

SUPERVISION

PROGRAM STRUCTURE AND MODULE SYLLABI

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Written & Delivered By:



PEREGRINE

GLOBAL SERVICES

ACADEMICS • LEADERSHIP • PUBLICATIONS

SUPERVISION PROGRAM STRUCTURE AND MODULE SYLLABI

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, but 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 12-module program is to teach the values, skills, and actions associated with supervision and being a leader.

Learners

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

Professional Development Credits



Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

Learner Hours: 55-60 **SHRM PDC:** 40

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Learning Outcomes

At the conclusion of this 12-module program, 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.

The learning outcomes for each of the 12 modules are as follows.

1. **Supervision: Understanding Leadership.** At the conclusion of this module, learners will be able to:
 - a. Develop your personal definition of leadership.
 - b. Know how to apply your definition of leadership in your role as a supervisor.
 - c. Define leadership values.
 - d. Describe leadership attributes.
 - e. List and explain the critical leadership skills.
 - f. List and discuss the critical leadership actions.
 - g. Explain how you would apply the critical leadership skills and actions in your current work environment.
 - h. Explain the concept of Pygmalion Leadership.
 - i. Discuss the power of expectations in performance management.
 - j. Describe the leader's role in establishing expectations for the team members.

2. **Supervision: Supervisor Transitions.** At the conclusion of this module, learners will be able to:
 - a. Describe the term organizational structure.
 - b. Explain unit of command and span of management.
 - c. Discuss the various organizational domains that impact structure.
 - d. Evaluate organizational effectiveness in broad terms.
 - e. Discuss the determinates of organizational structure.
 - f. Know your role within the structure of your organization.
 - g. Understand the principles of financial management.
 - h. Explain your leadership role in business finances.
 - i. Discuss the functional requirements for Human Resource Management.
 - j. List and discuss your HR roles and responsibilities.
 - k. Explain the duties of an HR professional within a business.
 - l. Discuss the motivation for becoming a leader.

- m. Explain leadership tools and continuing leadership development
3. **Supervision: Supervisor Communications & Ethics.** At the conclusion of this module, learners will be able to:
- a. List and describe the communications media.
 - b. Discuss communications flow and the communications network.
 - c. Recognize the barriers to communications and how to overcome them.
 - d. Improve your written, oral, nonverbal, and electronic communication skills.
 - e. Know and use active listening skills.
 - f. Describe Active Listening.
 - g. Employ Active Listening Skills in the workplace.
 - h. Apply the business writing essentials.
 - i. Demonstrate competency in using PowerPoint for presentations.
 - j. Explain the basic concepts for giving quality oral presentations.
 - k. Define Business Ethics.
 - l. Evaluate a Moral or Ethical Conflict.
 - m. Practice Ethical Decision-Making.
 - n. Discuss Ethical Models.
4. **Supervision: Preparing for the Supervisory Challenge.** At the conclusion of this module, learners will be able to:
- a. Identify your personality type.
 - b. Know the potential personality types for your team members.
 - c. Understand and appreciate the power of diversity in the workplace.
 - d. Explain directing, delegating, and participating leadership styles.
 - e. Describe transformational and transactional leadership approaches.
 - f. Discuss situational leadership and how it applies to the workplace.
 - g. Evaluate situations for when to use what leadership style/approach to achieve the results you want to achieve.

- h. Identify the aspects of your work and life that impact your time the most.
 - i. Describe techniques to improve your time management skills.
 - j. Develop better planning, organizing, and executing strategies for improving your time management.
 - k. Recognize stress and its impacts on your performance effectiveness.
 - l. Apply stress management techniques to help you with your health and your leadership effectiveness.
5. **Supervision: Supervising Your Team.** At the conclusion of this module, learners will be able to:
- a. Define a team.
 - b. Discuss the tools for people development.
 - c. Explain the performance feedback process.
 - d. Support diversity on a team.
 - e. Establish a code of conduct for your team.
 - f. Discuss techniques to improve meeting effectiveness.
 - g. Develop an agenda for team meetings.
 - h. Establish an action plan for follow-up items.
 - i. Encourage participation from team members.
 - j. Effectively run a team meeting.
 - k. Describe the nature of conflict in teams.
 - l. Define types of conflict and describe how each manifest in a team.
 - m. Identify reasons why team members struggle with conflict.
 - n. Describe how a team leader can manage conflict within the team.
 - o. Implement intervention in a group conflict situation.
 - p. Identify team leadership requirements.
 - q. Describe the team roles.
 - r. Describe the team environment and the types of teams.

- s. Organize and lead your team successfully.
6. **Supervision: Solving Team Performance Issues.** At the conclusion of this module, learners will be able to:
- a. Apply the steps for performance management problem analysis.
 - b. Recognize attendance management issues.
 - c. Employ positive and negative discipline.
 - d. Effectively deal with emotional behavior.
 - e. Conduct an employee performance counseling session.
 - f. Conduct a periodic employee performance appraisal session.
 - g. Determine situations where corrective action is needed.
 - h. Apply progressive discipline for corrective action.
 - i. Know the legal constraints for corrective action, discipline, and termination.
 - j. Explain and use the 10 keys to maximizing employee performance.
 - k. Discuss how you would conduct a conversation to improve employee performance.
 - l. Employ a strategy matrix to help you decide how best to maximize performance with specific employees.
 - m. Use the ideal team characteristics to improve performance with your team.
7. **Supervision: Developing Your Team.** At the conclusion of this module, learners will be able to:
- a. Explain the adult learning process.
 - b. Develop training goals and objectives.
 - c. Develop a simple lesson plan for a training session.
 - d. Employ feedback tools to measure the effectiveness of your training program.
 - e. Identify and describe effective coaching.
 - f. Know how to be a good mentor.
 - g. Apply good mentoring in the workplace.
 - h. Learn how to properly motivate employees and teams.

