

SUPERVISION

MODULE SYLLABUS

July 2020

Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

SUPERVISION MODULE SYLLABUS

Overview

One of the most difficult transitions in one's leadership journey is when a person becomes directly in charge of others, the supervisor. Not only are you doing the work required by the organization, you are also supervising the work of others. A supervisor is responsible for the successes and failures of a group of employees.

Although there are many titles for this position that are used throughout the world including manager, frontline supervisor, and team leader, the position requires a universal role – supervision. To be a good supervisor, one must be a good leader. Leadership is an action-packed, hands-on effort that frequently includes hard choices, ethical dilemmas, solid people development skills, and a faithful adherence to strong values.

Leadership is about earning trust and respect through modeled behaviors and actions. Leaders must recognize the value that employees bring to the organization, harness their potential, and guide them towards achieving a well-communicated vision. Leadership is a team effort that involves more than just faithful followers, but also includes your peers and superiors within a collaborative environment of continuous improvement, growth, and change.

The purpose of this module is to teach the values, skills, and actions associated with supervision and being a leader.

Learners

This module is recommended for anyone new to supervision. Ideally, the learner should complete this course before becoming a supervisor that the person understands the unique requirements of supervision. The course is also appropriate for new supervisors who need that extra level of education and training to complete the supervisory leadership transition.

The module would also qualify for Continuing Education Units (CEU) for professional certifications such as with SHRM.

Learning Outcomes

At the conclusion of this module, learners will be able to:

1. Define leadership.

2. Understand the workplace environment.
3. Communicate as a leader.
4. Make the supervision transition.
5. Lead a team.
6. Conduct performance management.
7. Practice the art of supervision.
8. Support compliance in the workplace.
9. Plan and organize work.
10. Support both internal and external customers.
11. Lead change.
12. Perform continuous improvement activities.

Curriculum

<u>Section</u>	<u>Topics</u>
LEADERSHIP FUNDAMENTALS	
Section 1: Understanding Leadership	<ul style="list-style-type: none"> • Leadership Definitions • Leadership vs. Management • Stephen Covey's 7 Habits of Highly Effective People • The Leadership Journey • 5 Steps to Training Winners • Application for Supervisors
Section 2: The Values and Attributes of Leadership	<ul style="list-style-type: none"> • The Character of the Leader • Modeling • Aligning Your Values with Those of Your Organization • Modeling Integrity • Leading with Integrity • Serving Customers with Integrity • Setting the Example

	<ul style="list-style-type: none"> • Being Accountable and Committed • A Business Code of Conduct • Application for Supervisors
Section 3: The Skills & Actions of Leaders	<ul style="list-style-type: none"> • Effective Leadership Skills • Firstline Supervisor Skills • Motivation • Inspiring Commitment • Influencing Others • Problem Solving
Section 4: Pygmalion Leadership	<ul style="list-style-type: none"> • The Self-fulfilling Prophecy • Everything Rises and Falls on Leadership • Leadership Success in Business • The Art of Leadership
THE WORKPLACE ENVIRONMENT	
Section 5: Understanding Organizational Structures	<ul style="list-style-type: none"> • Formal organizational structure • Informal organizational structure • Unity of Command • Span of Management • Organizational Domains • Organizational Effectiveness • Determinants of Structure
Section 6: The Basics of Business Finance	<ul style="list-style-type: none"> • Shareholder Value • Business Value • Business Financial Leadership
Section 7: Human Resource Management Basics	<ul style="list-style-type: none"> • Human Resource Management • Personnel Management • Staff • Line Manager Responsibilities • HR Manager Duties
Section 8: Making the Leadership Transition	<ul style="list-style-type: none"> • Leadership Transition • Leadership Toolbox • Leadership Journal
LEADERSHIP COMMUNICATIONS	

