SUPERVISORY DEVELOPMENT PROGRAMME
A Specialised Kwelanga Training Programme

INTRODUCTION

To become a competent and confident leader of the future, supervisors are invited to embark on an exciting journey of learning. The programme has been designed to incorporate essential high level inter- and intra-personal skills to enable supervisors to adapt, motivate, lead and manage their subordinates with confidence through changing times.

Different modules will enlighten the Supervisor in four key areas:

1. Self-Management
2. Stakeholder Management
3. People Skills
4. Customer Centricity

The primary objective of the programme is to ensure that the knowledge acquired is applied successfully, adding real value in the service profit/value chain by:

- Increased employee satisfaction
- Increased staff retention
- Increased productivity

Value is added to the programme by the individual and syndicate portfolio work completed between modules, culminating in a final presentation and certification. The portfolio work embeds knowledge and skills in the learner.

REFERENCES

"Direct nature/comments of the facilitator iro the subject matter."

"Applies to what I am having difficulty with."

"Every single thing about it!"

"Practicality / solution to the areas of development raised."

WHAT THIS COURSE CAN DO FOR YOU…

- Examine time management skills and select and implement solutions which will assist them in meeting work, team and personal deadlines.
- Explore the basics of Emotional Intelligence and apply the guidelines and theories in everyday situations that arise when working with people.
- Discover your 'basket of benefits', master them and realise what you are capable of offering the organisation.
- Explore communication and understand the appropriate ways in which to communicate, to become comfortable in communicating both up and down in the organisation.
- Master business communication and manage relationships both up and down.
- Present oneself effectively with confidence to both large and small audiences.
- Realise how to influence and motivate staff to achieve exceptional performance.
- Learn how to maintain a balance between achieving results and developing your people.
- Increase awareness of your current leadership style and abilities.
- Improve coaching and mentoring skills, producing a positive developmental culture within the organisation.
- Monitor ongoing performance so as to incorporate effective developmental plans for employees.
- Understand and apply the Performance Management Cycle to maximise human resource potential in the organisation.
- Develop a more professional and effective manner in which to handle both internal and external customers.
- Enhance email etiquette and learn how to draft emails that are clear and concise and won't be misinterpreted by co-workers.

TARGET AUDIENCE

This workshop is aimed at all those who have supervisory/team leader responsibilities, those earmarked to take on supervisory/ team leader roles or those who have recently been promoted to a supervisory/team leader management position.

COURSE CONTENT

Section 1: Self-Management (2 Days)

- Module 1: Time and Productivity (1day)
- Module 2: Emotional Intelligence (1 day)

Module 1: Time and Productivity (1 day)

Introduction
Delegates are given the skills to analyse their personal and team time issues. Delegates will examine their time management and select and implement solutions which will assist them in meeting work, team and personal deadlines.

Just being busy vs. Achieving Targets
- Self-assessment
- The Time Management Matrix – identifying urgent and important tasks

Planning Proactively
- Setting objectives
- Personal goal setting
- Identifying resources and obstacles in order to achieve objectives
- Contingency planning
- Achieving targets

Using and Maintaining an Effective Diary System
- Creating effective Task Lists
- Rules of diary management
- Using diary entries to create an action plan
- Effective scheduling to achieve goals

Procrastination, Prioritising and Productivity
- Procrastination
- Overcoming procrastination
- Prioritising
- Productivity and Motivation

Essential Time Management Skills
- Delegating to empower and maximise your time
- Personal organisational skills
- Managing Stress

Individual and Syndicate Work

Individual
- *Pre-course Time Management Assessment*
- *Post-Session 1: 30 day Goal setting (insert ROI)*
- *Post Session 2: Stress diary*
- *Case Study: Practical delegation of a new task to a subordinate*
- *Post Session 2: Organisational Skills: Review work and personal habits and environment*
- *Post Session 2: Module 2 Emotional Intelligence Preparation: People Watching Assignment: See Portfolio Module 2*

Syndicate
- *Discuss success and failures of proper delegation (coaching) of a recent task according to the methodology taught*

Module 2: Emotional Intelligence (1 day)

Introduction

In today's business environment Emotional Intelligence and Communication Skills are the fundamentals for success in every organisation. It is becoming critical to not only understand the scope of work but also to be able to analyse and understand one's self and the people in your team, in terms of motivation, behaviour and performance potential.