- i. Know the de-motivators and avoid having them in your work environment.
 - j. Know the general characteristics of the generations in the workplace.
 - k. Discuss leadership strategies for each generation.
8. **Supervision: Workplace Compliance and Safety.** At the conclusion of this module, learners will be able to:
- a. Discuss compliance with ADA.
 - b. Discuss compliance with FMLA.
 - c. Discuss the requirements of EEO.
 - d. Discuss the role of the EEOC.
 - e. Discuss the requirements of AAP.
 - f. Discuss the requirements of HIPAA.
 - g. Know what discrimination and harassment are and your responsibilities towards discrimination and harassment situations.
 - h. Value diversity as a workplace multiplier for your organization.
 - i. Discuss the legal requirements for reporting and preventing sexual harassment.
 - j. Discuss the issues concerning romance in the workplace.
 - k. Describe the issues of substance abuse in the workplace.
 - l. Manage a safe workplace environment.
 - m. Know and apply your company's policies concerning substance abuse in the workplace.
9. **Supervision: Planning and Organizing.** At the conclusion of this module, learners will be able to:
- a. Develop goals for a team.
 - b. Establish objectives for work.
 - c. Employ the decision-making process for a variety of situations and requirements.
 - d. Develop options and alternatives for problem solutions.
 - e. Discuss the planning process.
 - f. Identify the key elements of a plan.

- g. Describe how planning builds upon planning within an organization.
- h. Discuss the importance of goals and objectives.
- i. Describe the strategic planning process.

10. Supervision: Understanding Ethics and Stakeholder Engagement. At the conclusion of this module, learners will be able to:

- a. Determine who are your internal customers.
- b. Determine who are your external customers.
- c. Develop customer relations strategies for your customers.
- d. Discuss your personal and organizational values.
- e. Evaluate situations for possible ethical conflict.
- f. Determine the ethically best solution for a situation.
- g. Identify your stakeholders.
- h. Develop a stakeholder management plan.
- i. Know how to provide quality customer service to your external customers.
- j. Know how to provide quality customer service to your internal customers.

11. Supervision: Leading Your Team Through Change. At the conclusion of this module, learners will be able to:

- a. Discuss the dynamic of change.
- b. Promote productive change in the workplace.
- c. Explain the need for change.
- d. Understand the reasons why people and organizations are naturally resistant to change.
- e. Recognize barriers to change in the workplace.
- f. Develop competencies to overcome the natural resistance to change.
- g. Understand the dynamics of change.
- h. Discuss communication techniques to facilitate the change program.
- i. Know the dimensions of change and communications for each dimension.

- j. Apply leadership to change management.
- k. Know how to lead change effectively within your organization.
- l. Develop a vision for change.

12. Supervision: Continuous Quality Improvement. At the conclusion of this module, learners will be able to:

- a. Discuss total quality management in specific terms relating to your work environment.
- b. Implement the quality management improvement processes with your team.
- c. Understand and apply the leadership concepts for improving work quality.
- d. Know various techniques for problem solving and apply the best approach to your specific needs and situations.
- e. Calculate a simple time value of money value.
- f. Know the basics of ROI so that you can understand how your company calculates the return required on its investments.
- g. Know the job satisfaction needs of your employees.
- h. Implement leadership practices that produce a ROI from your team members.
- i. Know how to conduct both a formal and informal AAR.
- j. Implement the results of your AAR.

Curriculum

SUPERVISION: UNDERSTANDING LEADERSHIP	
<u>Section</u>	<u>Topics</u>
Section 1: Understanding Leadership	<ul style="list-style-type: none"> • Video: Leadership Defined • Article: 4 Ways to Define Leadership Article • Article: 100 Answers to the Question What Is Leadership Article • Management • Stephen Covey’s 7 Habits of Highly Effective People • Video: Maxwell’s 5 Levels of Leadership • Leadership is about challenging the process • Leaders inspire a shared vision • Enable others to act upon the vision • Model “what right looks like”

	<ul style="list-style-type: none"> • Encouraging the heart • 10 Commandments of leadership • The Leadership Journey • Video: The 8 Universal Laws of Leadership • Five Steps to Training Winners • Section Summary • Workplace Applications
Section 2: The Values and Attributes of Leadership	<ul style="list-style-type: none"> • Introduction • Character – What a Leader Must Be • Video: Leadership Values and Attributes • Article: Leadership Values and Workplace Ethics • Modeling • Aligning Your Values with those of Your Organization • Modeling Integrity • Leading with Integrity • Setting the Example • Video: Weathervane vs. Compass-based Leaders Video • A Business Code of Conduct • Summary • Workplace Applications
Section 3: The Skills & Actions of Leaders	<ul style="list-style-type: none"> • Introduction • Effective Leadership Skills • Animation: 11 Effective Leadership Skills • Ted Talk: Listen, Learn, and Then Lead • Article: 7 Effective Leadership Skills List & Examples Article • Article: 10 Leadership Skills Every Leader Needs to Success Article • First-line Supervisor Skills • First-line Supervisor Actions • Motivating Others • Inspiring Commitment • Leaders Must Set the Example • Problem-Solving • Article: How to Improve Your Leadership Skills • Video: Emotional Intelligence • Summary • Workplace Applications
Section 4: Pygmalion Leadership	<ul style="list-style-type: none"> • Introduction • The Self-Fulfilling Prophecy • The Pygmalion Effect • Video: The Pygmalion Effect • Principles for People Development

	<ul style="list-style-type: none">• Animation: Principles for People Development• The Self-Fulfilling Prophecy• Everything Rises and Falls on Leadership:• The “A”s of Leadership:• L.E.A.D.E.R• Leadership in Today’s Organizations• Article: 19 Definitions of Success You Should Never Ignore• The 16 Basic Skills Employees Need• Perfecting Your Art of Leadership• Summary• Workplace Applications
Section 5: Assessment	<ul style="list-style-type: none">• Assessment

