

Supervisory Skills Training Program Preliminary Agenda

1. Supervisory Coaching **Two 4-Hour Sessions**

a) For Improved Job Performance

- creating a climate for employee success.
- recognizing employees' skills and weaknesses.
- defining and resolving problems that interfere with job performance.
- guiding employees in identifying counterproductive work behaviors and substituting successful work behaviors.
- directing and motivating employees.
- handling difficult behavior by using progressive discipline.
- adopting legally defensible discipline techniques.
- employing legally defensible termination practices.

b) To Resolve Employee Conflicts

- understanding differences (*e.g., work styles, gender, group dynamics*) that can lead to conflict.
- pinpointing the cause of a conflict.
- establishing clear outcomes for resolving conflict.
- forming more than one workable solution.
- challenging employees to create an action plan to resolve their conflict.

2. Time Management **One 4-Hour Session**

- prioritizing work issues.
- clarifying objectives and planning for results.
- delegating effectively to free time for bigger tasks.
- eliminating time wasters
- adopting strategies to get projects started and finished.

3. Results-Oriented Communication **One 4-Hour Session**

- enhancing ability to listen.
- learning to build rapport and achieve trust.
- recognizing congruent and incongruent messages.
- motivating co-workers to provide the information needed.
- giving work directions effectively.
- developing collaborative – not competitive – relationships.
- analyzing the difference between intended and perceived image.
- communicating to deliver the right visual, vocal and verbal impact.

4. Employee Selection **Two 4-Hour Sessions**

a) Defining the Job

- defining the skill sets for the job.
- writing up-to-date and legally defensible job descriptions based on essential job functions.

b) Effective Interviewing

- accurately screening resumes and job applications.
- forming interview questions that uncover the information needed.
- conducting various styles of interviews.
- avoiding potentially costly legal errors in interviewing and hiring.
- using the interview evaluation form.
- basing hiring decisions on job-related criteria.

5. Performance Appraisals **Two 4-Hour Sessions**

- linking the work performed by individuals to department objectives and company goals.
- assisting employees in developing and managing job and career goals.
- setting standards of performance.
- providing ongoing constructive performance feedback.
- using the performance appraisal form effectively.