Emotional Intelligence is the ability to identify, understand and control one's thoughts and feelings, communicate them clearly to others and interact with empathy towards other's emotions. In this Module, we explore the basics of Emotional Intelligence and give guidelines on applying the theories in everyday situations that arise when working with people.

The Principles and Concepts of Emotional Intelligence
- The four pillars of emotional intelligence
- Self-Assessment
- The six principles of emotional intelligence

Self-Awareness and Self-Management
- Developing self-awareness
- Accurate self-assessment and Locus of Control
- Developing self confidence and self-esteem
- Locus of Control related to Values
- Emotional self-management reflection: Adaptability, assertiveness, transparency, empathy, initiative

Social Awareness: The impact of Emotional Intelligence on Life and Work Interactions
- Awareness of others emotions: non-verbal cues
- Organisational awareness: Good boss vs Bad boss

Individual and Syndicate Work

Individual
- *Reading and understanding*
- *Individual assignments EI*
- *Pre-course: People Watching Practical Workplace Exercise*
- *Post-EI Module course: The Emotional Blueprint*
- *Pre-course Module 3: Individual Assessments(2) – Assertiveness and Conflict Management*
- *Pre-course Module 4: Self-Assessment Presentation skills*

Syndicate
- *After Session 1 of EI: People watching discussion of observations*
- *Discussion: Groups to discuss individual Emotional Intelligence assessments completed below*
- *Pre-course Module 4: Discussion and notes: Characteristics of a Good vs. poor Presenter (Portfolio Mod 4)*

Section 2: Stakeholder Management (1½ Days)

- Module 3: Mastering Business Communication (1 day)
- Module 4: Presentation Skills (½ day)

Module 3: Mastering Business Communication (1 day)

Introduction
Personally we are each potentially a 'basket of benefits' and it is essential to be aware of what those benefits are so as to master them and to know what we are capable of offering to the organisation

Communication is the cornerstone of all our interpersonal relationships and the foundation of all areas of effectiveness in our lives. With the constant increase of pace, the complex choices we have to make and the range of communication channels available, we have to access new and smarter ways of communicating. In exploring these ways. The learner is given a comprehensive and deeper understanding of self and their need for appropriate verbal, non-verbal and written communication. It is vital that the Supervisor is comfortable to communicate appropriately both Up and Down in the organisation.

Through the understanding of personal branding, professional relationship building and the perfection of effective business communication, this programme provides the essentials to master business communication and manage relationships both Up and Down.

Projecting a Positive Personal Image
- Personal Branding to enhance image and self-projection
- Reviewing values as behaviour modification
- Mastering the skills required of the professional business person
- Relating appropriately to superiors

Understanding effective Business Communication
- Building rapport: How to Manage Up!
- The communication process

Building Relationships
- Listening authentically
- Overcoming barriers to listening

Language Mastery
- Focusing on positive language
- Selecting the correct communication channel
- Effective questioning skills with colleagues
- Giving and receiving criticism

Advanced Language Mastery
- Assertive expression to improve relationships
- Self-assessment group discussion
- Conflict management styles group discussion

Mastering Written Communication
- Defining the purpose and objective of effective business communication
- Up-to-date business writing
- Mastering email etiquette and tone vs Social Media

Individual and Syndicate work

Individual
- *Post- Session 2:Assertiveness Skill application and OBEFO application in the Workplace*
- *Post-Session 2: Conflict management record keeping*
- *Post-Session 2: Reviewing emails and written communication*
- *Pre-course Module 4: Presentation Skills self-evaluation*

Syndicate
- *Take a break!*

Module 4: Presentation Skills (½ day)

Introduction
The ability to present oneself effectively with confidence is one of the most highly sought-after skills in the workplace. This Module will give you the tools to present to both large and small audiences. You will learn the skill of adapting to different audiences in varying presentation circumstances including formal presentations, meetings, interviews, negotiations, debating sessions and team presentations. The focus is on gaining skills through practical application of the theory and skills covered.