SUPERVISION: SUPERVISOR TRANSITIONS	
<u>Section</u>	<u>Topics</u>
Section 1: Understanding Organizational Structures	<ul style="list-style-type: none"> • Introduction • Key Organizational Concepts • Managerial Levels • Video: Understanding Organizational Structure • The Organizational Domains • Environmental Dimensions of Organizations • Article: Directors and Officers Understanding the Roles of Corporate Management • Organizational Effectiveness • Strategies • Organizational Theory: Determinants of Structure • Summary • Workplace Application
Section 2: The Basics of Business Finance	<ul style="list-style-type: none"> • Introduction • Maximization of Shareholder Value • Video: Basic Business Finance and Accounting Skills for Supervisors and Managers • Legal Forms of Business Organization • Ten Principles That Form the Foundation of Financial Management • Article: Financial Fundamentals That Will Help Ensure Business Success • The Time Value of Money • Video: The Basics of Business Finance • Article: Building a marketing organization that drives growth today • Your Role as a Leader in Business Finances • Ted Talk: Two Reasons Companies Fail -- And How to Avoid Them • Summary • Workplace Application
Section 3: Human Resource Management Basics	<ul style="list-style-type: none"> • Introduction • Video: Human Resource Management Basics • The Manager's Human Resource Management Jobs • HR Definitions • Line and Staff Aspects of HRM • Article: Major Functions of Human Resource Management Article

	<ul style="list-style-type: none"> • Ted Talk: Why the Best Hire Might Not Have the Perfect Resume • Article: Diversity in the Workplace - What's the Role of HR • Summary • Workplace Application
Section 4: Making the Leadership Transition	<ul style="list-style-type: none"> • Introduction • Video: Making the Leadership Transition • Your Personal Vision • Creating a Personal Vision • Ted Talk: 5 Ways to Lead in an Era of Constant Change • Making the Leadership Transition • A Leadership Toolbox • Article: Characteristics of Effective Supervisors • Article: How to be a good supervisor 5 steps • Ted Talk: The Difference Between Winning and Succeeding • Summary • Workplace Application
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

SUPERVISION: SUPERVISOR COMMUNICATIONS & ETHICS	
<u>Section</u>	<u>Topics</u>
Section 1: Communications Media	<ul style="list-style-type: none"> • Introduction • Recorded Presentation: What is Communication? • Ted Talk: This is Your Brain on Communications • Functions of Communication • Types of Communications Media • Article: 4 Ways to Facilitate Effective Communication in the Workplace • Communication Channel Dimensions • Article: Effective Leadership Communication Creates Effective Teams • Communication Flow • Communication Barriers • Recorded Presentation: Communicating Nondefensively • Written Communications • Recorded Presentation: Basic Communications Skills • Article: Importance of Communication Skills for Leadership and Management • Guidelines for Effective Speaking • Guidelines for Active Listening • Nonverbal Communication • Guidelines for Using E-Mail • Guidelines for Effective Coaching • Cross-Cultural Communication • Article: You Got Promoted to Manager, And A Co-worker Is Mad: Here's What to Say • Summary • Workplace Application
Section 2: The Art of Active Listening	<ul style="list-style-type: none"> • Introduction • Ted Talk: 5 Ways to Listen Better • Communicating Effectively • Article: 10 Steps to Effective Listening • Active listening • Recorded Presentation: The Art of Listening • Article: Active Listening Skills Examples and Exercises • Follow up Activities for Active Listening • Using Active Listening • Recorded Presentation: Active Listening

	<ul style="list-style-type: none"> • Recorded Presentation: Giving and Receiving Feedback • Article: Active Listening – The Key to Strong Workplace Relationships, Productivity, and Personal Empowerment • Barriers to Communicating • The Art of Active Listening • Article: Become a Better Listener: Active Listening • Active Listening Skills • Article: How to Practice Active Listening • Active Listening and Conflict Resolution • Article: Important Active Listening Skills and Techniques • Summary • Workplace Application
Section 3: Business Writing and Presentations	<ul style="list-style-type: none"> • Introduction • Communicating in Writing • Article: 4 Types of Business Writing and When to Use Them • Business Memos • Article: 12 Tips for Better Business Writing • Being Clear and Concise • Article: Business Writing • Knowing Numbers and Consistency • Problems with the Passive Voice • Watch Out for Parallelism and Gender Bias • Article: How to Improve Your Business Writing • Agreement Matters • Proper Comma Usage • Know When to Use Hyphens • PowerPoint • Recorded Presentation: Presentation Skills • Presentation Skills • Ted Talk: The Secret Structure of Great Talks • Article: Improving Your Business Writing • Summary • Workplace Application
Section 4: Leadership Ethics	<ul style="list-style-type: none"> • Introduction • Ted Talk: What Really Motivates People to Be Honest in Business

	<ul style="list-style-type: none"> • Article: Ethical Leadership Guide: Definition, Qualities, Pros & Cons, Examples • Ethics and Morals Defined • Article: Ethical Leadership in a New Age of Work • How Ethical Leaders Behave • Ethical Decision Making • When Personal Ethics Collide with Business Decisions • Social Responsibility • Promoting Ethics & Social Responsibility • Encouraging Ethical Behavior • Article: How to Monitor Your Employees While Respecting Their Privacy • Legal Remedies for Unethical Behavior • Guidelines for Ethical Behavior • Encouraging Ethical Behavior in Others • An Ethical Decision-Making Model • A Framework for Ethical Decision Making • The Bottom Line: Encouraging Ethical Employee Behavior • Article: Leadership Values and Workplace Ethics: A Key Secret in the Success Factors That Define Effective Leaders • Article: Leadership Skills #7 Great Leaders Have Ethics
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

