

SUPERVISOR TRAINING



HELPING ORGANIZATIONS MAXIMIZE SUPERVISION EXPERIENCES WITH EMPLOYEES

WHAT'S IN IT FOR YOU?

We've seen time after time how frustrating it is for organizations to train, coach, and engage their employees. Every organization has a goal and a mission to accomplish and we understand that often times our ability to lead others can impede progress. This guide serves as a comprehensive tool to help organizations maximize supervision experiences with employees.







"Be stubborn on vision but flexible on details." "It's perfectly healthy—encouraged, even—to have an idea tomorrow that contradicted your idea today." "If you only do things where you know the answer in advance, your company goes away."



THE SQUAD

QUINTREL LENORE LORAYAH LENORE



Quintrel is Co-CEO of Lenore Coaching LLC with 10+ years experience in Workforce Development, Education, & Ed Technology. He's SHRM-CP, Clifton Strengths Certified, and DEI in the Workplace Certified.



Lorayah is Co-CEO of Lenore Coaching LLC with 10+ years in Education, Human Services, & Nonprofit. She has a Master Arts in Psychology and Counseling.



The Super Supervisor

Training

Sections

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The Effective Employer & Employee Experience

- Strategies for an effective employer & employee experience
- Setting Expectations
- Employee Performance

Strategies to Enhance Employee Performance

- Common supervision problems
- Dealing with conflicts & complaints
- Poor job performance
- Dealing with difficult people
- · Why employees don't come to work

Managing the Employee Experience

- Orientation
- Initial Assessment
- Check-Ins
- Evaluation





THE EFFECTIVE

EMPLOYER & EMPLOYEE EXPERIENCE



10 Strategies for an Effective Employer & Employee Experience



Set an Example

Model strong work habits through efficient, dedicated work practices. Let your own approach to daily work be an example from which students can learn.



Be Flexible

Understand that student employees are students first and employees second. Though it is important to have high standards on the job, it is also important to be flexible to accommodate academic obligations.



Communication Expectations

Communicate the job standards and expectations to your student employees. One can't assume that these are self-evident to the students, even though they may seem obvious to you.



Give Feedback Frequently

Provide consistent and appropriate feedback to your student employees. Student employees, like all employees, benefit from feedback in job performance, providing it is communicated with a positive spirit.



Be Fair

Supervisors who are too lenient are not doing students any favors. Student job are "real jobs." Treat student employees as you yourself would like to be treated in a given situation.

10 Strategies for an Effective Employer & Employee Experience



Train

Take time to train your students in important work skills, attitude, and habits - such as perseverance, time management, phone skills, quality service practices, handling difficult situations. This is the "common sense" from which success is made.



Be a Team Player

As a team leader, develop and nurture the unique contributions of each team member. Take a global perspective.



Give Recognition

When you see a student "going the extra mile" or "persevering through difficult situations," acknowledge this in front of other staff and peers. People need to feel appreciated.



Share the Vision

Have regular staff meetings with your student employees and inform them how their work fits into a larger purpose of the department and institution. Remember, purposeful work is meaningful work.



Be an Educator

To the degree that we each contribute to the lives of others, we are all educators. How can you contribute to the education of your student employees?

Setting Expectations

For You As The Supervisor



Be Clear & Specific

It's important for employers to be clear and specific when setting expectations for their employees. This means clearly communicating what the job entails, what the goals and objectives are, and what the employee is expected to achieve.





Set Realistic Goals

While it's important to challenge employees and encourage them to strive for excellence, it's also important to set realistic goals. Unrealistic expectations can create stress and anxiety, and can lead to burnout and high turnover rates. Employers should take into account an employee's skill level, experience, and workload when setting goals and expectations.





Setting Expectations

For the Employee



Responsibility and Accountability

Employers should expect their employees to be responsible and accountable for their job duties and tasks. This includes completing assignments on time, following company policies and procedures, and communicating effectively with colleagues and supervisors.





Professionalism

Employers should expect their employees to act professionally and represent the company well. This includes dressing appropriately, being punctual, and maintaining a positive attitude. Professional behavior also involves respecting coworkers and clients, practicing good communication skills, and avoiding negative workplace gossip.





MY ROLE AS SUPERVISOR

A supervisor is responsible for overseeing the work of a group of employees to ensure that tasks are completed efficiently and effectively.

- **1.MANAGE & DELEGATE TASKS**
- 2.PROVIDE TRAINING & SUPPORT
- **3. MONITOR PERFORMANCE**
- **4. MANAGE TEAM DYNAMICS**



THEIR ROLE AS EMPLOYEE

The role of an employee is to contribute to the success of the organization by performing their job duties to the best of their ability.