Confidence levels
- Pre course self-evaluation check-in
- Characteristics of a good presenter round the group discussion
- Impact areas in general communication: Review
- Overcoming the 'Fear Factor'

Strategies to Capture and Keep the Audience Interested
- Analysing your audience
- Adapting to diverse needs and expectations of the audience
- Review: Verbal and Non-verbal Communication

The 10 Step Presentation Process
- Planning: Determining purpose and defining objectives
- Structuring the presentation to suit the audience's needs
- Brainstorming, mind mapping and creating an outline
- Writing a convincing presentation using attention maintenance skills
- The importance of timing and practice
- Using visual aids for effective transfer of information
- Handling question and answer sessions and coping with difficult audiences
- Using Presentation Skills to interact with different audiences

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Individual and Syndicate Work

Individual:
- *Pre-Module 4: Presentation Skills Pre-Assessment*
- *Post Module 4: Prepare and present a presentation to colleague/customer to be evaluated as per Evaluation report supplied in this Module below*
- *Reading included*

Syndicate:
- *Pre-Module 4: Cell phone recordings for verbal and vocal assessment*
- *Post Module 4: Q&A Session Trouble shooting*
- *Post Module 4: How to deal with difficult audiences*

Module 5 Preparation:
- *Self-Assessment: Management and Leadership basics*
- *Self-Assessment: Situational Leadership*

Section 3: People Skills (4 Days)

- Module 5: People Management and Leadership (2 days)
- Module 6: Coaching and Mentoring Skills (1 day)
- Module 7: Performance Management (1 day)

Note: An official Portfolio of Evidence for Module 5 can be completed. Delegates will be prepared for this assessment thoroughly. The successful completion of this Portfolio will result in being awarded a Competency Certificate in Unit Standard 14667 which carries a value of 10 Credits towards a National Management Certificate.

Module 5: People Management and Leadership (2 days)

Introduction

The aim of this Module is to strengthen current management and leadership skills with a powerful, more distinguished dimension in order to influence and motivate your staff to achieve exceptional performance.

Leadership is built on solid management skills. This foundation provides the essentials necessary for supporting and sustaining your management qualities and performances. Maintaining a balance between achieving results and developing your people is the key to successful management. This Module increases your awareness of your current leadership style and abilities. You will also appreciate the impact your leadership style has on those who work with you.

Pre- Course Commencement
- Portfolio of Evidence preparation

Management vs Leadership
- Defining management and leadership
- Review: Self-assessment on the management basics

Planning
- Leading the team towards company objectives
- Mission, Vision and Values
- Strategic planning and objectives (Review: Time Management)
- Targets and contingency planning in Strategic planning

Organising
- Activities involved in effective organising
- Benefits of concise communication of the organising process

Controlling as an introduction to Performance Management
- The importance of long term control
- Ongoing Performance management
- Solving performance deviation
- Identifying areas of strength and weakness in your organisation's control process
- Maintaining control and assessing control effectiveness

Developing Leadership
- Situational Leadership and Leadership Styles
- Leadership and different Personality Types
- Management styles

Additional Essential Management Skills
- Problem solving and Decision Making
- Building an environment of trust
- Task coordination
- Motivating your team
- Review: Delegating to empower your staff

Developing Effective Teams
- Distinguishing characteristics of effective teams
- Synergy
- SWOT analyses
- Roles of team members

Individual and Syndicate work

Individual
- *Pre-Module 5: Management and Leadership Basics Self-Assessment*
- *Pre-Module 5: Situational Leadership self-assessment*

Note: An official Portfolio of Evidence for Module 5 can be completed. You will be prepared for this assessment thoroughly. The successful completion of this Portfolio will result in your being awarded a Competency Certificate in Unit Standard 14667 which carries a value of 10 Credits towards a National Management Certificate.

- *Portfolio of Evidence Preparation for Competency Certification (US 14667 L4 Cr10)*
- *Syndicate meetings for discussions*
- *Agreed sections of POE to cover before next session at end of ½ day session*

Module 6: Coaching Skills (1 day)

Introduction
Organisational change management, employee motivation and development, and developing leadership and emotional intelligence competencies are crucial success factors for individuals and organisations in an aggressive 21 Century business environment. Coaching trends are not only challenging individuals to develop and manage themselves but are becoming an integral part of productive performance and accelerated learning. Coaching can help in career progression, strategic planning, skills development, employment equity and in building relationships and leadership potential. Many people at every level of the organisation can facilitate coaching processes and initiatives, producing a positive developmental culture within the organisation.

