities for improvement

III. Defining leadership based on your organizational culture
a. Identifying effective leaders characteristics
b. Identifying what the organizational culture supports by way of leading

IV. Individual Action Plan

Workshop 9
Personality Plus

Random behavior is not random; there is a reason why people do what they do. This workshop will permit each participant to review the talents of each personality. The report provides each person with a unique outline of characteristic strengths and developmental opportunities to work on. The outcome of this module is to help each person understand his her presences within the workplace.

Individual Personality Reports for the Workplace

What the characteristic mean for you

Building relationships at work

Review examples of how differencing personalities work and communicate

Workshop 10
Managing Conflict

A key talent in the workplace is the ability to successful resolve conflict with other (boss and peers). The conflict process can be very beneficial in the workplace as it demonstrates a willingness to work together and how to respectfully be assertiveness. Most people do not realize that they have a style of resolving conflict and that can be a support or detriment depending on the situation.

Assess the conflict style

Design a process to resolve conflicts

Process for keeping emotions out of the resolutions process

Developing a plan to successfully resolve conflicts

Building relationships at work

Review examples of case studies

Action plan

Workshop 11
Dealing with Difficult People

There seven identified types of Difficult People in the workplace. Through an assessment process the participants can identify if they or people they work with have any of the difficult people traits. Most people do not realize that there are different types of difficult people and that some types are very well liked, just difficult to work with.

Assess the seven types of Difficult People

Identify each type based on their traits

Identify ways to moderate the difficult trait to work better with that person

Developing a plan to successfully work with difficult people

Review examples of case studies

Action plan

Workshop 12
Change Management

The ability to change is an important part of the business environment and the ability for HR Leaders to help the organization adapt to change is a critical business challenge. The Change Management Workshop focuses on understanding the need for change and giving the executive/ manager the real tools to lead his or her organization or partner with other departments to drive the change initiative.

- Define change management
- Identify the characteristics of effective change leaders to become an effective business partner in the organization
- Develop a change management action plan for participants to lead change management initiatives in both their department and organization

Workshop 13
Time Management

The Work/Life Balance Workshop guides participants to rethink the expenditure of time, both work related and personal. The purpose is to focus on time and productivity and the elimination of non-productive activities. Participants will develop the skills to: eliminate non-essential activities; plan and organize; deal with procrastination; stress associated with juggling time; remain productive; and, maintain a daily time log.

- Design a daily time log,
- Plan and organize work flow,
- Demonstrate effective use of time,
- Enhance productivity through time management,
- Eliminate non-essential activities.

Workshop 14
Problem Solving

Problem solving is a means through which you can better understand or expand your thinking about personal as well as business concerns. There are two basic assumptions about brainstorming/problem solving:

1. Suspending judgment about an idea increases productivity and promotes the generation of ideas;

2. Because various ideas are generated, quantity, in this case, promotes quality—that is, quality ideas can be chosen from the quantity of ideas.

- Each participant will actively contribute in the problem-solving groups.
- Each participant will understand problem solving and use this technique, when appropriate, back in the workplace.
- Each participant will learn from each other and gain insight into the corporation through the brainstorming exercises.

Summary

All workshops are intended for supervisors, assistant managers, managers and directors. Based on the feedback from the new supervisor workshop and focus groups, it should be discussed as to whether assistant managers and managers should be in the "same" workshop as the supervisors.