Section 9: Communications Media	<ul style="list-style-type: none"> • Communications Media • Communications Flow • Communications Network • Barriers to Communications • Active Listening • Nonverbal Communications • Electronic Communications
Section 10: The Art of Active Listening	<ul style="list-style-type: none"> • Active Listening • Feedback • Feelings • Message Intent
Section 11: Business Writing and Presentations	<ul style="list-style-type: none"> • Writing Purpose • Clarity in Writing • Active vs. Passive Voice • Memorandums • PowerPoint • Rehearsals • Preparation
Section 12: Leadership Ethics	<ul style="list-style-type: none"> • Ethics • Business Ethics • Ethical Decision-Making • Whistleblowing • Values • Code of Conduct • Ethical Leadership
PREPARING FOR THE LEADERSHIP CHALLENGE	
Section 13: Understanding Personality Types	<ul style="list-style-type: none"> • Myers-Briggs Type Indicators[®] • Personality Types • Introverts and Extroverts • Sensing and Intuition • Thinking and Feeling • Judging and Perceiving
Section 14: The Different Styles of Leadership	<ul style="list-style-type: none"> • Transformational Leadership • Transactional Leadership

	<ul style="list-style-type: none"> • Situational Leadership • Leadership Attributes • Team Building
Section 15: Time Management	<ul style="list-style-type: none"> • Time Management • Time Traps • Planning for Time Management
Section 16: Dealing with Stress	<ul style="list-style-type: none"> • Stress • Stress Management
LEADING YOUR TEAM	
Section 17: Building Effective Work and Project Teams	<ul style="list-style-type: none"> • Diversity • Performance Evaluation • Feedback • People Development • Teams
Section 18: Facilitating Team and Project Meetings	<ul style="list-style-type: none"> • Team Effectiveness • Running Meetings • Minutes • Agenda • Project Team Meeting Format • Action Plan • Team Essentials
Section 19: Managing Team Conflict	<ul style="list-style-type: none"> • Team Development Stages • Understanding and Resolving Conflict • Reaching Consensus • Team Resolution Processes • Conflict in Work Teams • Conflict in Project Teams
Section 20: Leading Team Performance	<ul style="list-style-type: none"> • Work Teams • Project Teams • Authority • Meetings • Agendas • Team Spirit • Team Organization

PERFORMANCE MANAGEMENT	
Section 21: Identifying and Solving Performance Problems	<ul style="list-style-type: none"> • Performance Problem Analysis • Attendance • Performance • Positive Discipline • Counseling • Punishment • Emotional Behavior
Section 22: Performance Counseling and Appraisals	<ul style="list-style-type: none"> • Performance Counseling • Performance Appraisals • Counseling Tips and Techniques
Section 23: Corrective Action	<ul style="list-style-type: none"> • Corrective Action • Workplace Conflict • Termination • At Will Concept • Counseling • Feedback • Performance Management
Section 24: Maximizing Employee Performance	<ul style="list-style-type: none"> • Performance Management • Performance Conversations • Strategy Matrix • Teams
THE ART OF SUPERVISION	
Section 25: Teaching and Training	<ul style="list-style-type: none"> • Adult Learning • Training • Teaching • Lesson Plan • Communications
Section 26: Coaching & Mentoring	<ul style="list-style-type: none"> • Coaching • Mentoring • Mentoring Roles and Responsibilities
Section 27: Motivating and Inspiring Performance	<ul style="list-style-type: none"> • Motivation • Inspiration