Providing mentoring is vital for junior management to have a role model who can guide their leadership and management development as well as imparting life skills.

This interactive and practical Module will equip you with the skills to manage and develop coaching and mentoring skills for yourself and others in your organisation and will involve you from both the coach and coachee's perspective.

Preparing to Coach effectively
- What is coaching?
- What is Mentoring?
- The case for internal coaching

Coaching skills and principles
- The 6 principles of coaching
- A Coach's/Mentor's profile
- Ethical issues and contracting
- Key Coaching and Mentoring Skills: (Review of skills already covered)
- Self-awareness
- Trust and rapport
- The skilled language of coaching
- Active listening
- Ability to summarise

Developing the Coaching Relationship
- Review of Social Styles
- Identifying values and drivers
- The Johari Window
- Working with the Life Balance Wheel
- Future focus: linking to action plans
- Accountability
- Setting boundaries and managing dependency

The Coaching Process
- Phases of the coaching relationship
- The coaching process
- Applying the GROW Model towards an action plan and solving problems
- Monitoring the ongoing process
- Completing and concluding coaching programmes
- Applying knowledge and skills in a practical coaching session

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Individual and Syndicate Work

Individual
- *Workplace application: Applying the GROW Model to monthly one-on-one meetings.*
- *Module 7: Pre-course assessment questionnaire*

Syndicate
- *Working in triads of coach, coachee and observer, each syndicate member will have a chance to play each role hence practicing as coach, the coaching skills of the GROW model, acting as coachee to understand and analyse the how and why of the model and, as the observer, to constructively analyse and criticize colleagues abilities and skills.*

Module 7: Performance Management (1 day)

Performance Management translates to creating both competence and growth for employees. Effective Performance Management incorporates a series of on-going assessments, processes and activities that encourage growth and measure progress in attaining objectives.

This Module will guide Supervisors to monitor ongoing performance so as to incorporate effective developmental plans for employees. Managing performance comes with greater responsibility for the work output and progress of others. Understanding and applying the Performance Management Cycle is invaluable in maximising human resource potential in the organisation.

Management at all levels should to be able to coach and counsel towards desired outcomes in order to prevent formal disciplinary steps. This workshop will show you how to further apply the coaching skills already covered in order to perform this role effectively.

Performance Management Overview
- Pre-Course Assessment Review
- Defining performance Management
- My current Performance Management Impression
- Activities involved throughout the year

Portfolio Reading: The Law and Performance
- Avoiding a wrongful dismissal
- Legal guidelines and definitions
- The manager's responsibility and personal liability

Documented Feedback
- Maintaining employee work files

The Phases of Performance Management

- ▪ **Phase 1: Performance Planning**
    - Setting performance standards

- ▪ **Phase 2: Performance Execution**
    - Employee responsibilities
    - Manager's responsibilities

- ▪ **Phase 3: Performance Assessment**
    - Manager's Performance Assessment responsibilities
    - The Employee's responsibilities

- ▪ **Phase 4: Performance Review Process**
    - Manager responsibilities and guidelines
    - Performance review process
    - Following steps in the discussion
    - The review form
    - Avoiding pitfalls

Rating Performance
- ▪ Applying tools to ensure fairness and consistency
- ▪ Rating performance skills

Career Development
- ▪ Horizontal and vertical career development

Feedback
- ▪ Developing and practising performance feedback
- ▪ Analysing the gaps
- ▪ Corrective coaching to close the performance gap
- ▪ Ability vs. Motivation

Portfolio Reading: Progressive Discipline and Counselling
- ▪ Progressive discipline steps
- ▪ Dismissal for misconduct or poor performance
- ▪ Consultation and documentation
- ▪ Counselling and coaching towards improvement

Individual and Syndicate Work

Individual
- *Pre-course reading: The law and performance*
  - *Progressive Discipline and Counselling*
- *Start Employee Work files (Evidence)*
- *Additional Reading*
- *Knowledge Questionnaire and self-marking.*

Syndicate
- *Performance Management role play in groups of three*
- *Write a brief report of a current Performance issue that you have addressed*

Section 4: Customer Centricity (1 Day)

- Module 8: 21 Century Service (½ day)
- Module 9: E-mail Etiquette (½ day)

Module 8: 21 Century Service (½ day)

Introduction
The Customer Centricity module focuses on a more professional and effective manner in which we handle both internal and external customers. Delegates will understand the impact on them and their organisation of providing the best possible service and learning to communicate with customers in a professional and effective manner.