SUPERVISION: PREPARING FOR THE SUPERVISORY CHALLENGE	
<u>Section</u>	<u>Topics</u>
Section 1: Understanding Personality Types	<ul style="list-style-type: none"> • Introduction • Ted Talk: Are You a Giver or a Taker? • Article: There Are Five Personality Types - Which One Are You? • Article: What It Means to Have Type A Personality Traits • Article: Big Five Personality Traits: The OCEAN Model Explained • Understanding the Myers-Briggs Type Indicator • Animation: Myers-Briggs Type Preference Introduction • Article: The 16 Myers Briggs Personality Types What They Are and What They Mean • Basic MBTI Personality Types • Extroverts and Introverts • Sensing and Intuition • Thinking and Feeling • Judging and Perceiving • Recorded Presentation: MBTI Types • 16 MBTI Personality Types • Team Roles and MBTI® type • Article: What Your Myers- Briggs Personality Type Means for Your Career • Summary • Workplace Application
Section 2: The Different Styles of Leadership	<ul style="list-style-type: none"> • Introduction • Article: 8 Leadership Styles - Which One Are You? • Article: Leadership Styles and Frameworks You Should Know • Article: The 7 Most Common Leadership Styles and How to Find Your Own • Leaders and Leadership • The Different Styles of Leadership • Recorded Presentation: Leadership Styles • Directing Leadership Style • Participating Leadership Style • Delegating Leadership Style • Transformational and Transactional Leadership Styles

	<ul style="list-style-type: none"> • Ted Talk: A Guide to Collaborative Leadership • John Maxwell's 5 Levels of Leadership • Recorded Presentation: Maxwell's 5 Levels of Leadership • Situational Leadership • Basic Elements That Affect Leadership • Key Leadership Traits • The Management Grid • Recorded Presentation: The Management Grid • Path-Goal Theory of Leadership • Attribution Theory • Autocratic Leaders • Democratic Leaders • Laissez-Faire Leaders • Paternalistic Leaders • Change Leadership • Summary • Workplace Application
Section 3: Time Management	<ul style="list-style-type: none"> • Introduction • Recorded Presentation: Time Management for Supervisors and Managers • 30 Time Management Tips • Ted Talk: How to Manage Your Time More Effectively (According to Machines) • Article: Time Management • How to Achieve More with Your Time • The Time Management Action Plan • Forced Change • Using Time More Effectively • Getting the Most Out of Meetings • Using Waiting Time Effectively • Improving Your Reading Techniques • Dropping Tasks That Do Not Benefit You • Avoiding Distractions • Summary • Workplace Application
Section 4: Dealing with Stress	<ul style="list-style-type: none"> • Introduction • What Is Stress and What Can Cause Stress? • Recorded Presentation: Stress Management for Supervisors and Managers • Environmental and Job Stress

	<ul style="list-style-type: none">• Chemical and Nutritional Stresses• Lifestyle and Job Stress• Fatigue and Overwork• How to Recognize That You Are Under Stress• Ted Talk: The Art of Stillness• Optimum Stress Levels• The Impact of Life Crises• What Can Happen If Stress Gets Out of Control• Planning to Manage Stress• Stress Reduction Techniques• Summary• Workplace Application
Section 5: Assessment	<ul style="list-style-type: none">• Assessment

SUPERVISION: SUPERVISING YOUR TEAM	
<u>Section</u>	<u>Topics</u>
Section 1: Building Effective Work and Project Teams	<ul style="list-style-type: none"> • Introduction • Understanding Teams • Recorded Presentation: Helping Your Team Bond Quickly • Article: The Challenges of Leadership – Leading A Team • Learning to Lead • Article: 15 Principles for Leading a Successful Team • Communication • Article: 8 Tips for New Team Leaders • Team Member Diversity • Team Code of Cooperation • Article: 5 Ways to Lead Your Team More Effectively • Team Maintenance • Ted Talk: Build a Tower, Build a Team • 5 Dysfunctions of a Team • Training Video: Patrick Lencioni on Teamwork • Training Video: Patrick Lencioni on the 5 Dysfunctions of a Team • Summary • Workplace Application
Section 2: Facilitating Team and Project Meetings	<ul style="list-style-type: none"> • Introduction • Running Effective Team Meetings • Ted Talk: How to Save The World (Or Least Yourself) From Bad Meetings • Article: 5 Tips for Running Effective Team Meetings (Including Virtual) • Managing a Project Meeting • Article: 5 Tips to Running the Most Effective Team Meetings • Project Team Meetings • Article: 7 Tips for Leading Meetings More Effectively • The Meeting Agenda • Team Essentials • Taking on an Existing Team • Article: 8 Great Team Meeting Ideas You Probably Aren't Using • Improving Standards in a Team

	<ul style="list-style-type: none"> • Article: 8 Strategies for Running an Effective Team Meeting • Measuring Performance • Article: 11 Team Meeting Ideas That Will Make Your Meetings Fun and Effective • Summary • Workplace Application
Section 3: Managing Team Conflict	<ul style="list-style-type: none"> • Introduction • Article: 4 Ways Leaders Effectively Manage Employee Conflict • Resolving Team Conflict • Team Leader's Role in Managing Conflict • Article: 5 Keys of Dealing with Workplace Conflict • Understanding Conflict • Article: Resolve Conflicts in The Workplace with These 12 Techniques • Resolving Disagreements • Conflict at Work • Ted Talk: 10 Ways to Have a Better Conversation • Conflict Resolution Styles • Article: Team Conflict Management: Examples and Tips • Building Consensus • Article: Team Conflict: Understanding Types of Conflict and How to Manage Them Sustainably • Managing Conflict in Work Teams • Team Resolution Process • Conflict Resolution Skills • Conflict as a Measure of Team Development • Groupthink • Training Video: Groupthink • Summary • Workplace Application
Section 4: Leading Team Performance	<ul style="list-style-type: none"> • Introduction • Article: Lead by Example: 12 Ways to Be a Successful Team Leader • Effective Leadership • Recorded Presentation: Characteristics of Great Teams • Fostering Team Spirit • Building Strong Teams