	<ul style="list-style-type: none"> • De-Motivation
Section 28: Leading the Generations in the Workplace	<ul style="list-style-type: none"> • Traditional – WWII Generation • Baby Boomers • Generation X – Xers • Generation Y – Millennials • Generation Z -
COMPLIANCE IN THE WORKPLACE	
Section 29: ADA, FMLA, and HIPPA	<ul style="list-style-type: none"> • ADA • FMLA • HIPPA
Section 30: EEO/AAP	<ul style="list-style-type: none"> • EEO • EEOC • Discrimination • AAP
Section 31: Prevention of Harassment	<ul style="list-style-type: none"> • Harassment • Sexual Harassment • Hostile Work Environment • Diversity • Romance in the Workplace
Section 32: Substance Abuse and Workplace Safety	<ul style="list-style-type: none"> • Substance Abuse • Drug Testing • Company Policy • Depression • Workplace Safety
PLANNING AND ORGANIZING	
Section 33: Evaluating and Organizing Your Business Unit	<ul style="list-style-type: none"> • Goals • Objectives • Management by Objective
Section 34: The Decision-making Process	<ul style="list-style-type: none"> • Decision-making • Facts • Assumptions • Options/Alternatives • Specified Tasks

	<ul style="list-style-type: none"> • Implied Tasks • Option Comparison
Section 35: The Planning Process	<ul style="list-style-type: none"> • Planning • Levels of Planning • Objectives • Goals
Section 35: The Basics of Strategic Planning	<ul style="list-style-type: none"> • Strategic Goals • Operational Objectives • Risk • Planning Cycle
CUSTOMER SERVICE & BUSINESS ETHICS	
Section 37: Defining Your Customers	<ul style="list-style-type: none"> • Internal Customers • External Customers • Customer Service • Customer Relations
Section 38: Business Ethics	<ul style="list-style-type: none"> • Values • Ethics • Ethical Decision-Making • Code of Conduct
Section 39: Stakeholder Management	<ul style="list-style-type: none"> • Stakeholders • Internal Stakeholders • External Stakeholders • Management Plan • Stakeholder Analysis
Section 40: Providing Quality Customer Service	<ul style="list-style-type: none"> • Customer Service • Keys to Customer Service • Internal Customers
LEADING CHANGE	
Section 41: Why Change?	<ul style="list-style-type: none"> • Change • Change Stages • Organizational Growth
Section 42: The Barriers to Change	<ul style="list-style-type: none"> • Change • Barriers to Change

	<ul style="list-style-type: none"> • Leadership Communications
Section 43: The Communications of Change	<ul style="list-style-type: none"> • Change • Communications • Communications Strategy • Planning Change Communications
Section 44: Leading Change Effectively	<ul style="list-style-type: none"> • Change • Leadership • Communications • Business Transformation • A Vision for Change
CONTINUOUS IMPROVEMENT	
Section 45: Quality Management Fundamentals	<ul style="list-style-type: none"> • Total Quality Management • Continuous Improvement • Employee Empowerment • Leadership for Quality Management
Section 46: Problem Solving	<ul style="list-style-type: none"> • PDCA Cycle • Creative Thinking • Problem Identification • Team Problem Solving
Section 47: The Return on Investment	<ul style="list-style-type: none"> • Return on Investment • Cost:Benefit Analysis • Time Value of Money • Job Satisfaction • Employee Retention
Section 48: The After Action Review Process	<ul style="list-style-type: none"> • After Action Review (AAR) • Areas to Sustain • Areas to Improve • Strategies to Improve Performance
SUMMARY AND ASSESSMENT	
Section 49: Summary and Assessment	<ul style="list-style-type: none"> • Summary • Assessment

Certificate Resources

Ramey, M. D., L. E. Vicklund, D. K. Robbins, Sutter, D. W., & O. O. Oedekoven. (2021).
Successfully Leading People: the Art and Science of Supervision. Gillette, Wyoming:
 Peregrine Pathways. ISBN: TBD

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A module completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours for the module are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Sections</u>	<u>Hours</u>
Leadership Fundamentals	4
The Workplace Environment	4
Leadership Communications	4
Preparing for the Leadership Challenge	4
Leading Your Team	4
Performance Management	4
The Art of Supervision	4
Compliance in the Workplace	4
Planning and Organizing	4
Customer Service & Business Ethics	4
Leading Change	4
Continuous Improvement	4
Summary and Assessment	2
Total Module Hours	50