

# supervisory skills

It's a well-known fact that South Africa suffers from a skills shortage. This is a growing concern across several industries and most economists agree that it poses a significant threat to the country's long-term economic growth.

Middle management and supervisors are among the categories that are most affected. Given the crucial role supervisors play daily as the drivers of sustainable workforce productivity, it is particularly important to equip them with the necessary knowledge and skills to optimally perform their functions.

We have designed an intervention that addresses a fundamental weakness in supervisory training – the ability to transfer classroom knowledge to the workplace, resulting in operational improvements.





## OUR OFFERING

We offer a multidisciplinary intervention that will:

### > DEFINE

what supervisors need to do (a framework outlining the required competencies and capabilities).

### > ASSESS

supervisors against these competencies to determine the development needs, establish a baseline and track progress.

### > DEVELOP

supervisory skills through an 80-20 intervention – a unique blend of classroom training and assignments (20% focus), complemented by on-the-floor coaching and evaluations (80% focus). This approach bridges the learning transfer gap by ensuring that knowledge is properly applied in the workplace while clients benefit from ongoing operational optimisation.

### > MANAGE

talent through a model that includes recruitment, retention, succession planning and leadership development in your organisation.

You may find programmes that offer these elements in isolation, but few present them as a single intervention led by a multidisciplinary team of specialists with years of experience in performance improvement, process and operational optimisation, and leadership development.





## OUR OFFERING

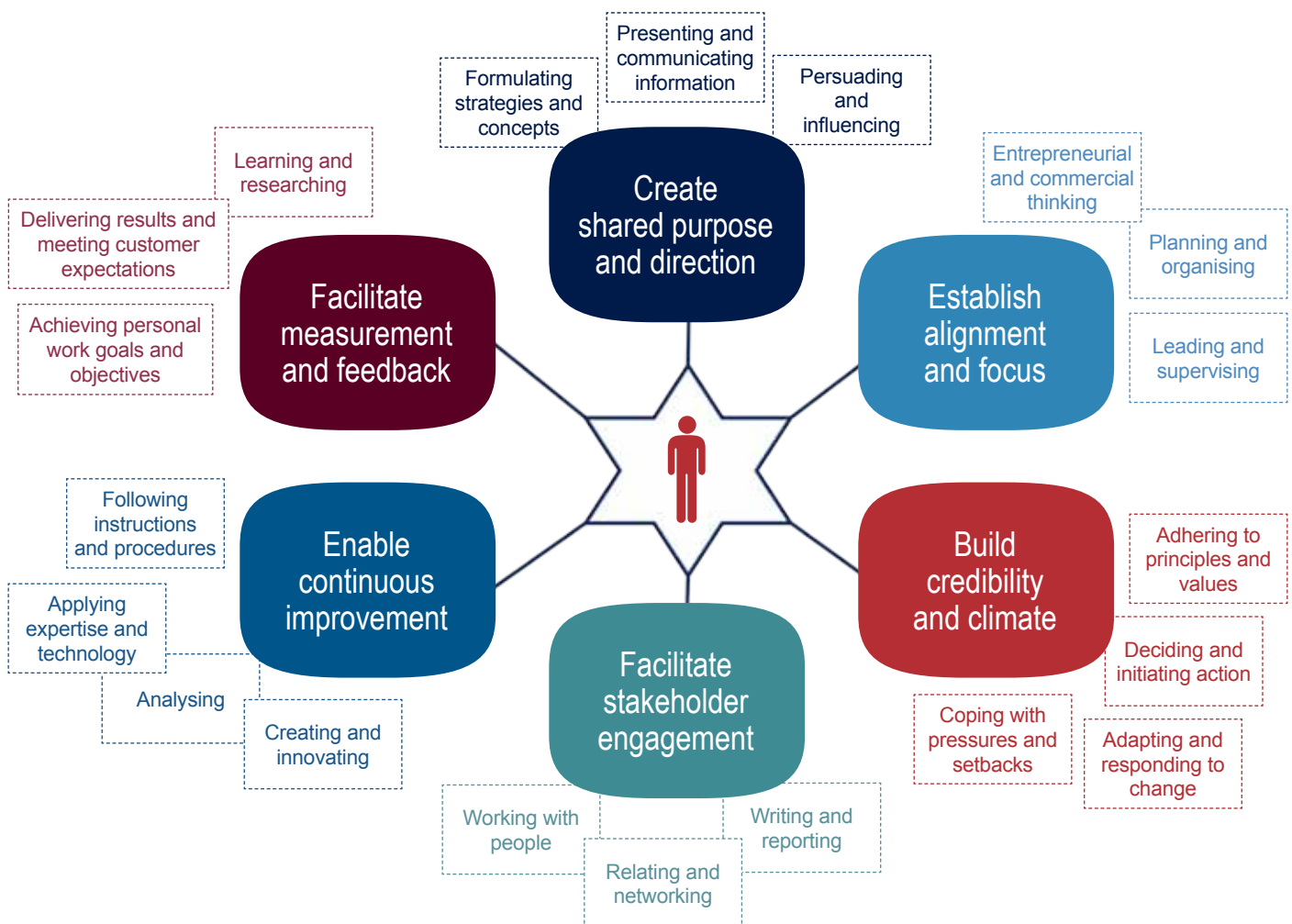
OIM's supervisory skills intervention consists of four main elements:

