

AFTER ALL, YOU'RE THE SUPERVISOR

PARTICIPANT WORKBOOK

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WORKSHEET A

Take a few moments to generate a list of what you think are a supervisor's most critical tasks.

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A SUPERVISOR'S MOST CRITICAL TASKS

- Plan and prioritize team tasks
- Delegate tasks
- Develop team members
- Communicate upward and downward
- Discipline effectively
- Give praise and recognition
- Direct problem solving
- Make him or herself accessible to their team
- Encourage teamwork
- Model desired behaviors

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WORKSHEET B: TO BE OR NOT TO BE

Congratulations, you are the new supervisor! As you plan for the future, take a moment to consider how you want to interact with the people you supervise. Your job is to manage and supervise these people, something that has to be done with genuine caring and concern. This is a professional relationship, which is quite different from a personal relationship. Think about which of the following activities are appropriate in your new role and which may not be.

	Appropriate supervisor behavior (Y/N)	Why or why not?
Going out with the team for a beer after work		
Assigning tasks to team members		
Recreational travel with team members		
Heart to heart talks with team members about personal relationships		
Heart to heart talks with a team member about his or her performance		
Discipline discussions with a team member		
Discussing one team member's performance with another team member		
Dating team members		
Rewarding team members for excellent performance		

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WORKSHEET B: TO BE OR NOT TO BE

	Appropriate supervisor behavior (Y/N)	Why or why not?
Inviting one team member to your home for dinner		
Hiring a team member to baby-sit your child		
Helping team members attain their professional goals		
Attending a team member's wedding		
Soliciting input on a project from a team member		
Complimenting team members on their clothing		
Asking team members for their opinions on issues related to work		

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WORKSHEET C: PRIORITIZE, PRIORITIZE, PRIORITIZE

PART 1

Prioritizing, delegating, and follow-up are three of the most critical tasks for a supervisor. In this exercise, you will practice doing all three tasks. Read the scenario below and then complete the table on the next page to the best of your ability.

The Ice Cream Man:

You are the supervisor in an ice cream factory. Your team is responsible for making, packaging, and shipping 10,000 gallons of ice cream every day. The ice cream is sold through franchised ice cream shops across the region. It sounds like a fun job but it is actually a demanding and high-pressure position. Your team consists of:

- One administrative person who has worked for the company longer than you have
- One very bright shipping and ordering person who you hired about six months ago and in your opinion, has the potential to become a manager
- Six production line-employees with varying degrees of dedication and ability.

Team tasks done daily, weekly, or as needed:

- A. Check historical sales data as well as weekly store orders to determine which flavors need to be made each week
- B. Generate a list of supplies to be ordered for the next week's ice cream.
- C. Generate orders for suppliers
- D. Review employee schedules to ensure coverage on the production line. Adjust as necessary
- E. Hire and train new employees
- F. Check shipping schedules for incoming deliveries
- G. Coordinate with shipping to distribute final products to your franchisee's stores
- H. Coordinate with billing and accounts receivable
- I. Manage the line employees
- J. Create projections for flavors needed the next month and quarter
- K. Advise new product development on future flavors
- L. Determine which flavors are made which days of the week
- M. Handle special customer requests
- N. Determine which supplier has the best prices on which ingredients
- O. Work with your administrative support people
- P. Coordinate with quality control

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WORKSHEET C: PRIORITIZE, PRIORITIZE, PRIORITIZE

PART 1

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WORKSHEET C: PRIORITIZE, PRIORITIZE, PRIORITIZE PART 2

Now that you've practiced prioritizing someone else's job, do it for your own job.

1. Briefly describe your organization, your team and how your team fits into the overall organization.

Generate a list of tasks your team needs to accomplish on a regular basis. Place them in the table below and complete the table to the best of your ability

Task	Priority (hi/med/lo)	Assigned to	Reason for assignment	How/when to follow-up	Date of completion

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WORKSHEET D: WALK LIKE THIS

One of the most effective ways to inspire positive changes in your team members and your team's culture is by modeling the behaviors and attitudes you want to see.

