



BOTTOM-LINE LEADERSHIP

SUPERVISORS AND TEAM LEADERS

OUTLINE

Day 1

Overview and Introduction

- Course objectives and components
- 4 Key Leadership Roles
- Program Overview
- Productivity Manager: Role #1

Final Step into Leadership: Transition

Work Performance Standards

- Why are work standards established?
- Exercise: Work standards in your organization

Work Flow

- Steps in identifying a work flow
- Overview: Six Tools
- Exercise: Creating a work flow for a real work process

Demonstration: Computer Simulation

- Staff Report, Entering Decisions
- Skill ratings in the simulation
- Staff Report: A skills matrix from the simulation
- Create "back home" skills matrix

Tracking & Measuring Performance

- An example of performance metrics
- Why people do not perform to standard
- Diagnosing performance problems

Coaching for Improved Performance

- Requirements of a good coach
- 5 Step Coaching Model
- Demonstration: Giving Instruction
- Exercise: Coaching a team member
- Coaching: Scoring & Analysis

Simulation Performance Reports

- Staff Report & Productivity Report
- Performance Report
- News Report & Volumes Report

News Report & Volumes Report

- Key Performance Indicators (KPI)

Assignment #1: Run Simulation

- Decision Making: Clear Backlog: Assign overtime. Print latest reports. Analyze.

Day 2

Overview Day Two

- Course Agenda: Leading People

Exercise: Best Supervisor I Ever Had

Two Key Roles of a Supervisor

- Productivity Manager: Role #1
- People/Team Leader: Role #2

Performance Metrics:

- Criteria for Success
- Using the Electronic Score Card

Exercise: Ground Rules for a Successful Team

Increasing Productivity & Service Quality

- Factors that impact productivity
- Work Volume (Input) vs. Capacity
- Work People Matrix
- Productivity and Service Quality

Leading for Quality

- Quality Improvement Strategies
- Quality Decisions

Staff Development

- Coaching
- Training, Quality Training
- Simulation: Skills Matrix

Creating Developmental Plans

- Developmental plan for each employee

Assignment #2

- Plan work for week
- Run simulation for week
- Update Score Card

Management Update

Performance Management Process

- Performance Management
- Individual Performance Goals
- Setting Individual Objectives
- Performance Management File
- Documentation Log



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Exercise: Create Documentation Log

Counseling: 7 Step Model

Exercise: Counsel Poor Performers

- Role Play: Counsel poor core performer
- Score each counseling session
- Recap: What worked and what did not

Communications

- Giving & Receiving Feedback
- Feedback Format
- Receiving Feedback
- Praise: Recognize Good Performance

Craft the Right Message

- Most Common Employee Complaints
- How to convey targets without giving offense

Exercise: Craft Messages

Simulation Communications

- One on One: Feedback, Tone, Medium
- Team Meetings: Timing, Agenda, Impact

Assignment #3: Run Simulation

- Enter decisions for communications, counseling, and service - quality

Management Update Presentations

- Update success criteria - scorecard
- Each team prepares a presentation

Applications on the Job

Day 3

Program Agenda Day 3

Stages of Team Development

- Setting Team Goals
- Team interaction and team leadership

Morale and Motivation

- Motivating your team
- Simulation Morale Model
- Exercise: Team Motivation

Communicating with 4 Generations

- Gen Y, Gen X, and Baby Boomers
- What to say - what to do with each

Exercise: Communicate with all four generations

Decision Making

- Productivity, People/Team Leadership
- Managing work, quality and service

Assignment #4: Simulate week

Managing the Business

- Factors Finance and cost control
- Revenues vs. Expenses
- Labor Analysis
- How to become profitable

Discipline - 10 Step Model

Exercise: Disciplinary Interview

Assignment #5: Run Simulation

Final Management Presentations

- Each team prepares presentation
- All team members present
- Goals vs. success criteria results
- Lessons learned
- Tools to be applied on the job

Applications

- Criteria for success back on the job
- Tools to be used in applications process