- 1.JOB PERFORMANCE
- 2. COMMUNICATION
- **3.CONTINUOUS LEARNING**
- 4. TIME MANAGEMENT
- **5.TEAMWORK**



Supervisors should help their Employees with the following...

1

Job Description

Understand their job description and the specific duties and responsibilities associated with their position

2

Job Requirements

Meet the job requirements, such as education, experience, and skills, needed to perform their job duties effectively

3

Training Plan

Follow the training plan and actively engage in learning and development opportunities to improve their skills and knowledge



Goals

Work towards achieving company goals by aligning their work with the organization's objectives and contributing to the success of the team and the company as a whole.





YOUTH EMPLOYEE NEEDS

Lack of work experience: Many youth employees may be new to the workforce and may not have as much work experience as other employees. They may need additional training and support to develop the skills and knowledge necessary to perform their job duties effectively.

<u>Professionalism and communication:</u> Some youth employees may lack the professional skills and communication skills necessary to succeed in the workplace. For example, they may struggle with punctuality, appropriate attire, or speaking and writing clearly and professionally.





ADULT EMPLOYEE NEEDS

Resistance to change: Some adult employees may be resistant to change, particularly when it comes to new technologies, work processes, or organizational structures. They may be more set in their ways and less adaptable to new ways of doing things.

<u>Technical skills</u>: Some adult employees may lack the technical skills and knowledge necessary to succeed in a rapidly changing job market. For example, they may need training in new software programs, digital tools, or social media platforms to stay competitive in their field.



Employee Performance

COMMON SUPERVISOR PROBLEMS

The employer &
employee
experience is
primarily hinged on
the supervisors
ability to lead



FAILURE TO LISTEN & COMMUNICATE

LACK OF RESPONSIVENESS

FAILURE TO DEFINE JOB, GOALS OR EXPECTATIONS

FAILURE TO ADEQUATELY TRAIN

FAILURE TO BE SENSITIVE TO NEEDS

LACK OF ONGOING FEEDBACK

INEFFICIENT USE OF EMPLOYEES TALENT



5 STEPS FOR CONFLICT MANAGEMENT



REMAIN CALM



LISTEN



TRY TO SYMPATHIZE



COURSE OF ACTION



FOLLOW UP



Reasons for Poor Job Performance

There may be instances when the employee's work performance is not at an acceptable level. It is important to first try to work with the employee to improve his or her performance. The following are possible reasons for poor performance, and suggested strategies for improvement:



Lack of knowledge of job duties

Provide additional training; may be helpful to develop a job description and/or manual to make job responsibilities clear.



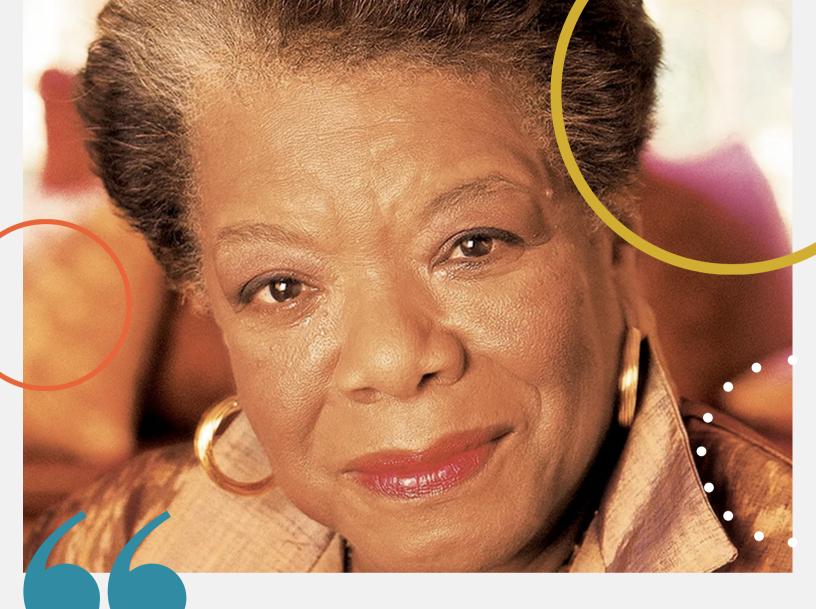
Personal Problems

May help to just be a "good listener;" may be necessary to refer to counseling is problems persist; time and understanding are often the solution to these problems.



Lack of skills

Provide training on skill development; another approach is to shift the person to a position where skills can be utilized.



TVE LEARNED THAT PEOPLE WILL FORGET WHAT YOU SAID, PEOPLE WILL FORGET WHAT YOU DID, BUT PEOPLE WILL NEVER FORGET HOW YOU MADE THEM FEEL.?