Why is modeling so effective? The reason is simple. No matter how much you tell your people how you want them to behave, unless you practice those behaviors (or attitudes), your words won't have much effect. In essence, you want your team members to "do" as you do.

What are some of the attitudes and behaviors you would like to change in your own team?

Take two or three minutes to make a list of those attitudes and behaviors below. Then, brainstorm a list of ideas for modeling alternative behaviors and attitudes, to achieve these changes.

Attitudes and behaviors I'd like to change in my own team:

Ideas for modeling new behaviors and attitudes:

Once you are done, share your ideas with your team. Select one situation for the group to focus on and spend the next three or four minutes working together to expand that list of ideas. Then, prepare to present your list to the class.

Note: As with all the other exercises in today's class, please do not use the names of any team members. Do all you can to maintain people's privacy.

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WORKSHEET E: NOT ME!

Nearly everyone struggles with disciplining an employee at some point or another — it is part of the supervisor's rite of passage. Learning to deal with difficult situations like discipline is crucial, however, for your success and for that of your team. Think about it this way, if you have a problem employee, that person is more than your problem. He or she is a weak link for your entire group — and for the company as well.

Discipline comes in many forms, the best of which comes from a philosophy of positive discipline rather than punitive discipline. If you act punitively, you risk damaging your relationship with the employee as well as their attitude towards you, towards their colleagues, and towards the company as a whole. And that is no fun at all!

Think about how Alec handled Libby and her tardiness problem. The most important thing he did was to put the responsibility for the problem *and for the solution* where it lay — with Libby herself. What did he do? What did he say? How did he say it? What did you learn from his example?

Take the next five minutes to think about a situation where you are struggling with disciplining an employee or have struggled in the past. Choose a difficult situation, describe the situation (don't use names or titles however as we need to be sure everyone remains anonymous during the discussion that comes later) and generate some new ways to address it.

When you are done, meet with your small group. Each of you can take turns describing your situation and helping each other brainstorm appropriate solutions or approaches for the problem. Take about 5 minutes per person.

When you are all done, have one person prepare to present one example and solution to the whole group.

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WORKSHEET F: PLEASE, PLEASE PRAISE ME

Accomplishment	Worthy of praise (Y/N)	Describe how to recognize and/or praise this accomplishment (if appropriate)
A customer service rep who successfully handles a difficult customer		
An accounting team who meets their monthly goals		
A sales clerk who remembers to say "thank you" to customers		
A teacher who sends out student progress reports on-time		
A magazine sales person who meets quarterly advertising quotas		
An administrative assistant who earns a one-year employee pin		
An assembly team who meets monthly production quotas		
A shipping assistant who passes the probationary period for new employees		
A medical technician who follows laboratory protocol		
A program planner who meets monthly budget requirements		

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WORKSHEET F: PLEASE, PLEASE PRAISE ME

Accomplishment	Worthy of praise (Y/N)	Describe how to recognize and/or praise this accomplishment (if appropriate)
An new ice cream counter person who makes correct change for a customer		
A park ranger who earns high marks on an employment review		
A hotel housekeeper who shows up to work on time, every day for three months		
An office clerk who properly fills out a time sheet		
A marketing and technical team who lands a big contract with a client		
A sales person who exceeds sales quotas		
A line person promoted to supervisor		
A heavy equipment operator who completes 12 months on the job with no safety violations		
A mechanic who completes three months on the job and no safety violations		
A bus driver with a perfect driving record		

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WORKSHEET G: I BELIEVE...

The tenets of effective supervision are based in respect for your team members, in having confidence in their abilities — or their potential abilities, and in recognizing that your role is to manage the team, not to do their work for them.

We have covered considerable territory in this course. Take some time now, to write down today's most important lessons and how your concept of effective supervision changed as a result of this course. You might also record some concrete ideas for changing the way you manage your team when you return to work.

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