	<ul style="list-style-type: none">• Fostering Collaboration• Benefits of Groups• The Team Environment• Article: How to Lead a Team More Effectively and Be a True Leader at Work• How Groups Become Teams• Managing Meetings• The Early Stages of the Team's Existence• Article: How to Become a Successful Team Leader? Here are the Top 10 Tips• What Should Other Team Members Do?• Task Roles• Building Effective Teams• Summary• Workplace Application
Section 5: Assessment	<ul style="list-style-type: none">• Assessment

SUPERVISION: SOLVING TEAM PERFORMANCE ISSUES	
<u>Section</u>	<u>Topics</u>
Section 1: Identifying and Solving Performance Problems	<ul style="list-style-type: none"> • Introduction • Ted Talk: How to Make Hard Choices • Article: 4 Things Top Supervisors Do to Improve the Performance Management Process • Discipline • Analyzing and Solving Job Performance Problems • Problem Analysis • Performance Management Steps • The Discipline Interview • A Comprehensive Approach to Improving Attendance • Training Video: Supervising the Difficult Employee • Using Behavioral Modification to Improve Performance • Summary • Workplace Application
Section 2: Performance Counseling and Appraisals	<ul style="list-style-type: none"> • Introduction • Ted Talk: The Happy Secret to Better Work • Performance Counseling • Article: Employee Counselling: Meaning, Definition, Characteristics and Objectives • Performance Appraisals • Article: 6 Tips for Writing an Effective Performance Review • Reasons Appraisal Programs Sometimes Fail • Article: The DOs and DON'Ts of Performance Reviews • Purposes for Performance Appraisal • Training Video: Let's TALK – The Difficult Performance Appraisal • Performance Appraisal Tips • Article: 8 Tips for Conducting Stress Free Performance Evaluations • Summary • Workplace Application
Section 3: Corrective Action	<ul style="list-style-type: none"> • Introduction • Ted Talk: The Secret to Giving Feedback • Article: What is Corrective Action? • Responsibility • Consulting

	<ul style="list-style-type: none"> • Corrective Action and Discipline • Article: Guidelines for Positive Discipline in the Workplace • Potential Sources of Workplace Conflict • Article: Team Conflict Management: Examples and Tips • Article: 4 Ways Leaders Effectively Manage Employee Conflict • Article: 5 Keys of Dealing with Workplace Conflict • Article: Team Conflict: Understanding Types of Conflict and How to Manage Them Sustainably • Steps in Problem Analysis • Correcting Performance Problems • Identifying Performance Problems • Performance Counseling • Preventing Discipline Problems • Training Video: Managing a Chronically Late Employee • Investigating a Discipline Offense • Corrective Action Summary • Article: 10 Things You Should Never Do When Firing an Employee • Summary • Workplace Application
Section 4: Maximizing Employee Performance	<ul style="list-style-type: none"> • Introduction • Ted Talk: Everyday Leadership • The Ten Keys to Maximizing Employee Performance • Conducting an Effective Performance Improvement Conversation • Article: 5 Steps to Effective Employee Counseling • Maximizing Employee Performance • Recorded Presentation: Characteristics of Great Teams • How Do You Want Your Team to Operate? • Effective Team Characteristics • Profile of a Dream Team • The 6 C's of Teamwork • Article: The 10 Effective Qualities of a Team Leader • Team Growth Stages • Recorded Presentation: Helping Your Team Bond Quickly • Team and Individual Performance Meetings

	<ul style="list-style-type: none">• Training Video: Character in Action: The Coast Guard Way• Recorded Presentation: The Coast Guard Way• Summary• Workplace Application
Section 5: Assessment	<ul style="list-style-type: none">• Assessment

SUPERVISION: DEVELOPING YOUR TEAM	
<u>Section</u>	<u>Topics</u>
Section 1: Teaching and Training	<ul style="list-style-type: none"> • Introduction • Orientation • Ted Talk: How to Motivate Yourself to Change Your Behavior • Training • Typical Reasons for Employee Training and Development • Article: Top 10 Types of Employee Training Methods • Typical Topics of Employee Training • Benefits from Employee Training and Development • Contemporary Principles of Adult Learning • Article: How to Train New Employees: 5 Steps for Planning • Skill Growth Through Training • Selecting Training and Development Goals • Article: Effective Training Tips That Employees Will Actually Care About • Methods - Remember Basic Principles about Adult Learning • Steps in Training • Cross Training Employees • Ted Talk: How to Not Take Things Personally • Summary • Workplace Application
Section 2: Coaching and Mentoring	<ul style="list-style-type: none"> • Introduction • Ted Talk: Why Good Leaders Make You Feel Safe • Coaching • Article: Coaching to Engage: 12 Rules to Effective, Ongoing Employee Coaching • How to Reward Positive Behaviors • How to Recognize Achievements • How to Encourage Empowered Behavior • Article: How to Lead Your Employees by Coaching • Coaching in Career Management • The Supervisor as a Coach and Mentor • Article: 4 Reasons Managers Should Spend More Time on Coaching • What Mentoring Means

	<ul style="list-style-type: none"> • Article: Use Mentoring to Develop Employees • The Mentor • Mentor Roles and Responsibilities • Article: A Guide to Understanding the Role of a Mentor • Protégé Roles and Responsibilities • Line management roles and responsibilities • Qualities for Success • Article: What the Best Mentors Do • Guidelines for Successful Mentoring Partnerships • Superior Mentoring Practices • The Do's and Don'ts of Coaching and Mentoring • Summary • Workplace Application
Section 3: Motivating and Inspiring Performance	<ul style="list-style-type: none"> • Introduction • Ted Talk: How to Break Bad Management Habits Before They Reach the Next Generation of Leaders • Actions to Take to Motivate and Inspire Performance • Article: 10 Ways to Demonstrate Leadership at Work • Dealing with Difficult People • Understanding Motivation • Understanding Employee Needs • Threats Are De-Motivating • Reinforcement • Learning Techniques in Organizations • Management by Objectives • Fairness • Summary • Workplace Application
Section 4: Leading the Generations in the Workplace	<ul style="list-style-type: none"> • Introduction • Article: How to Engage a Multigenerational Workforce • The Changing Workforce • Defining the Generations in the Workplace • Article: How to Handle 5 Generations in the Workplace • Matures • Boomers • Generation X, The Xers • Millennials (Also Known as Gen Y) • Video: Simon Sinek on Millennials in the Workplace

