

Supervision & Management - Programme Outline

Day One

Morning Session

Prioritisation and Delegation

Using participants own examples, we explore the practicalities of prioritising and delegating tasks in the modern workplace. A case study is introduced and the participants work in groups to solve the problems faced by an inexperienced manager.

Skill/Will Matrix

The Skill/Will Matrix is used to help participants select the right approach to managing and developing team members in relation to specific tasks and outcomes. Issues of motivation and capability are explored in depth.

Cornerstone Coaching™

The Cornerstone model is introduced to help participants understand the 3 key elements necessary for sustainable individual performance improvement in the workplace; Specific Business Issue, Personal Development and Active Support. A role-play case study is used to dramatise the model and realise the learning.

Afternoon Session

Goals and KPIs

The importance of Goal Setting is explored, first at the individual level and then from the team perspective. Traditional models are suggested and participants will be asked to share their own goal setting techniques. We then move on to KPIs and the importance of measuring performance in specific areas. Participants will be asked to discuss the KPIs appropriate to their role and their team.

AID Feedback Method

We then return to focus on individual performance in relation to Goals and KPIs, using 1:1 feedback as a tool to help individuals improve performance. This session will link together all of the work completed so far on delegation, coaching and goal setting.

3DL™ Self Assessment tool

We conclude the afternoon session by asking the participants to complete their own personal profile using the 3DL self-assessment tool. This encourages supervisors and managers to examine their existing practice in three key areas; Organisational Values, Functional Effectiveness and Personal Influence. The outcome of this activity will feed into the personal action planning on the final day.

Evening Homework

A Case Study is issued for the participants to complete overnight. The case study focuses on handling a difficult performance issue in a specific employee and requires the participants to make use of the tools introduced during day one.

Day Two

Morning Session

Case Study Presentations

Each participant gives a short presentation on their case study, describing the situation, their proposed solution and the specific tools appropriate to the scenario. We review the outcomes and share feedback to deepen the learning.

HPT Team Building Tool

We now introduce the importance of team development and management. Use is made of the High Performing Teams template and participants will diagnose some of the key issues relating to their own teams.

Afternoon Session

Appraisals and Desk Reviews

In this session we discuss and evaluate the importance of using the formal appraisal process, underpinned by regular desk reviews between supervisor and team member. Participants will be encouraged to relate and share their own experience in order to fully understand the benefits of combining the formal with the informal.

Discipline and Grievance Procedures

D&G procedures are introduced to ensure that participants understand when and how they are used. The importance of following both procedures correctly is emphasised and the focus will be on prevention rather than cure. A group case study is used to dramatise the learning.

Reflective Learning Logs

The participants complete their first reflective learning log, which includes the preparation of a detailed and focused action plan to take the learning forward. Each is discussed in turn within the group, so that everybody has the opportunity to share their learning and exchange ideas.

Conclusion

The programme is closed with an informal discussion, Q&A session and guidance on further support available from HR and line management.