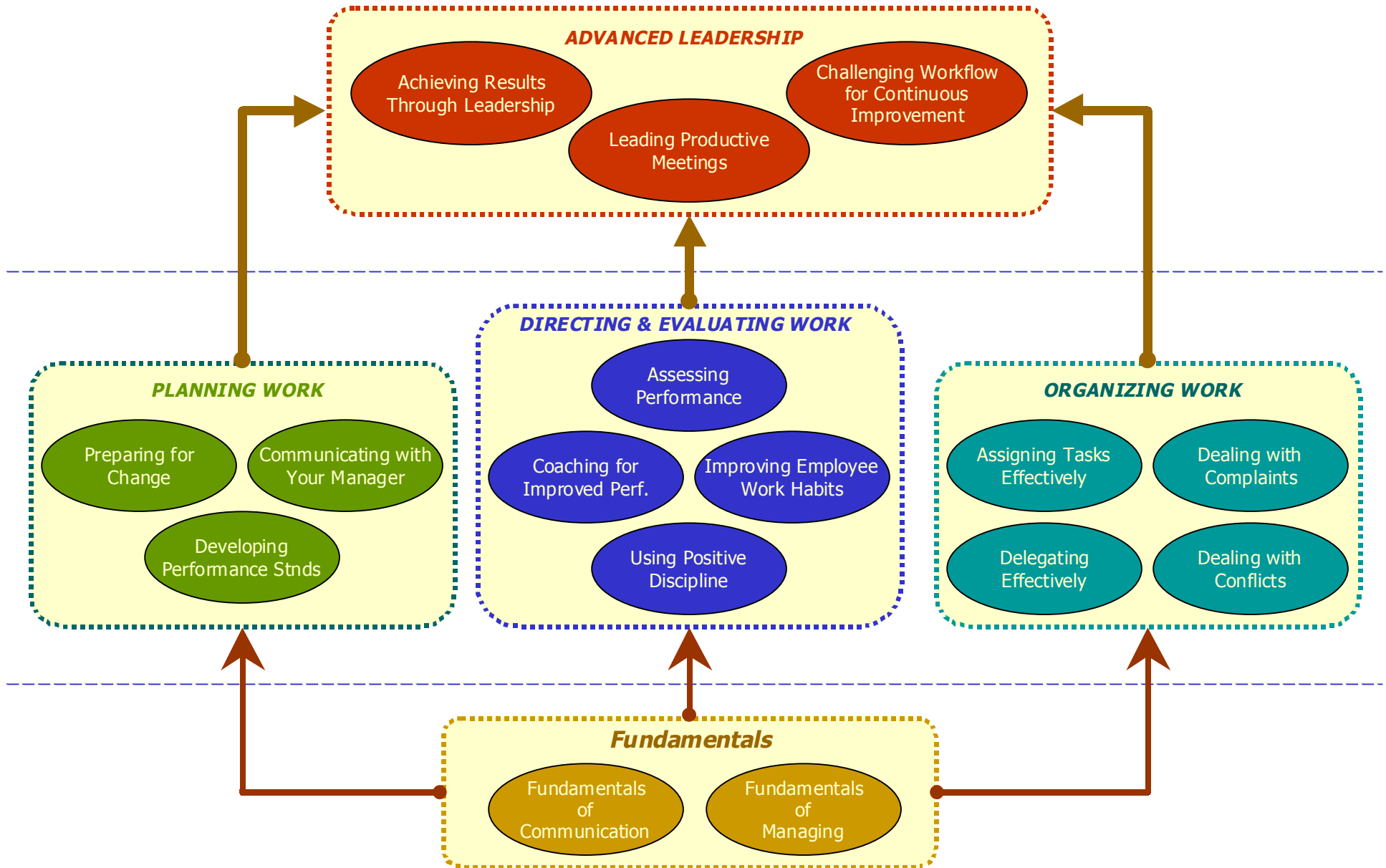


Supervisory & Leadership Development Series Suggested Course Map



SUPERVISORY & LEADERSHIP DEVELOPMENT SERIES MATRIX

Revised 11.9.99

LEADERSHIP AREA	LENGTH (HRS)	COURSE TITLE	TOPICS COVERED	COURSE OUTLINE	DELIVERY METHODS / MEDIA USED
FUNDAMENTALS	4.0	Fundamental Skills of Communication	<ul style="list-style-type: none"> ✓ See that communication is a two-way process ✓ Construct clear, concise messages ✓ Tell the difference between a message that is clear and one that is not clear ✓ Create messages that are in the interest of the receiver ✓ Use nonverbal factors to reinforce your message ✓ Listen actively to improve communication ✓ Use feedback to overcome communication barriers 	<ul style="list-style-type: none"> I. Introduction II. Designing Clear and Concise Messages III. Using Non-Verbal Behavior IV. Listening as a Communication Tool V. Overcoming Barriers to Understanding VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Self-study ✓ Overhead slides
FUNDAMENTALS	4.0	Fundamental Skills of Managing	<ul style="list-style-type: none"> ✓ Focusing on performance and work habits rather than personalities or attitudes ✓ Using listening to increase your team members' motivation ✓ Encouraging your team ✓ Use effective listening techniques to increase team members' motivation to perform at higher levels of productivity ✓ Consistently encourage your team members to participate in setting goals, solving problems, and making decisions 	<ul style="list-style-type: none"> I. Introduction II. Maintaining Team-Member Self-Esteem III. Focusing on Behavior IV. Encouraging Participation V. Using Listening as a motivator VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Self-study ✓ Overhead slides

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DIRECTING & EVALUATING WORK	4.0	Using Positive Discipline	<ul style="list-style-type: none"> ✓ Techniques of positive discipline to reduce and redirect problem behavior by people who report to you ✓ Communicate in terms of behavior rather than perception or opinions ✓ Avoid entanglement in personal areas that generate defensiveness and prevent lasting solutions ✓ Recognize how important team member participation is in defining problems and their solutions ✓ Conclude disciplinary interviews with plans that improve performance ✓ Issue formal warnings in keeping with your organization's policies ✓ Develop plans for follow-up to make sure problems are solved 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Discipline Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
DIRECTING & EVALUATING WORK	4.0	Improving Employee Work Habits	<ul style="list-style-type: none"> ✓ Distinguish between job performance and work habits ✓ Understand the importance of dealing with unsatisfactory work habits early ✓ Focus on behavior instead of attitude to clearly explain expectations ✓ Involve team members in the process of correcting unsatisfactory situations ✓ Gain team member commitment to the plan of improvement 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Work Habits Improvement Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides

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DIRECTING & EVALUATING WORK	4.0	Coaching for Improved Performance	✓ Understand the special nature of coaching—a one-on-one activity that involves showing a team member how to perform a task	I. Introduction	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
			✓ Distinguish between performance problems that require coaching and those that are best handled by clearer instructions or other means	II. Overview of Modeling and Practice as Learning Tools	
			✓ Understand the importance of observation and analysis before coaching	III. The Effective Coaching Model	
			✓ Involve the team member by asking questions and encouraging feedback	IV. Case Study Practice	
			✓ Establish effective controls by setting up a review.	V. Real-Life Practice	
	VI. Action Planning and Summary				

DIRECTING & EVALUATING WORK	4.0	Assessing Performance	✓ Base assessments of team member work performance on facts and behavior	I. Introduction	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
			✓ Use feedback to motivate team members	II. Overview of Modeling and Practice as Learning Tools	
			✓ Gain team member agreement and participation on needed changes	III. The Performance Assessment Model	
				IV. Case Study Practice	
				V. Real-Life Practice	
	VI. Action Planning and Summary				

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PLANNING WORK	4.0	Preparing for Change	<ul style="list-style-type: none"> ✓ Understanding change and anxiety. ✓ Assisting your team members' adjustment to change ✓ Involving team members in the process of change 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Change Implementation Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
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PLANNING WORK	4.0	Developing Performance Standards	<ul style="list-style-type: none"> ✓ Identify and set performance standards that are specific, measurable, attainable, and results-oriented ✓ Establish time limits for performance ✓ Involve team members in creating their own performance standards ✓ Monitor progress toward team member goals 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Performance Standard Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
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PLANNING WORK	4.0	Communicating with Your Manager	<ul style="list-style-type: none"> ✓ Phrase communication in terms of your managers interests ✓ Establish a well-thought-out objective ✓ Link your objectives to the facts that support your plan ✓ Help your manager uncover any questions or reservations about your plan ✓ Focus on benefits to be gained by your plan ✓ Ensure mutual understanding of your plan and decisions that are made 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Communication Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides

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ORGANIZING WORK	4.0	Dealing with Conflicts	<ul style="list-style-type: none"> ✓ Distinguishing between personality clashes and work structure problems ✓ Understanding the positive and negative consequences of conflicts on the job ✓ Valuing conflict as a component of all work situations ✓ Establishing a cooperative atmosphere in which to resolve conflicts ✓ Helping team members with conflicts ✓ Helping team members agree on solutions 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Conflict Resolution Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
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ORGANIZING WORK	4.0	Dealing with Complaints	<ul style="list-style-type: none"> ✓ Understand why all team member complaints must be dealt with rather than ignored or dismissed ✓ Be more sensitive to all the problems—major and trivial, real and imagined—that can lie behind complaints ✓ Determine underlying problems, which may not be those the team member thinks are responsible for his/her difficulties ✓ Use various techniques to solve such problems while maintaining a positive relationship with the team member 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Complaint Resolution Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
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ORGANIZING WORK	4.0	Delegating Effectively	<ul style="list-style-type: none"> ✓ Understand the importance of effective delegation. ✓ Communicate "why" you're delegating to increase involvement and motivation ✓ Use delegation to improve your team members' skills and increase their value to your company ✓ Encourage employee involvement through proper delegating methods ✓ Specify a team member's responsibility and authority for a given task ✓ Develop a plan to monitor progress through feedback and review 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Delegation Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides
ORGANIZING WORK	4.0	Assigning Tasks Effectively	<ul style="list-style-type: none"> ✓ Phrase assignments as requests rather than commands ✓ Provide clearly stated assignments that take into account the individual team member's need for information ✓ Encourage team members to participate by asking for their opinions and incorporating their suggestions whenever possible ✓ Overcome barriers to understanding by summarizing mutually agreed upon instructions or accomplishing the task ✓ Ensure successful completion of tasks by building in effective controls 	<ul style="list-style-type: none"> I. Introduction II. Overview of Modeling and Practice as Learning Tools III. The Task Assignment Model IV. Case Study Practice V. Real-Life Practice VI. Action Planning and Summary 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Case Study ✓ Self-study ✓ Overhead slides

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ADVANCED LEADERSHIP	8.0	Achieving Results Through Leadership	<ul style="list-style-type: none"> ✓ Identifying leadership traits and skills ✓ Understanding the basis of a leader's power ✓ Distinguishing "leadership" from management" ✓ Motivate fellow team members by building on their strengths and past work and by reinforcing individual accomplishments 	<p>Part One: Focus on the Leader</p> <ul style="list-style-type: none"> I. Introduction II. The Leader's Power Base III. Manager vs. Leader IV. Traits of Leaders V. Developing and Sharing a Vision <p>Part Two: Focus on the Team</p> <ul style="list-style-type: none"> VI. How the Leader's Behavior Impacts the Team VII. Team Development VIII. Coaching the Team IX. Meeting Skills X. Recognize Performance XI. Reinforce Risk Taking XII. Summary and Review 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Self-study ✓ Overhead slides
ADVANCED LEADERSHIP	4.0	Leading Productive Meetings	<ul style="list-style-type: none"> ✓ Determine if a meeting is the best communication channel for your purpose ✓ Select the appropriate type of meeting and appoint people to the critical roles needed to run meeting ✓ Use skills necessary to be a good sender / receiver of information in meetings ✓ Deal appropriately with disruptive behaviors ✓ Follow up to make sure that action items are executed and appropriate people are informed of outcomes 	<p>Part One: A Briefing Meeting</p> <ul style="list-style-type: none"> I. Introduction II. Meeting Guidelines III. Organizing the Meeting IV. Communication During the Meeting V. Handling Disruptive Behaviors <p>Part Two: A Discussion Meeting</p> <ul style="list-style-type: none"> VI. Preparation VII. Conducting the Discussion VIII. Brainstorming IX. Building on Ideas X. Meeting Follow-Up XI. Summary and Review 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Self-study ✓ Overhead slides

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ADVANCED LEADERSHIP	8.0	Challenging the Workflow for Continuous Improvement	<ul style="list-style-type: none"> ✓ Identify the importance of continuously challenging workflow processes ✓ Identify the components of a workflow process ✓ Define desired results in a workflow process in terms of specific criteria ✓ Monitor and challenge workflow processes ✓ Choose the best way to improve the process 	<p>Part One: Mapping a Workflow Process</p> <ul style="list-style-type: none"> I. Introduction II. Examine the System III. Challenging the Routine IV. Tools for Workflow Mapping V. Criteria for Evaluating Workflow <p>Part Two: Solving Workflow Problems</p> <ul style="list-style-type: none"> VI. Problem Prevention VII. Identifying Problems VIII. Finding Possible Causes IX. Using Symptoms and Causes X. Charting the Process XI. Selecting the Best Solution XII. Successful Implementation XIII. Summary and Review 	<ul style="list-style-type: none"> ✓ Video ✓ Mini-lecture ✓ Discussion ✓ Role play ✓ Group exercises ✓ Self-study ✓ Overhead slides