	<ul style="list-style-type: none"> • Generation Z • Ted Talk: Generation Z: Making a Difference Their Way • Ted Talk: What Do We Know About the Generation After Millennials • How to Supervise Generation Z • Ted Talk: Navigating the Multigenerational Workforce • Article: How to Lead and Succeed in A Multigenerational Workforce • Differences Between Gen Z and Millennials • Generations in the Workplace Compared • Video: MEET for Managers • How to Thrive in a Multi-Generational Workplace • Ted Talk: A Millennial's Proposal for a Happy Multigenerational Workplace • Leading the Different Generations • Article: Leadership Challenges: Leading a Multigenerational Workforce • Summary • Workplace Application
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

SUPERVISION: WORKPLACE COMPLIANCE AND SAFETY	
<u>Section</u>	<u>Topics</u>
Section 1: ADA, FMLA, and HIPPA	<ul style="list-style-type: none"> • Introduction • Americans with Disabilities Act (ADA) • Recorded Presentation: Understanding the Americans with Disabilities Act (ADA) • ADA Coverage • Why is the ADA important? • Ted Talk: When We Design for Disability, We All Benefit • Reasonable Accommodation • Steps in Establishing Reasonable Accommodation • EEOC Guidelines • Pre-Hire Compliance of the ADA • The Interview Preparation • ADA Interview Guidelines • Summary of Legal Obligations in the Hiring Process • Article: Americans with Disability Act (ADA) • Article: How to Ensure Your Website Is Accessible To Americans With Disabilities • Article: 10 Ways You Can Foster Better Compliance in the Workplace • The Family and Medical Leave Act • Understanding the Family and Medical Leave Act (FMLA) • Recorded Presentation: Understanding the Family Medical Leave Act (FMLA) • Termination and FMLA • Article: Family and Medical Leave Act (FMLA) • Summary • Workplace Application
Section 2: EEO/AAP	<ul style="list-style-type: none"> • Introduction • Equal Employment Opportunity (EEO) • Protected Classes of Persons in the United States • US Employment Opportunity • Recorded Presentation: Understanding Equal Employment Opportunity Commission (EEOC) • Recorded Presentation: Understanding Equal Employment Opportunity (EEO) • Federal EEO Laws

	<ul style="list-style-type: none"> • EEO Globally • Ted Talk: How To Get Serious About Diversity And Inclusion In The Workplace • Employment Discrimination • Administrative Agencies • Charge of Discrimination • Responding to EEO Complaints • Legal Remedies • Article: Managing Equal Employment Opportunity • Article: What Is the Equal Employment Opportunity Commission (EEOC)? • Affirmative Action • Affirmative Action Plans • Recorded Presentation: Understanding Affirmative Action Plan (AAP) • The Benefits of Affirmative Action • What Are the Perceived Disadvantages? • What You Can't Ask • Common Errors Supervisors and Managers Make Concerning AAP • Article: What Affirmative Action Means for Businesses • Summary • Workplace Application
Section 3: Prevention of Harassment	<ul style="list-style-type: none"> • Introduction • Ted Talk: How Diversity Makes Teams More Innovative – Rocio Lorenzo • Recorded Presentation: Discrimination and Harassment • Sexual Harassment • Quid Pro Quo Sexual Harassment • Discriminatory Harassment • Racial Harassment • Gender Harassment • Religious Harassment • Disability-Based Harassment • Sexual Orientation-Based Harassment • Age-Based Harassment • Personal Harassment • Physical Harassment • Power Harassment • Psychological Harassment

- Recorded Presentation: Understanding A Hostile Work Environment
- Cyberbullying
- Retaliation
- Third Party Harassment
- Verbal Harassment
- Bing Video: Understanding a Hostile Work Environment
- Article: Sexual Harassment in the Workplace
- Article: 6 Effective Tools for Reporting Harassment in the Workplace in 2020
- Article: 11 types of workplace harassment
- Recorded Presentation: Workplace Violence
- Workplace Violence
- Article: The Five Types of Workplace Violence Incidents
- Article: How to Prevent Workplace Violence: 7 Steps To Take Right Now
- Article: What Are the Causes of Workplace Violence?
- Stopping Harassment
- Article: Use Four Harassment Checklists, EEOC Commissioner Says
- Article: When Can an Employer be Found Liable for 'Supervisor' Harassment?
- Article: Workplace Harassment Training State Requirements
- Article: 11 Types of Workplace Harassment (and How to Stop Them)
- Workplace Romances
- Recorded Presentation: Romance in the Workplace
- Tips for Managing an Office Romance
- Article: How to Handle an Office Romance
- Article: Romance in The Workplace: The Good, The Bad and The Ugly
- Valuing Diversity
- Recorded Presentation: Understanding Workplace Diversity
- Understanding Diversity
- Diversity's Benefits
- Leveraging Diversity
- Challenges of Diversity

	<ul style="list-style-type: none"> • Ted Talk: How to Get Serious About Diversity and Inclusion in the Workplace • Encouraging Diversity and Inclusion • Article: Define Diversity in the Workplace • Article: Top 10 Benefits of Diversity in the Workplace • Article: What is diversity in the workplace? • Article: 8 Benefits of Encouraging Diversity In The Workplace • Article: Why Workplace Diversity Is So Important, And Why It's So Hard to Achieve • Summary • Workplace Application
Section 4: Substance Abuse and Workplace Safety	<ul style="list-style-type: none"> • Introduction • Recorded Presentation: Understanding HIPAA • Health Insurance Portability and Accountability Act (HIPAA) • Physical and Technical Safeguards, Policies, And HIPAA Compliance • Penalties for HIPAA Violations • Article: Health Insurance Portability and Accountability Act (HIPAA) • Substance Abuse • Recorded Presentation: Understanding Substance Abuse in the Workplace • Understanding Substance Abuse Issues • Addressing Substance Abuse in the Workplace • Ted Talk: Everything You Think You Know About Addiction is Wrong • Article: The Dangers of Substance Abuse in the Workplace • Recorded Presentation: Understanding Employee Assistance Programs (EAP) • Workplace Safety • Recorded Presentation: Understanding Workplace Safety • Improving Workplace Safety • Article: 10 Simple Steps to Improve Workplace Safety • Summary • Workplace Application
Section 5: Summary	<ul style="list-style-type: none"> • Assessment

