

## **WRAAA Supervisory Course**

6 modules that are 90-to-120 minutes each; 9-to-12 hours in total.

### **Module 1: The Fundamentals of Supervision**

- What Does it Mean to be a Supervisor
  - Define the term “supervisor.”
  - Define the roles supervisors fill
  - The Five Key Words of Supervision
- Finding your management style
  - Guardian Lions explanation
  - Guardian Lions worksheet
  - Leadership Styles Explained (Kurt Lewin) Video
- Developing your Management Expectations
  - Sample Management Expectations
  - Management Expectations Worksheet
- Working with Different Behavioral Styles
  - Individual and Team Behavioral Styles (video)
  - Participants complete the DISC Personality Test
- Effective Communication
  - A Supervisor’s Lack of Communication (video)
  - Alan Alda quote on listening
  - Consultant Rick Ross’s Tips for being a better listener
  - Follow the Blinking Word Exercise
- Wrap-up with I CAN statements

### **Module 2: Transitioning from Peer to Supervisor**

- Where to start as a Supervisor
  - Video - Three Biggest Questions for New Supervisors to Ask on their First Day
  - Clarifying Roles Graphic Organizer - (1) What is my role? (2) How can I best contribute? (3) What questions do I need to ask to my boss, and to my team?
- Identifying Challenges
  - Erin White quote
  - Berman, West, and Richter quote
  - Questions - (1) Tensions between quotes (2) How might managing former peers compromise workplace friendships?
  - Lloyd Quote
  - Questions - (1) What type of adjustments do you think your former co-workers will need to make? (2) What type of adjustments do you think you will need to make?
  - It gets lonelier at the top & to maintain authority you will need to pull away
  - A large part of this module is about how to pull away effectively.
- Common Mistakes Made by New Managers
  - Common Mistakes PowerPoint
- Meeting the Challenge

- Video - Moving from Peer to Manager
- Managing the Transition PowerPoint
- Dealing with the Backlash
  - Dealing with the Backlash PowerPoint
- Becoming the Boss
  - Harvard Review table of myths and realities of supervision
- The New Manager's First Team Meeting
  - Video – The New Manager's First Team Meeting
- First 30-60-90 Day Action Plans
  - 30-60-90 Day Action Plan PowerPoint
  - 30-60-90 Day Action Plan Template
- Participants Generate Action Plans

### **Module 3: Building Your Team**

- Effective Hiring
  - Hiring Process Overview
  - Step 1 – Plan the Process and Create a Hiring Calendar
  - Step 2 – Analyze the Position
  - Step 3 – Recruit
  - Step 4 – Screen and Rank Candidates
  - Step 5 – Develop Behavior-based Interview Questions
    - Guidelines for appropriate questions
    - Guidelines for inappropriate behaviors
      - Spotting potential Do-not-hire candidates
  - Step 6 – Conduct the Interview
    - Evaluating Candidate Answers
  - Step 7 – Making the Selection Decision and the Challenge of Fit
  - Step 8 – Check References
    - Sample Telephone Reference Questions
  - Step 9 – Make the Offer
  - Summary of Best Practices for Hiring
- Onboarding
  - Michael Watkins quote
  - Five Must-Dos for Employee Onboarding Video
  - Overview of WRAAA's Orientation and Professional Development Process
  - Five conversations supervisors should have with new hires
- Team Building
  - Think-Pair-Share – Best workplace team experiences
    - Reflection upon what worked
  - The Five Stages of Team Building – What You Should Know when Developing Teams or Groups Video
  - The Five Stages of Team Development Video
  - The T7 Model of Team Effectiveness
    - Reflection upon previous teams

- Phases of Team Development Handout & Leadership strategies
- Wrap-up with I CAN statements

#### **Module 4: Effective Delegation, Team Meetings, and Fostering Accountability**

- Effective Delegation
  - Dilbert Cartoon on Delegation
  - The Many Ways to Delegate & delegation continuum
  - Delegation Worksheet – Guide for how to delegate
  - Video - Management Training: Delegating Effectively
- Conducting Team Meetings
  - Characteristics of Effective Team Meetings
  - Tips for Handling Difficult Behaviors in a Meeting
  - What is Consensus and How Do You Check for It?
  - Sample Meeting Agenda
- Setting Goals and Fostering Accountability
  - Creating Goals
  - Quarterly Team Goal-Setting Review
  - Prioritizing Goals
    - Prioritization Grid
  - Management Practices Fostering Accountability
  - How Leaders Hold Employees Accountable video
  - 10 Qualities of Accountable People
  - Questions that Build Accountability
  - Final thoughts on establishing Accountability
    - Responsibility versus Accountability
    - Group Discussion – What other items do you feel are necessary to create a culture of accountability?
- Wrap-up with I CAN statement

#### **Module 5: Conducting Performance Reviews and Correcting Performance Problems**

- Conducting Performance Reviews
  - Awkward Performance Review video
  - Conducting Performance Reviews PowerPoint
    - Basic Steps
      - Make an appointment
      - Reflect upon an employee
        - Methods of mitigating weaknesses
        - Methods of building on strengths
      - Draft the review
      - Meet with the employee
        - The three core questions
        - Meeting sequence

- Finalize the review
  - WRAAA's Performance Review policies
    - Review WRAAA's performance appraisal form
    - Review WRAAA's performance Improvement Plan form
- Understanding Underperformance
  - Why Your Employee is Underperforming Video – Your Practice Ain't Perfect – Joe Mull
- Correcting Performance Problems
  - The Basics Principles
  - The Four Steps to Address Performance Problems
    - Plan
      - Clarify Your Goals and Approach
      - Anticipating the employee's point of view
    - Meet
      - Sharing your concerns
      - Conversation Models
      - Managing employee emotions
    - Reflect and Decide
    - Follow-up
      - Document & Schedule necessary appointments
      - Sample meeting record
  - Four Questions to Help You Manage Poor Performance – Video
  - How to Handle Poor Employee Performance Constructively – Video
    - Discussion – Why do you believe it is important to reaffirm an employee after reprimanding them?
    - Discussion – How else might a leader act versus simply a supervisor?
- Wrap-up with I CAN statements

## **Module 6: Managing Change and Transition**

- How to Lead Change Management
  - How to Lead Change Management Video
  - Three Phases of Transition
    - What to do in each phase
- 21 Questions for Planning Successful Change
- Lewin's Three-Phase Model of Organizational Change
- Lewin's Force Field Analysis
- Participants fill in the Managing Complex Change infographic.
- How to Communicate about Change
- Change Communication Worksheet
- Wrap-up with I CAN statement