Customer Satisfaction
- 21C Service
- The concept of the 'Moment of Truth'
- Retaining clients
- Treating my internal customers as gold

Wow! Service – Going the Extra Mile
- Adding value

Dealing with Customer Complaints
- Principles for handling the irate customer
- Using the complaint to improve service

Understanding and Communicating with your Customer
- Explain the benefits of shifting communication styles with different personality types: Review
- Explore ways of dealing with different customer-types in all situations

Module 9: E-mail Etiquette (½ day)

Introduction

Email Etiquette will provide you with the skills and techniques necessary for managing emails, creating and managing groups, writing professionally with effective email structures, creating signatures and templates and more. Learn how to draft emails that are clear and concise and won't be misinterpreted by co-workers.

Introduction to Email Etiquette
- Email is never secure
- Email misuse and abuse may lose you your job!
- Embarrassing moments
- Impacts of email on revenues and reputations
- Email is easily misinterpreted

Create Structure for Success
- Forward-To-CC-BCC-Reply to All
- Urgent! High Importance vs Low Importance
- Subject line and salutations
- The 5 C's of Modern Business writing
- Draft
- Time delays

Rules of Thumb
- Length of email
- Sentence length
- Paragraphing: Introduction – Body – Conclusion

Branding
- Importance of Branding
- Corporate Signatures

Polishing Your Cyber Manners
- Watch your Cyber Language
- Avoiding sexist language
- Set the right tone

Netiquette Guidelines
- Reviewing netiquette Guidelines
- Netiquette Guidelines for Managers

Managing Email Overload
- Controlling your Inbox

Individual and Syndicate Work

Individual
- *Evaluate the communication in your organisation: Survey*
- *Reading: Strategies to Improve your Customer Service*
- *Evaluate e-mail etiquette and make a note of improvement areas*

Syndicate
- *Brainstorm and create a list of how the organisation can offer better levels of customer service*
- *Make a list of ways in which you can 'Wow!' your customers.*
- *Polling your service to internal customers: complete the questionnaire and then discuss each-others' outcomes and give positive criticism and solutions.*
- *Share areas of e-mail improvement.*
- *Knowledge questionnaire quiz.*

Personal Accountability & Commitment Plan

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and **making a visible difference to work performance** in the business environment. The courses have a strong focus on an outcomes based approach and are facilitated on a highly interactive basis encouraging active delegate participation using:

- Role plays
- Break-away sessions
- Relevant business exercises
- Presentation

- Demonstrations
- Questionnaires
- Discussion activities and
- Case studies

High emphasis is placed on learning through 'doing' where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. The group leaders are trained to create a comfortable atmosphere where delegates can evaluate themselves and their skills, generate ideas and solutions to problems and plan suitable growth in the workplace.

POST COURSE ASSISTANCE

"Contact the Coach" – Bridging Learning for Business Results

We offer a continued learning relationship providing FREE access to post course support to embed the knowledge gained. Our advisors are subject matter experts in each area of specialisation. Delegates can "Contact the Coach" for support, information or assistance with additional questions regarding the application of theory covered during the course.

Personal Accountability & Commitment Plan

Kwelanga is determined to promote and encourage accountability and behaviour change once delegates return to the work place. A Personal Accountability & Commitment Plan is therefore included in each course presented.

Facilitators will guide delegates through the recording of action plan items and will encourage them to show their Personal Post Course Accountability & Commitment Plan to their up-line on their return to work so accountability is created. This tool will also be useful for monthly one-on-one development discussions.

On-Line Knowledge Hub

All delegates attending Kwelanga Training courses have **FREE** access to post course on-line resources. Up-to-date, convenient and easily accessible information, relevant to the programme attended, is available. Tools include case studies, articles, exercises and other valuable information which will reinforce course content and assist in transferring knowledge and skills to the workplace.

OUR COMMITMENT TO YOU …

Kwelanga Training's Commitment
To develop and inspire each individual to be the best that they can be.
To assist clients in the transfer of skills and positive behaviour change.

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