SUPERVISION: PLANNING AND ORGANIZING	
<u>Section</u>	<u>Topics</u>
Section 1: Evaluating and Organizing Your Team	<ul style="list-style-type: none"> • Introduction • Ted Talk: Forget the Pecking Order at Work • Management by Objective • Definitions of Key Planning Terms • Contingency Plans • Setting Goals • Ten Ways to be Effective • Developing Objectives • A 13-Step Process for Writing Work Objectives • Setting Priorities and Delegating Tasks • Manage Your Time • Planning and Managing Meetings • Article: 6 Types of Project Management Methods for Supervisors • Article: 5 Reasons Why Managers Need to Learn Project Management Basics • Article: Roles and Responsibilities of Project Manager & Project Management Team • Summary • Workplace Application
Section 2: The Deliberate Decision-making Process	<ul style="list-style-type: none"> • Introduction • Step #1: Receive the Requirement • Step #2: Analyze the Requirement • Step 3: Re-State the Requirement • Step #4: Develop Options • Step #5: Compare Options • Step #6: Select the Best Option • Step #7: Implement the Best Option • Step #8: Lead/Monitor/Refine • Ted Talk: 3 Lessons on Decision-making from a Poker Champion • Summary • Workplace Application
Section 3: The Planning Process	<ul style="list-style-type: none"> • Introduction • Ted Talk: The Surprising Habits of Original Thinkers • Overview of Planning • The Planning Process

	<ul style="list-style-type: none"> • Guidelines to Ensure Successful Planning and Implementation • Setting Objectives • Principles of Organizing • Summary • Workplace Application
Section 4: The Basics of Strategic Planning	<ul style="list-style-type: none"> • Introduction • Ted Talk: Inside the Mind of a Master Procrastinator • Article: How to Use SWOT Analysis or SOAR Analysis • Article: SOAR Don't SWOT for Strategic Thinking • Understanding Strategic Planning • Stages in Strategic Planning • Conducting a Strategic Planning Session • Article: The Leader's Role in Strategy • Functional Strategic Planning • Business Strategy • Building the Strategic Plan • Summary • Workplace Application
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

SUPERVISION: UNDERSTANDING ETHICS AND STAKEHOLDER ENGAGEMENT	
<u>Section</u>	<u>Topics</u>
Section 1: Defining Your Customers	<ul style="list-style-type: none"> • Introduction • Who Are Your Customers? • Ted Talk: What Consumers Want • Making a Positive Impression • Sins of a Failing Organization • Customer Connections • Article: Customer Focused Leadership • Defining Customer Needs • Great Quality • Classifying Customer Services • Internal Customer Service • Summary • Workplace Applications
Section 2: Business Ethics	<ul style="list-style-type: none"> • Introduction • The 3 R's of Ethics • Ted Talk: Ethical Dilemma: The Burger Murders • Business Ethics and Compliance • Article: How to Be an Ethical Leader: 4 Tips for Success • Article: Leadership & Ethics Go Hand in Hand • Know What Cannot Be Compromised • Universal Norms • Company Specific Standards • The Public's Opinion of Business Ethics • Business Ethics: What Does It Really Mean? • Doing What is Right: Check Before You Act • When in Doubt, ASK! • Ethical Norms • Ethics and the Law • Making Ethical Judgments • Ethics Self-Assessment • A Guide to Acting Ethically • Set the Ethical Example • Ethical Decision Making • Corporate Social Responsibility (CSR) • Ted Talk: The Dangers of Willful Blindness • Summary • Workplace Applications

Section 3: Stakeholder Management	<ul style="list-style-type: none"> • Introduction • Training Video: The Magic of We – Leadership Version • The Stakeholder Concept • The Concept of Stakeholder Management • Ted Talk: How Businesses Can Serve Everyone, Not Just Shareholders • Identifying Stakeholders • Identifying the Impact of Stakeholders • Analysis of Stakeholder Interest and Power • Project-level Stakeholder Analysis & Stakeholder Management • Stakeholder Communication • Summary • Workplace Applications
Section 4: Providing Quality Customer Service	<ul style="list-style-type: none"> • Introduction • Common Sense Customer Service • Article: 6 Ways to Build and Maintain High Employee Engagement • Ted Talk: The Surprising Science of Happiness • Handling Difficult Situations • Customer Service Tips and Techniques • Top 10 Ways to Manage Telephone Communications • Article: Demonstrating Effective Leadership in The Workplace • Article: The Most Successful Leaders Do 15 Things Automatically, Every Day • Summary • Workplace Application
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

SUPERVISION: LEADING YOUR TEAM THROUGH CHANGE	
<u>Section</u>	<u>Topics</u>
Section 1: Why Change?	<ul style="list-style-type: none"> • Introduction • Ted Talk: The Danger of a Single Story • Tips for Managing Personal Change • Successful Change • Organizational Change • Article: Leading Change: Why Transformation Efforts Fail • Creating a Learning Organization • Enhancing Interpersonal Effectiveness • Primary Catalysts for Change • Leading Change • Steps in the Personal Change Process • Summary • Workplace Application
Section 2: The Barriers to Change	<ul style="list-style-type: none"> • Introduction • Ted Talk: Dare to Disagree • Resistance to Change • How to Handle Resistance to Change • Barriers to Change • Communicating Change • Leadership, Communication, and Change • Important Messages Regarding Changes • Who, What, When, How? • Article: 10 Principles of Leading Change Management • Change Communication Solutions • Summary • Workplace Application
Section 3: The Communications of Change	<ul style="list-style-type: none"> • Introduction • The Seven Dynamics of Change • Communications • Article: How to Manage Your Team Through Change • Before Embarking on Change • The Dimensions of Change • Successful Change • Planning Change Management Communications • Summary • Workplace Application

