

## Supervisory Refresher

Length: 2 Days

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### 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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