

Supervisory Refresher

Length: 2 Days

COURSE CONTENT

DAY 1

1: EMBRACING YOUR ROLE AND EXPECTATIONS

- What your boss, employees, peers and senior management expect from you in your supervisory role
- Basic management functions: planning, organizing, communicating, monitoring

2: FILLING YOUR COMMUNICATION SKILLS TOOLBOX

- Advantages and disadvantages of one-way and two-way communication and when to use each

3: COMMUNICATION, BUILDING AND BOOSTING TEAM PERFORMANCE

- Experience the impact of nonverbal communication
- Send harmonious messages
- How to ask questions that get the answers you really need

4: COACHING FOR HIGH QUALITY PERFORMANCE

- How to give and receive criticism constructively
- How to minimize defensiveness in yourself and others
- Demonstrate a coaching discussion model

5: CREATING A MOTIVATING ENVIRONMENT

- Establish the essentials of a motivating environment
- Demonstrate rules for reinforcing productive behavior

6: TAKING DELEGATION, PERFORMANCE AND TEAM DEVELOPMENT TO THE NEXT LEVEL OF EXCELLENCE

- Use delegation as a motivational tool
- Develop a strategy for solving a current employee motivational problem

7: MANAGING PERFORMANCE APPRAISALS

- Understand your company's appraisal system
- Record-keeping and compliance issues
- Write a performance appraisal document
- Conduct an effective performance appraisal meeting

8: MANAGING TIME EFFECTIVELY

- Key principles of effective time management
- Share time management best practices

9: PLANNING FOR CONTINUING GROWTH

- Select and prioritize your own next steps
- Develop an action plan for continuing professional development

DAY 2

1: EMPLOYEE DEVELOPMENT & PERFORMANCE

- Giving and receiving feedback
- Positive and constructive feedback
- Monitoring performance
- Communication styles
- Difficult feedback sessions

2: DEALING WITH UNACCEPTABLE BEHAVIOR AND PERFORMANCE

- Understanding difficult employees
- Assessing and identifying difficult personality types
- Dealing with unacceptable behavior
- Monitoring behavior
- Communicating with difficult employees
- Conflicts in the workplace
- Conflicts and the organization

3: APPRAISING EMPLOYEE'S PERFORMANCE

- Performance appraisal process
- Understanding the performance appraisal process
- Understanding self-evaluation
- Writing the performance appraisal
- Preparing for appraisal discussion
- Leading an appraisal discussion
- Respond to and resolve conflict
- Identifying guidelines to improve listening skills
- Understanding types of communication to avoid
- Resolving conflict in an appraisal discussion

4: MENTORING

- Identifying Your Mentoring Goals
- Identify Your Goals for Mentoring Others
- Identify Your Goals for Seeking a Mentor

5: DEVELOPING MENTORING RELATIONSHIPS

- Begin the Mentor Relationship
 - Develop the Mentor Relationship
 - Nurture Untapped Talent
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