Section 4: Leading Change Effectively	<ul style="list-style-type: none">• Introduction• Ted Talk: How to Manage for Collective Creativity• Initiating Change• Article: 6 Dos and Don'ts of Leading Through Change• The Stages of Change• Change Models• YouTube Video: Kotter's 8- Steps Leading Change• Kotter's Model of Leading Change• Some Basics Leading Change Principles• Four Underlying Beliefs of Successful Leaders & Change• Article: What is Change Management?• Summary• Workplace Application
Section 5: Assessment	<ul style="list-style-type: none">• Assessment

SUPERVISION: CONTINUOUS QUALITY IMPROVEMENT	
<u>Section</u>	<u>Topics</u>
Section 1: Quality Management Fundamentals	<ul style="list-style-type: none"> • Introduction • Total Quality Management (TQM) • Article: What is Quality Management and Why Does it Matter? • The Total Quality Approach to Quality Management • Article: Principles of Total Quality Management (TQM) • Article: Total Quality Management (TQM) and Quality Improvement. • Article: Total Quality Management Principles, Concept, and Importance. • Quality Management and Ethics • Quality Culture • Ted Talk: Embrace the Near Win • Customer Satisfaction and Retention • Employee Empowerment • Leadership and Change • Team Building and Teamwork • Communication and Interpersonal Relations • Education and Training • Overcoming Politics, Negativity, and Conflict in the Workplace • Overview of Total Quality Tools • Problem Solving and Decision Making • Continuous Improvement • Benchmarking • Implementing Total Quality Management • Article: 5 Steps to Keep Your Team Focused on Continuous Improvement • Summary • Workplace Application
Section 2: Problem Solving	<ul style="list-style-type: none"> • Introduction • Ted Talk: Grit: The Power of Passion and Perseverance • The Problem-Solving Process • Deming's PDCA Problem Solving Process • Article: What is Root Cause Analysis (RCA)? • Article: What is Root Cause Analysis?

	<ul style="list-style-type: none"> • Problem-solving • Creative Problem Solving • Developing Your Problem-Solving Skills • Problem Solving in Detail • Conflict-Based Problem Solving • Dialectical Inquiry • Devil's Advocacy • Using Conflict Effectively • Creative Problem-Solving • The Creative Thinking Process • The Creative Organization • Influences on Problem Solving • Negotiating and Bargaining • Synectics • Venture Teams • Idea Champions • Intrapreneurship • Article Top 10 Best Root Cause Analysis Tips [2019] • Article: How to Use the 5 Whys Technique for a Root Cause Analysis • Summary • Workplace Application
Section 3: The Return on Investment	<ul style="list-style-type: none"> • Introduction • Managing for Profit is YOUR Business • The Cost/Benefit of Continuous Improvement (CI) • Incremental, Non-Incremental Cost, Cost of Quality • Article: Cost Benefit Analysis vs. Return on Investment • Article: Return on Investment (ROI) • Article: Difference Between Cost Benefit Analysis and Return on Investment • Article: CBA or ROI? That Is the Question • The Time Value of Money • Ted Talk: The Cost of Work Stress – And How to Reduce It • Developing the Return on Investment from Your Team • The Employee Perspective • Leverage Opportunities • Managing Human Capital • Summary

	<ul style="list-style-type: none"> • Workplace Application
Section 4: The After Action Review Process	<ul style="list-style-type: none"> • Introduction • Article: Managerial Guide to After Action Review (AAR) • AAR Definition • Video Case Study: Conducting an AAR – National Advanced Fire and Resource Institute • Objectives of an AAR • Purpose of an AAR • Key Points of an AAR • Guidelines for Conducting an AAR • Article: After Action Review (AAR) • Formal AAR • Article: Don't Skimp on the After Action Review: 6 Ways an AAR Will Catapult Your Situational Awareness • Informal AARs • Personal AARs • Steps for Conducting the AAR • Article: How to Conduct an After Action Review in 5 Simple Steps • Article: How to conduct an effective After Action Review (AAR) • Impact of an AAR • Leading an AAR • Article: 10 Steps to Launching a Successful Process Improvement Initiative • Summary • Workplace Application
Section 5: Assessment	<ul style="list-style-type: none"> • Assessment

Primary Resource

Oedekoven, O. O., Ramey, M. J., Vicklund, L. E., & Sutter, D. W. (2022). *Supervision: The Art and Science of Leading People*. Gillette, Wyoming: Peregrine Pathways. (In Press)

References and Resources

Refer to the Annotated Bibliographies on Leadership and Supervision.

Assessment

Throughout the modules, 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. There is a separate summary and assessment module that includes the entire 12-module program.

Hours and Articulation

Learner hours for the 12-module program are shown in the following table. The hours are based on both the time within the modules and time away from the modules conducting application activities.

<u>Modules</u>	<u>Hours</u>
Supervision: Leadership Fundamentals	4-5
Supervision: Supervisor Transitions in the Workplace Environment	4-5
Supervision: Supervisor Communications	4-5
Supervision: Preparing for the Supervisory Challenge	4-5
Supervision: Supervising Your Team	4-5
Supervision: Solving Team Performance Issues	4-5
Supervision: Developing Your Team	4-5
Supervision: Maintaining a Legally Compliant and Safe Workplace	4-5
Supervision: Planning and Organizing	4-5
Supervision: Understanding Ethics and Customer Service	4-5
Supervision: Leading Your Team Through Change	4-5
Supervision: Continuous Quality Improvement	4-5
Total Program Hours	48-60