

MANAGEMENT SKILLS FOR SUPERVISORS



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| Duration | 60 hours |
| Dates | Tuesdays and Thursdays |
| Starting Time | 26 th March 2009 1730 – 1930 |
| Venue | University Residence, Lija |
| Course Fee | € 440 |
| Registration Deadline | 17 th March 2009 |

Introduction

Good supervisors are made not born. A new promotion means more challenges and more responsibilities. Often supervisors are selected and assigned the role with little supervisor training or development. As a result they struggle managing their staff, and run the risk of increased costs through staff turnover and poor efficiency.

Effective supervision of staff requires specific skills. From leader to motivator to problem solver, a supervisor's talents need to be multi-dimensional. This course will deal with all supervisory issues in a clear and practical manner with useful guidelines. Participants will gain an invaluable insight into management techniques and skills and a clear understanding of their role within the organisation, a better knowledge of people skills and how they can be used to develop an effective supervisory style and an ability to earn the respect of their team.

Supervisor training is needed to develop effective supervisors.

Training Objectives

- The role and importance of the supervisor (Line Manager).
- Planning, including the importance of preparation and identifying short to medium term objectives.
- Organizing, including the importance of time management and decision-making, and organizing work.
- Leading, including setting directions for the team of staff, identifying key performance criteria and leading staff towards the achievement of such criteria.
- To develop the leadership role played by supervisors.
- Controlling staff, including the ability to assess employees' performance and identify good performance and areas for improvement.
- Motivating staff, in order to enhance productivity

- Teamwork, including the identification of the different roles in teams as well as different approaches to building effective teams.
- Dealing with people, particularly opposing views of staff, difficult people, high achievers as well as low achievers. The ability to get employees to perform as best as possible.
- Recognising the importance of quality management systems in organizations
- Understanding the importance of Health and safety in the workplace
- Understanding the impact of environmental issues in the workplace.
- Learn how your role as a supervisor fits into the overall business objective of the organization and how your company can improve its profitability and effectiveness.

Target Audience

This course is designed for a wide spectrum of supervisors spanning all functions and industries. It is designed for professionals who have either recently been promoted to a managerial position, or those who are new to some aspects of management and want to give themselves the opportunity to succeed. It is also an excellent program for people who are already working in line management roles but who have not been exposed to formal managerial training.

Course Outline

1. **How to be an effective manager and Leader: (8 hrs)**
 - The role of the manager and the purpose of management
 - The differences between management and leadership
 - The core competencies of management and the required skills and behaviours that enable managers to perform effectively.
 - Leadership traits & skills
2. **Time management (6 hrs)**
 - Setting goals & objectives
 - Distinguish between what is urgent and what is important.
 - Planning and prioritising work.
3. **Techniques for rational decision making (4 hrs)**
 - The decision making process
 - Barriers to problem solving
 - Use of data and information in problem solving
4. **Communication & Conflict management (6 hrs)**
 - Improving communication styles and overcoming barriers.
 - Active listening and understanding the communication behaviour of others

- Successfully communicating with staff so that you get your point across
- Developing positive relationships through active communication
- Improving communication styles for successful conflict management
- Strategies for resolving conflict
- How conflict affects group behaviour

5. Motivation and Team building (6 hrs)

- Understanding what motivates and encourages others
- Building staff morale
- Ways to improve involvement
- De-motivation - the symptoms
- Learning to be responsible for other people on your team
- Why teams work or fail
- Building a successful team.
- Identifying barriers to effective teamwork.
- Managing conflict & grievances.
- Observing & Understanding Difficult People

6. Managing Organisational Change (4hrs)

- Introducing change effectively
- Introducing change smoothly by involving people
- Overcoming resistance to change
- Continuous improvement

7. Quality Management (6 hrs)

- Meaning of quality
- Customer perspective of quality
- Quality management systems
- Quality control
- Output vs quality (or both?)
- Measuring quality

8. Health & Safety (4 hrs)

- What the law says on Health and safety
- Understanding the importance of H&S in the workplace
- Creating awareness in the workplace
- Enforcing H& S policies

9. Environmental Management (4 hrs)

- Developing an environmental policy in the organization
- The impact of industry on the environment
- How to generate awareness and understanding in the workplace

10. **Business Performance (8 hrs)**

- Setting business goals and objectives
- The meaning of Productivity
- How companies generate profits – ideas on costing and pricing mechanisms
- How to monitor staff performance to make sure it is always at its best
- Learning how to successfully and evenly disperse the workload
- Maintaining standards
- Taking on a positive approach to standards, targets and discipline

11. **Putting it all together - Case study Analysis (4 hrs)**

- Putting all the learning throughout the course into practice in either your organisational setting or through a case-study.

Deliverables

Upon completion of the Supervisor Training program, participants will be able to:

- **Develop** the core management and leadership skills needed to become an effective supervisor
- **Discuss** the concepts and skills that a first-level supervisor uses in their daily responsibilities including: managerial concepts, how to plan, organize, and control; the process of motivation; employee relations; training, communication, and coordination; cost control and work simplification.
- **Sharpen** their verbal communication skills therefore developing more confidence in the way you perform your managerial duties.
- **Be** a contributing leader/member of an organizations quality improvement team, by understanding and communicating the accepted concepts and techniques.
- **Learn** and understand the use of quality measurement tools and measurement inspection methods.

Training Methodology

- To ensure a practical and 'hands-on' approach to the subject, the trainers will discuss theoretical concepts and principles by ways of giving practical examples on how the theory is applied in practice.
- Interaction with the participants is encouraged throughout the sessions
- Exercises will be used to apply the management principles/concepts introduced during the course.