

American Management Association's Management Skills for New Supervisors

Learning Objectives

- Understand Your Role as a Supervisor
- Understand and Value Diversity and Individual Differences
- Recognize Legal Responsibilities as a Supervisor
- Create a Motivational Environment
- Increase Performance Through Coaching
- Use Delegation as a Tool to Motivate and Develop People
- Create a Plan for Your Own Continuing Growth and Development

Different Supervisory Styles

- Understand the Three Supervisory Styles
- Demonstrate When and How to Use Each Supervisory Style

Managing Up

- Understand and Adapt to Your Manager's Style
- Anticipate Your Manager's Needs
- Develop the Best Possible Relationship with Your Manager

Managing a Diverse Workforce

- Determine How Various Kinds of Diversity Affect You, Your Work Unit, and Your Company
- Identify How to Apply Inclusivity to Your Team

Legal and Ethical Responsibilities

- Explain the Americans with Disabilities Act (ADA), Hostile Environments, and Other Key Laws and Legal Terms
- Discuss Your Obligations Regarding Key Laws
- Describe the Ethical Responsibilities of a Supervisor
- Make Ethical Decisions

Creating a Motivational Environment

- Explain the Components of a Motivating Environment
- Discuss How Behavior Is a Function of Its Consequences
- Demonstrate Rules for Reinforcing Productive Behavior
- Explain How to Avoid Common Reinforcement Mistakes
- Develop a Strategy for Solving a Current Employee Motivational Problem

Communication Skills

- Demonstrate Active Listening to Show Understanding and Check Content
- Ask Questions That Uncover Valuable Information and Strengthen the Relationship

Coaching for Performance

- Demonstrate Giving and Receiving Feedback Constructively
- Specify Your Own Strengths and Development Needs as a Coach
- Ask Questions That Increase Employees' Self-Awareness and Accountability
- Demonstrate the AMA GUIDE Coaching Model

Managing Performance Appraisals

- Understand How to Keep Effective Records
- Understand the Importance of Quarterly Performance Alignment Discussions
- Conduct a Performance Appraisal Meeting
- Cope with Various Employee Reactions

Delegation

- Identify What to Delegate
- Identify Whom to Delegate to
- Identify How to Delegate

Planning for Continuous Growth

- Identify Areas in Which You Want to Develop
- Make Your Own Developmental Plan