

# Leadership Skills for Supervisors

## Course Overview

Supervisors are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. Although they often have more technical experience than the employees they supervise, some may not have a lot of leadership experience. This one-day course will provide the skills in communication, coaching, and managing conflict that are necessary for success.

## Learning Objectives

- Learn ways to prioritize, plan, and manage your time
- Identify your primary leadership style
- Develop some flexibility to use other leadership styles
- Determine ways you can meet the needs of employees and co-workers through communication and coaching
- Explore ways to make conflict a powerful force for creative, well-rounded solutions to problems

## Course Outline

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| 1. Session One: Course Overview            | Lessons to Learn                          |
| Learning Objectives                        | 5. Session Five: Understanding Leadership |
| Pre-Assignment                             | About Leadership                          |
| Pre-Course Assessment                      | The Situational Leadership II® Model      |
| 2. Session Two: Pre-Assignment Review      | Understanding Your Comfort Zone           |
| Making Connections                         | Choosing Our Style                        |
| 3. Session Three: What's Your Type? How    | Managing Performance                      |
| About Mine?                                | Making Connections                        |
| Seeking Information                        | Servant Leadership                        |
| Identifying Your Characteristics and       | Making Connections                        |
| Preferences                                | 6. Session Six: Manage Your Time and Your |
| Questionnaire                              | Energy                                    |
| Analyzing the Results                      | Introduction                              |
| Mostly A's – Inquiring Rationals           | Time Management Tips                      |
| Mostly B's – Authentic Idealists           | Larks and Owls                            |
| Mostly C's – Organized Guardians           | Our Top Time Management Tip               |
| Mostly D's – Resourceful Artisans          | 7. Session Seven: The Commitment Curve    |
| What's Important?                          | Onboarding and Orientation                |
| Debrief                                    | The Big Picture                           |
| 4. Session Four: Introversion/Extroversion | Stages of the Curve                       |
| Questionnaire                              | Stage One: Uninformed Optimism            |
| Using the Continuum                        | Stage Two: Informed Pessimism             |
| Case Study                                 | Stage Three: Hopeful Realism              |

Stage Four: Informed Optimism

Summary

What Can Be Done to Bridge the  
Commitment Gap?

8. Session Eight: Employee Development  
Models

The Coaching Model

Step One: Frame a Conversation

Step Two: Create Opportunities

Step Three: Create an Action Plan

Step Four: Give Feedback

The Dialogue Model

I Messages

The Consequences and Benefits Matrix

9. Session Nine: Dealing with Conflict and  
Difficult Issues

Reflection

Conflict

Conflict Resolution Styles

Techniques for Resolving Conflict

10. Session Ten: What Successful Leaders Do  
Secrets to Success

List of Practices

Making Connections

Creating the Right Environment

11. Personal Action Plan

Starting Point

Where I Want to Go

How I Will Get There

12. Course Summary

13. Recommended Reading List

14. Post-Course Assessment