

**Peregrine Pathways Presents:**

**YOUR BRIDGE TO SUPERVISION**

**PROGRAM SYLLABUS**

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**PEREGRINE**

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## **Peregrine Pathways: *Your Bridge to Supervision***

### **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. 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 often 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 *Your Bridge to Supervision* is to teach the values, skills, and actions associated with supervision and being a leader. This purpose is accomplished through the use of online learning courses and virtual seminars with experienced leaders.

The certificate program is organized into 12 units conducted over a 12-month period. Each unit includes an online instructional course and a 3-hour virtual seminar with experienced leaders. Participants can start the program at any point within the 12-month period. To receive the **Certificate in Supervision**, participants must complete all 12 online courses and attend at least 8 of the 12 seminars.

### **Participants**

This program is recommended for anyone new to supervision. Ideally, the participant 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.

*Your Bridge to Supervision* certificate program qualifies for 60 hours of Continuing Education Units (CEUs) and Professional Development Units (PDUs) for professional certifications including the Society of Human Resource Management (SHRM). Completion of each unit within the certificate program qualifies for 5 CEUs/PDUs. Participants can use one or more individual units for CEUs/PDUs.

### **Key Topics**

The key topics for the **Certificate in Supervision** program are:

- Leadership
- The supervisor's workplace environment.
- Supervisory communications
- Supervision transitions
- Leading teams
- Employee performance management
- The art of supervision
- Workplace compliance
- Planning and organizing
- Internal and external customers
- Leading change
- Continuous improvement

The key topics for each of the 12 units are as follows.

#### **1. Understanding Leadership.**

- 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.
- k. Workplace applications.

**2. Supervisor Transitions.**

- 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
- n. Workplace applications.

**3. Supervisor Communications & Ethics.**

- 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.
- o. Workplace applications.

**4. Preparing for the Supervisory Challenge.**

- 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.
  - m. Workplace applications.
- 5. Supervising Your Team.**
- 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.
  - t. Workplace applications.
- 6. Solving Team Performance Issues.**
- 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.
- n. Workplace applications.

**7. Developing Your Team.**

- 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.
- l. Workplace applications.

**8. Workplace Compliance and Safety.**

- 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.
- n. Workplace applications.

**9. Planning and Organizing.**

- 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.
- j. Workplace applications.

**10. Understanding Ethics and Stakeholder Engagement.**

- 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.
- k. Workplace applications.

**11. Leading Your Team Through Change.**

- 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.
  - m. Workplace applications.
- 12. Continuous Quality Improvement.**
- 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.
  - k. Workplace applications.

### **Primary Resource**

Oedekoven, O. O., Ramey, M. D., Sutter, D. W., & Vicklund, L. E. (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. These bibliographies include 500+ references to articles and books related to the topics.