MAYA ANGELOU



STRATEGIES

TO ENHANCE EMPLOYEE PERFORMANCE



5 Strategies for Giving Constructive Feedback



Focus on Specific Behaviors

When providing feedback, supervisors should focus on specific behaviors rather than generalizations or personality traits. This allows employees to understand exactly what they are doing well and where they need to improve.



Use the "Sandwich" Approach

The sandwich approach involves starting with positive feedback, then addressing areas for improvement, and ending with positive feedback again. This approach can help balance constructive criticism with recognition of the employee's strengths.



Provide Actionable Recommendations

Feedback should be accompanied by specific, actionable recommendations for improvement. This can include suggestions for training, resources, or changes to work processes.



Encourage 2-way Communication

Feedback should be a dialogue between the supervisor and the employee. Encouraging the employee to share their thoughts, concerns, and ideas can help build trust and lead to more effective feedback.



Provide ongoing Feedback

Feedback should be an ongoing process, not a one-time event. Regular check-ins, performance reviews, and informal feedback sessions can help employees stay on track and continually improve.

THE "COACHING" SUPERVISOR

MANAGING VS COACHING FOCUSES ON KPI HAS THE ANSWERS TRANSACTIONAL SETS GOALS DIRECTIVE CHECKS IN REGULARLY ASKS QUESTIONS GIVES FEEDBACK SETS THE VISION SUPPORTIVE

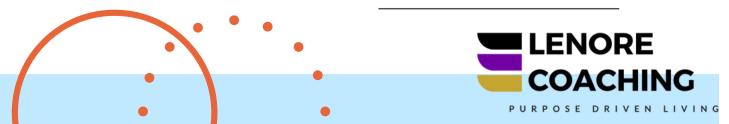


COACHINGFOR COMPETENCY

- 1. CRITICAL THINKING
- 2. COMMUNICATION
- 3. TEAMWORK
- 4. TECHNOLOGY
- **5. LEADERSHIP**
- 6. PROFESSIONALISM
- 7. CAREER & SELF-DEVELOPMENT
- **8.EQUITY & INCLUSION**

The National Association of Colleges and Employers (NACE) has identified eight competencies that are essential for individuals to possess in order to be successful in the workforce.





4 Components of Purpose Driven Coaching Model

Supervisors can leverage the Purpose Driven Coaching Model to support the whole person of their employees while developing them to maximize performance.



Cultural Awareness



Intrusive vs Developmental



Positive Psychology



Purpose



WHEN COACHES ARE CULTURALLY COMPETENT

- 1. Allows people to feel respected
- 2. Gives context for deeper challenges
- 3. Allows authentic conversations

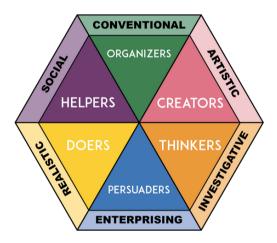




Examples of Positive Psychology instruments



A personal assessment tool developed by Gallup to help individuals identify their unique strengths and talents.



A career development theory developed by psychologist John L. Holland. The theory proposes that people's career choices are influenced by their interests, values, and personality traits.

SELFACTUALIZATION
morality, creativity,
spontaneity, acceptance,
experience purpose, meaning
and inner potential

SELF-ESTEEM
confidence, achievement, respect of others,
the need to be a unique individual

LOVE AND BELONGING
friendship, family, intimacy, sense of connection

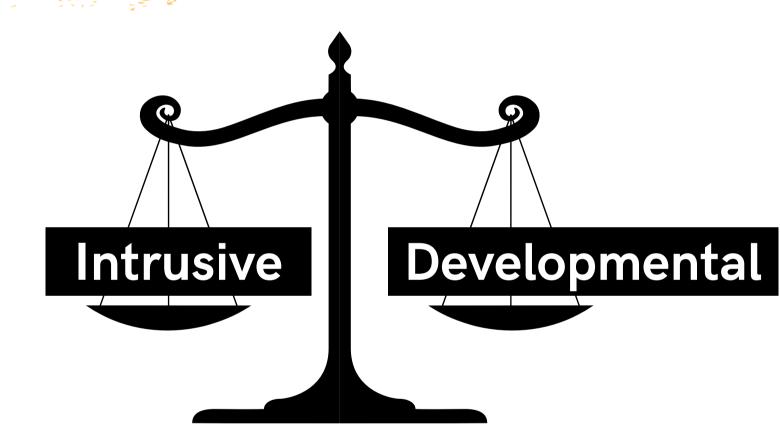
SAFETY AND SECURITY
health, employment, property, family and social ability

PHYSIOLOGICAL NEEDS
breathing, food, water, shelter, clothing, sleep

A motivational theory developed by psychologist Abraham Maslow, which proposes that human beings have a hierarchy of needs that must be met in order to achieve self-actualization.



