



Advanced Supervisory Skills

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Introduction

- This is an exciting and interactive programme designed to help experienced and second-level supervisors take stock of their roles and to develop the skills and approach they need to perform effectively in the modern organization.

Who Should Attend?

- Second-level supervisors who are responsible for the work of first-level supervisors
- Experienced supervisors who are being prepared for promotion

Training Methodology

The programme is highly interactive providing an opportunity for everybody to exchange their views and learn from each other's experiences. The programme also includes a range of case studies, management games and simulations, discussion exercises, self-assessment instruments and video training films.

Programme Summary

The programme covers a wide range of topics relating to the supervisor's role. It recognizes that supervisors not only have to manage their teams but also have to operate in a wider organizational context getting things done through, with and for other teams and departments. Insights developed during the course will be particularly useful for second-line supervisors who themselves may have to manage the development of newly appointed supervisors.

Course Objectives:

- Extend their understanding of the supervisor's role and the processes of managing up, down and across the organization
- Develop a strategy for enhancing the effectiveness of their teams
- Develop a strategy to support and develop the performance of each member of their staff
- Review their personal working practices and managerial style

Course Outline:

Module 1 - Programme introduction/The Supervisor's Role and Competences

- Programme introduction and objectives
- Action planning
- Roles and responsibilities of the supervisor
- The competency concept - measuring actual behaviours against the model
- Management style and leadership
- 'Psychological' distance and relations with staff
- Concept of empowerment

Module 2 - Team working and leadership

- Group dynamics and team formation
- Conflict and conformity in group situations
- Problem solving and decision making
- Managing team meetings

Module 3 - Managing performance

- Delegation
- Coaching and developing staff
- Appraisal
- Motivation
- Discipline

Module 4 - Managing relationships/Personal effectiveness and Time management

- Assertiveness
- People problems and problem people
- Constructive criticism - giving and receiving
- Planning and priority setting
- Interruptions and accessibility

Module 5 - Managing change and continuous improvement/action planning

- Concept of continuous improvement
- Creativity and implementing change
- Influencing skills
- Action planning and programme review