

WRAAA Supervisory Course

Module 1: The Fundamentals of Supervision

Module Summary: This module begins by defining the term “supervisor” and the roles that supervisors can fill in the workplace. Next, it moves onto a discussion of management styles and prompts the participant to consider his or her own management style. Participants are then shown several sample management expectations statements, and are challenged to create their own. The module finishes with a video on individual and team behavioral styles and tips for being a better communicator.

Learning Objectives:

Participants will be able to:

1. Define the term “supervisor.”
2. Describe the roles supervisors must often fill.
3. Analyze several different leadership styles.
4. Identify and describe the management styles that apply to themselves.
5. Create a set of management expectations.
6. Analyze how listening techniques can improve their communication with subordinates.

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	<p>Show participants the WRAA Supervisor Course Overview PowerPoint.</p> <p>Tell participations: Congratulations on becoming a supervisor.</p> <p>Give participants an overview of the course and read the two quotes from Arin Ain, CEO of Kronos:</p> <p>“It takes unbelievable courage to be a good manager.”</p> <p>“I believe very strongly that the single largest component of [an organization] that adds value is great management, and the single largest destroyer of value is bad management.”</p> <p>Ask participants:</p> <ul style="list-style-type: none">• What do you think of these quotes?	Direct Instruction	5 minutes

	<ul style="list-style-type: none"> • As you begin your journey of becoming a supervisor, do you think it's going to take courage? • Do you think Alex Ain is overestimating the importance of management? Why or why not? 		
Defining the term "supervisor"	<p>Show participants the What Does it Mean to be a Supervisor PowerPoint.</p> <p>Ask participants: Think for a few seconds about what it means to be a supervisor. What is a supervisor and what do they do? What roles do they fill?</p> <p>Tell participants: After a few seconds, I'm going to ask you to share about what you think a supervisor is and what they do.</p> <p>Try to achieve consensus on what the term means by asking: "Does anyone have something to add to that?"</p> <p>Prompt people toward the following: Educator, Sponsor, Coach, Counselor, and Director.</p> <p>After a few "good" responses, show participants the Supervisor Roles document.</p> <p>Read through the document – read the role and then the example given.</p> <p>Link these roles into the next content (Five Key Words) by saying the roles a supervisor may play can be broken down into five words.</p>	Group Discussion	10 minutes
Five Key Words	<p>State: There are five words that can guide managers in supporting employee success. They are: Clarity, Empathy, Courage, Attention, and Persistence.</p> <p>Display the top-portion of the table on the screen and read through the five key words.</p> <p>Ask why the participants think these words are important and how they might help them in a supervisory capacity.</p> <p>After receiving several answers, display the bottom half of the screen, and read through the answers.</p>	Direct Instruction & Group Discussion.	5-to-8 minutes

	<p>Ask the participants:</p> <p>What word(s) would you add? What word(s) would your employees add?</p> <p>Allow time for discussion.</p>		
The Guardian Lions of the New York Public Library	<p>Show the participants a picture of the Guardian Lions of the New York Public Library.</p> <p>Tell participants that metaphors often help communicate strong meanings. The first metaphor we have for them today is of the New York Public Library’s Guardian Lions.</p> <p>Explain the image: “During the 1930s, New York City Mayor Fiorello LaGuardia named the guardian lions in front of the New York Public Library for the qualities he felt New Yorkers would need to survive the economic depression: Fortitude and Patience. These names have endured ever since, capturing two important touchstones needed for navigating life’s challenges.”</p> <p>Next show the participants the top-half of the Guardian Lion’s handout. It should contain an image of your own Guardian Lions that inform your management practice, for example, Clarity and Caring.</p> <p>Discuss why you have chosen each of those two Guardian Lions.</p> <p>Scroll down so participants can see the bottom of the handout.</p> <p>Tell participants: Take a minute and think back on the way we’ve defined the term “supervisor” and the supervisory roles that we have discussed. What are two Guardian Lions that you would like to be known for as a manager?</p> <p>Allow time for discussion.</p>	Direct Instruction, Group Discussion	5 Minutes
Guardian Lions Worksheet	<p>Show participants the Guardian Lion worksheet, with a completed example.</p> <p>Explain the following: “One way my Guardian Lion of Clarity manifests itself is through engaged</p>	Graphic Organizer, Group Discussion	20 minutes