Developmental Coaching



How much will you challenge or support your employee?



PURPOSE DRIVEN COACHING



Individual Fruitfulness

The work I do is productive, helpful, impactful for me



Population Fruitfulness

The work I do is productive, helpful, impactful for others



Territorial Expansion

The work I do leads to the growth of organizations, institutions, and geographies



Territorial Control

The work I do has consistent productivity and impact on organizations, institutions, and geographies

On a scale from 1 - 10 how do you currently rank in these areas?



TRAINING YOUR EMPLOYEES

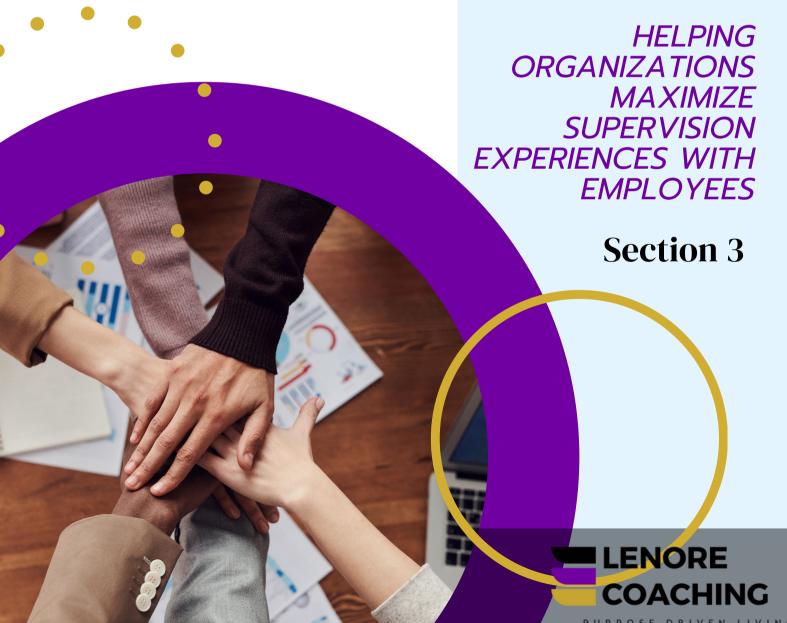
Before designing a training program, employers should identify clear learning objectives that align with their business goals. This will help to ensure that the training is relevant, effective, and focused on the skills and knowledge that employees need to be successful in their roles.

1.IDENTIFY CLEAR LEARNING OBJECTIVES 2.USE A VARIETY OF TRAINING METHODS 3.ADDRESS A SKILL GAP



MANAGING

EMPLOYEE EXPERIENCE



Orientation

Managing the Employee Experience



Help employees feel welcome

Orientation programs provide a way for employers to welcome new employees and help them feel valued and appreciated. It gives employees a sense of belonging and helps them understand their role in the organization, which can lead to greater job satisfaction and engagement.





Increases Productivity

A well-designed orientation program can help new employees get up to speed quickly and become productive members of the team. This can help to reduce turnover and save employers time and money on recruiting and training. An orientation program can also help to ensure that all employees receive the same information and training, which can improve consistency and quality of work across the organization.





3 REASONS FOR AN INITIAL ASSESSMENT



ENSURE THE RIGHT FIT



IMPROVE ENGAGEMENT



IMPROVE PERFORMANCE



Regular Check-ins

WHY DO REGULAR CHECK-INS WITH YOUR EMPLOYEES?

Regular check-ins provide opportunities for employers and employees to connect and build relationships.



BUILD RELATIONSHIPS

PROVIDE SUPPORT & FEEDBACK

MONITOR PROGRESS

IDENTIFY ISSUES & GAPS



Reasons for Poor Job Performance

There may be instances when the employee's work performance is not at an acceptable level. It is important to first try to work with the employee to improve his or her performance. The following are possible reasons for poor performance, and suggested strategies for improvement:



Prepare & Gather Data

Before conducting the performance evaluation, employers should prepare and gather data in advance.



Provide Feedback & Set Goals

During the evaluation, employers should provide specific feedback to the employee, both on their strengths and areas where improvement is needed.



Encourage Self-Evaluation

Encourage employees to evaluate their own performance before the evaluation meeting.



AS A LEADER, IT IS IMPORTANT TO NOT JUST SEE YOUR OWN SUCCESS, BUT FOCUS ON THE SUCCESS OF OTHERS.

SUNDAR PICHAI GOOGLE CEQ.