



Objectives & Skill Points

SUPERVISORY TRAINING



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Helping organizations create a stronger workforce, and coaching people to perform at their best!

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Essential Skills of Leadership

Objectives

- Deal with your team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem.
- Base your discussions about performance and work habits on your team members' behavior rather than their personalities or attitudes.
- Involve your team members in goal setting, solving problems, and making decisions.

Skill Points

- Maintain or enhance team member self-esteem.
- Focus on behavior.
- Encourage team member participation.

Essential Skills of Communicating

Objectives

- See that communication is a two-way process.
- Construct clear, concise messages in the interest of the receiver.
- Manage nonverbal behaviors to reinforce the intent of your message.
- Listen actively to improve communication.
- Create a climate of open communication which increases your team members' motivation and commitment.

Skill Points

- Create a climate of open communication.
- Design clear, concise messages.
- Manage nonverbal behaviors effectively.
- Listen to communicate.

Coaching Job Skills

Objectives

- Understand the special nature of coaching; a one-on-one activity that involves showing a team member how to perform a task.
- Distinguish between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
- Understand the importance of observation and analysis before coaching a team member, since coaching, like all effective training activities, must be well thought-out and carefully planned.
- Involve the team member in the coaching process by asking questions and encouraging feedback.
- Increase team member accountability by setting up a review. Most often, more than one coaching session is needed to improve performance.

Skill Points

- Observe and analyze performance.
- Identify area of performance that needs improvement.
- Demonstrate how task should be performed and ask team member for questions.
- Have team member demonstrate and give team member feedback on performance.
- Set up time for review.



LEARNING

Take The Lead.

Communicating Up

Objectives

- Understand the importance of framing all communication with your manager in terms of his/her self-interest.
- Enter meetings with your manager armed with well thought-out and clearly stated objectives.
- Clearly link your objectives with facts that support your plans and goals.
- Work with your manager to uncover any questions or reservations he/she may have concerning your message.
- Move conversations toward agreement with questions that focus on benefits to be gained when your objective is reached.
- Clearly and concisely restate the decision that results from communicating with your manager and insure that those decisions are mutually understood.

Skill Points

- State objective concisely in terms of the needs and interests of your manager.
- Detail objective and support it with facts.
- Ask for and/or respond to questions.
- Probe for agreement.
- Summarize and confirm conclusion.

Managing Complaints

Objectives

- Understand why all team member complaints must be dealt with rather than ignored or dismissed.
- Be more sensitive to all problems—major or trivial, real or imagined—that can lie behind complaints.
- Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.
- Use various techniques to solve such problems while maintaining a positive relationship with the team member.

Skill Points

- Ask team member to detail complaint.
- Get agreement on substance of complaint.
- Ask team member for solution.
- Schedule time for investigation and agree on action plan.
- Set a date for follow-up meeting.

Delegating Effectively

Objectives

- Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.
- Communicate both the need for and the “why” of every delegated assignment and task.
- Use delegation as a powerful motivational tool.
- Use delegation to improve your team members’ skills.
- Encourage team member participation and involvement through proper delegating methods.
- Establish a team member’s responsibility and authority for a delegated task.
- Regularly monitor progress through feedback and review.

Skill Points

- Explain need for delegation.
- Use delegation of task to motivate.
- Explain task and ask team member’s view.
- Specify responsibility and authority.
- Confirm team member’s understanding and set up time for review.

Developing Performance Goals & Standards

Objectives

- Define goals, objectives and performance standards.
- Identify and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
- Establish time limits for all performance standards.
- Involve team members in creating their own individual performance standards.
- Negotiate to develop performance standards for team members that address both desired results and team members' capabilities.
- Monitor your team members' progress toward their goals by holding individual review meetings.

Skill Points

- State broad goal of the plan.
- Ask team member's view of what his or her performance standards should be within the plan.
- Negotiate by modifying unrealistically high or low performance standards.
- Agree on a set of performance standards that are clear, specific, and measurable.
- Confirm team member's commitment and set up review.

Effective Discipline

Objectives

- Use techniques of effective discipline to eliminate problem behavior.
- Communicate in terms of behavior rather than perception or opinions.
- Recognize the importance of team member participation in defining the problems and their solutions.
- Manage the discussion to diminish defensiveness and focus on solutions.
- Issue appropriate warnings consistent with your organization's policies.
- Review performance to make sure the problem is solved.

Skill Points

- State performance problem.
- Ask team member's view.
- Ask team member for solution.
- Agree on plan.
- Give team member verbal or written warning and set up time for review.

Improving Work Habits

Objectives

- Distinguish between job performance and work habits.
- Understand the importance of dealing with unsatisfactory work habits early, before they require disciplinary action.
- Explain clearly and specifically to a team member the nature of his/her unsatisfactory work habits, focusing on behavior rather than personality or attitude.
- Involve the team member in the process of correcting the unsatisfactory behavior through an interactive process which maintains the team member's self-esteem.
- Increase team member accountability by getting team member commitment to a clear plan of action and by reviewing progress regularly.

Skill Points

- State problem clearly and specifically.
- Ask team member's view.
- Ask team member for solution.
- Agree on plan.
- Set up time for review.

Providing Performance Feedback

Objectives

- Base assessments on facts and behavior.
- Assess performance.
- Use positive feedback to motivate team members.
- Gain team member participation in assessment.
- Gain team member agreement with assessment.
- Gain team member commitment to the change needed to improve performance.

Skill Points

- Ask for team member's evaluation and give your evaluation of performance.
- Identify what would help maintain or improve performance.
- Ask team member to identify how improvement can be achieved.
- Agree on plan.
- Get commitment and set up review.

Resolving Conflicts

Objectives

- Distinguish between the two major sources of team member conflicts: personality clashes and work structure problems.
- Be aware of the positive and negative impacts of conflicts.
- Accept conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
- Establish a cooperative atmosphere to resolve conflicts when they arise.
- Help individuals involved in conflicts to understand each other's point of view.
- Lead them to agree on the facts and a solution.

Skill Points

- Ask each team member to state problem.
- Ask each team member to state other's view of problem.
- Ask each team member to confirm accuracy of other's restatement.
- Focus on objective facts, areas of mutual need or mutual goals.
- Ask each to suggest solutions.
- Bring both to agreement on specific steps to resolve conflict and set up time for review.

Supporting Change

Objectives

- Understand and interpret change and the impact on your team members.
- View change and the anxiety it can cause team members as natural and inevitable.
- Assist your team members as they adjust to change.
- Involve team members in the process of change.
- Help your team members make the change.
- Follow up on the initial meeting to make sure adjustment to the change is going as planned.

Skill Points

- Detail coming change and explain reason for it.
- Let team member ask questions, express opinions and concerns.
- Respond to team member's questions and concerns.
- Get commitment and set up time for review.