	<p>listening and paraphrasing. In this way, I can be sure I understand the speaker’s intent or correct any misunderstandings that I have.</p> <p>At the same time, a skill can be overused in a way that impedes success instead of contributing to it.</p> <p>For example, listening well and paraphrasing can be a problem when the speaker mistakes one’s understanding for agreement.</p> <p>Being aware of these risks can help you hone your skills, making them as constructive as possible.</p> <p>Ask participants – How will the guardian lions you choose be translated into daily practice? What are the risks and evidence of overusing them?</p> <p>Allow participants some time to record their thoughts on the Guardian Lions worksheet.</p> <p>Participants share their Guardian Lions worksheets.</p>		
Leadership Styles	<p>State: There are many different ways to be a leader. As we watch this next video, think about the Guardian Lions you chose, and what type of leader you are.</p> <p>https://www.youtube.com/watch?v=Rmqsv1293Rk</p> <p>Ask the participants for reactions to the video.</p>	Multimedia – Youtube Video	20 minutes
Leadership Style Questionnaire	<p>Ask participants to complete the leadership style questionnaire in their handouts.</p> <p>Once everyone has finished, share anonymized results.</p>	Group Discussion	15 minutes
Developing your Management Expectations	<p>Explain: Now that you have thought about what guiding principles you want to have as a manager – and the strengths/weaknesses of those principles – and what style of leader you want to be, it’s time to think about what expectations you will have for your employees.</p> <p>State the following: Don’t make your staff guess at what you are looking for in their work. Being clear about what you want will ensure you are more likely to receive the results you desire.</p>	Graphic Organizer, Group Discussion	15 minutes

	<p>Read through each of the Statements of Management Expectations. Prompt the participants – Are these statements complete? Are they leaving something out? What should be added? Should something in there be excluded?</p> <p>Participants create their statements of management expectations.</p> <p>When participants return to class, allow them to share. Encourage them to edit or revise their statements based upon the group discussion.</p>		
Working with Different Behavioral Styles	<p>When participants have shared their expectations, explain that one of the major challenges they made face is translating their expectations to people who accomplish tasks differently.</p> <p>State: Here is a short video created by Bill Tobin, Principal at the Strayer Consulting Group, on Individual and team behavioral Styles.</p> <p>https://www.youtube.com/watch?v=62uHDxtPicE</p> <p>Ask participants to think for a moment: Which category would they fit into? Do they fit into several categories? These are rhetorical questions for them to consider. Explain that they will be able to find out soon as we’re going to take a test.</p> <p>Ask: Do you believe the platinum rule is important? If so, why?</p> <p>Ask: What might the consequences be for treating all personality types the same way?</p>	Multimedia – Youtube Video	15 Minutes
DISC Personality Test	<p>Preview the Disc Personality test for the participants by navigating to the website, and demonstrating how to answer the questions.</p> <p>Participants complete a DISC survey https://www.123test.com/disc-personality-test/</p> <p>Participants will not be required to share the results of their personality test.</p>	Hands-on Activity (Website)	10 minutes
A Supervisor’s Lack of Communication	<p>Participants watch “A Supervisor’s Lack of Communication” video.</p>	Multimedia – Youtube Video	10 minutes

	<p>https://www.youtube.com/watch?v=YzY17HAeP40</p> <p>After watching the video, divide the participants into smaller groups and utilize Zoom breakout rooms.</p> <ol style="list-style-type: none"> 1. How would communication prior to Ringo's leave have changed the way things turned out? 2. Is it possible to repair damage to communication and morale? 3. What should the next step be? <p>Participants share their answers when they return to the larger group.</p>	Think-Pair-Share in small groups	
Effective Communication	<p>Show participants the quote from Alan Alda on listening: "The difference between listening and pretending to listen is enormous. Real listening is a willingness to let the other person change you. When I'm willing to let them change me, something happens between us that's more interesting than a pair of dueling monologues."</p> <p>Explain that one of the ways to avoid personality conflicts is to listen carefully to what your subordinates are telling you, both with verbal and non-verbal communication.</p> <p>Show participants the tips for being a better listener from Consultant Rick Ross.</p> <p>Give each participant the opportunity to read one of the nine tips aloud.</p>	Direct Instruction with participation	5-to-10 minutes
Blinking Word Exercise	<p>State: What better way to learn, convey respect, and demonstrate that another person matters than by listening to them. This is a technique developed by Beverly Kaye and Sharon Jordan-Evans.</p> <p>They write, "You can get more of what you want from your work if you improve your listening and your understanding of how work really gets done, the challenges your organization faces, changes coming, and the challenges your boss faces ... when you tune out, you miss out."</p>	Direct Instruction with Participation	5-to-10 minutes

	<p>Show the participants the steps to the blinking word technique.</p> <p>Read through the Blinking Word exercise, demonstrating how to pick out the blinking word and follow it up with a question.</p>		
Module 1 Wrap-up	<p>Invite Participants to share take-aways from the module.</p> <p>Close with I Can statements:</p> <ul style="list-style-type: none"> • I CAN define the term “supervisor” • I CAN explain the roles a supervisor fills • I CAN articulate examples of when a supervisor fills the various roles • I CAN identify multiple types of leadership styles and when one style is more beneficial than another • I CAN explain my management style • I CAN identify different behavioral styles in the workplace • I CAN describe various ways to improve my listening skills 	Group Discussion	5 minutes