1. Define | 2. Assess | 3. Develop | 4. Manage Talent

1

DEFINE

We work with client organisations to define a competency framework that matches their business and operational needs. To design this framework we use our internationally benchmarked competency tool as a gauge. It groups competencies and capabilities as follow:



This tool links the six core capabilities derived from OIM's performance improvement cycle with the universal leadership competencies of SHL and Saville, the global leaders in talent assessment. This set of competencies is tailored to concentrate on the essential requirements per client organisation.



2

With this framework as the standard, and using several assessment methods selected for your needs, supervisors undergo a series of pre- and post-assessments, covering everything from existing competency levels to personality profiles (psychometric assessment) and potential (psychometric and assessment centres).

Operations management consultants also conduct regular on-the-floor assessments of the identified competencies and capabilities. All results are collated to track progress, provide feedback and determine the need for further development.

3



**The assessment outcomes are used to conduct a needs analysis and finalise a suitable intervention.**

Classroom content is aligned to the development needs and selected from a library of modules in four categories:

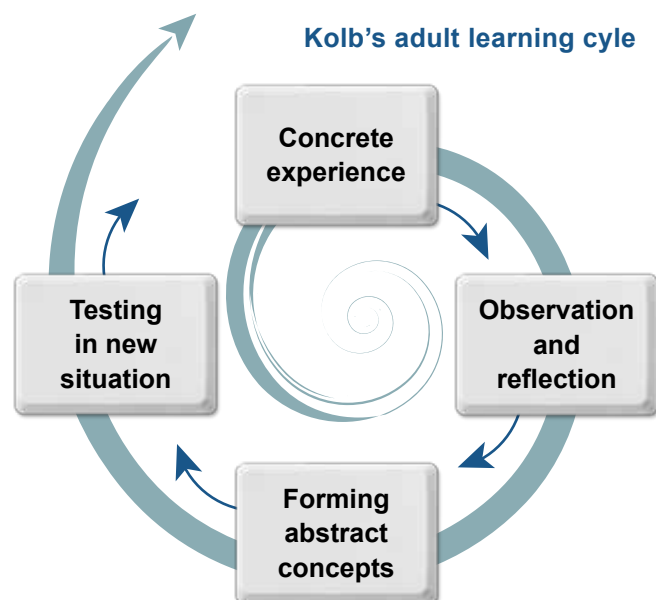
- **Intrapersonal skills** (eg self-confidence, assertiveness, self-control, learning styles, time management, personal effectiveness)
- **Interpersonal skills** (eg adaptability, team dynamics, interpersonal communication, dealing with conflict, building interpersonal trust and credibility, progressing from peer to team leader)
- Leadership and management skills (eg goal setting,

problem solving, action planning, delegation and empowerment, effective team meetings, team motivation, coaching, acting as a role model, performance feedback and management, building leadership credibility)

- **Business and operational acumen** (eg business principles, scorecards and measurements, data analysis, prioritisation, decision making, managing flow and variation, resource utilisation, work and business processes)

## > Delivery model

- Using adult learning principles, a unique mix of classroom training, practical exercises, assignments, ongoing evaluations and on-the-floor coaching ensure that theoretical knowledge is effectively transferred to the workplace.
- OIM consultants, who specialise in operations management, spend time on the work floor observing, assessing and coaching supervisors in all the identified development areas.
- These consultants also work with supervisors to jointly create solutions to process and workforce management challenges, resulting in improved efficiency, enhanced quality, reduced cost and better turnaround time.







# 4

OIM assists clients with attracting, identifying and retaining suitable supervisors through a structured talent management approach. This includes succession planning, the retention of high-performing individuals, the attraction and recruitment of relevant talent, performance management, reward and recognition strategies, the effective assessment of talent and focused leadership development.

## > Sustainability and line managers

As part of sustaining the programme, it is critical to involve supervisors' line managers. Therefore we also focus on information and mentoring skills for these managers and include them in certain on-the-floor coaching sessions.

## THE OIM DIFFERENCE



OIM's supervisory skills offering provides you with:

- A programme that is aligned to your company's strategy, culture and specific leadership requirements.
- A programme that measures the

intervention effectiveness against improved operational performance, efficiency and throughput.

- A multidisciplinary team of experienced business consultants in the areas of performance improvement, process and

operational optimisation, and leadership development.

- A competency framework that is benchmarked against international leadership competencies and proven elements for high-performing organisations.
- An emphasis on skills transfer: On-the-floor coaching and evaluations (80% of development intervention) complemented by classroom training and assignments.
- Coaching by specialists in operational optimisation who also help design workforce, process and other operational solutions.
- A series of pre- and post-assessments, measuring both psychometrics and operational results.

