

Supervisory Leadership Training for BPL Staff

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Leadership and learning are indispensable to each other
- John F. Kennedy

Goal

Participants will gain awareness of the characteristics of effective leaders, develop those skills, and successfully build cohesive and effective teams.



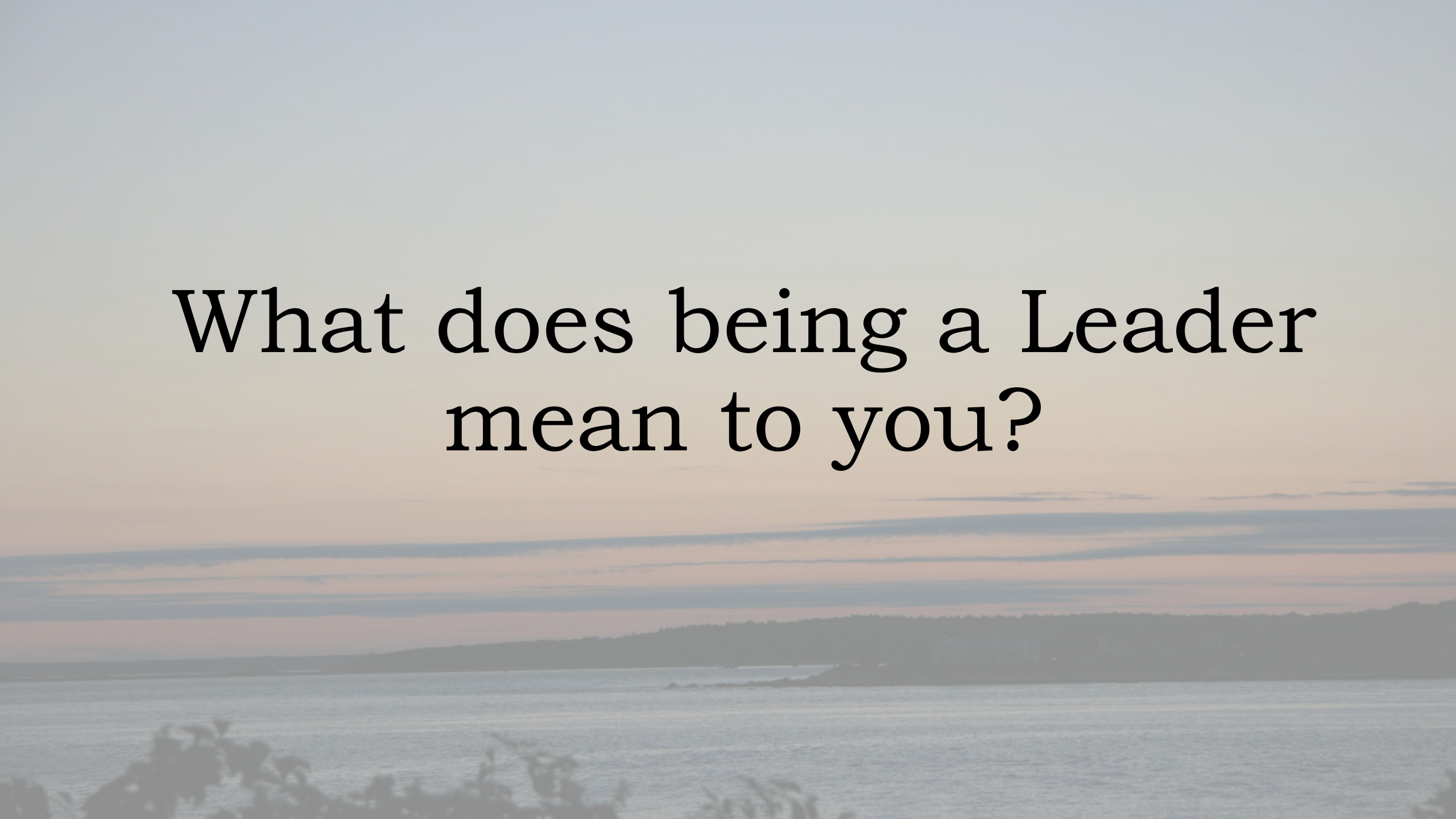
Objectives

By the end of the workshop, participants will be able to:

- Describe the difference between being a leader and being a supervisor
- Explain key characteristics of an effective leader
- Design a blueprint for building an effective and cohesive team

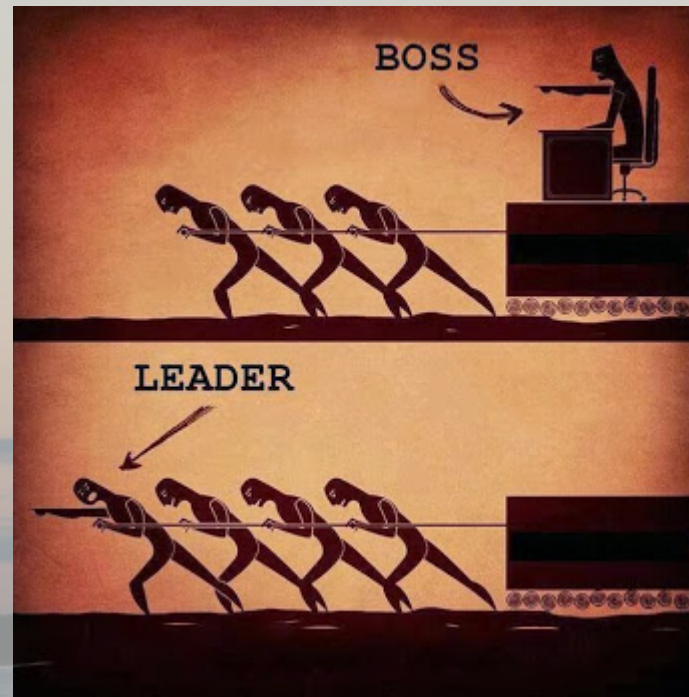
Modules

- Leadership and Self Awareness
- Communication and Trust
- Problem Solving
- Motivation, Feedback, and Performance Evaluations
- Team Leadership
- Time Management and Project Management
- Mentoring

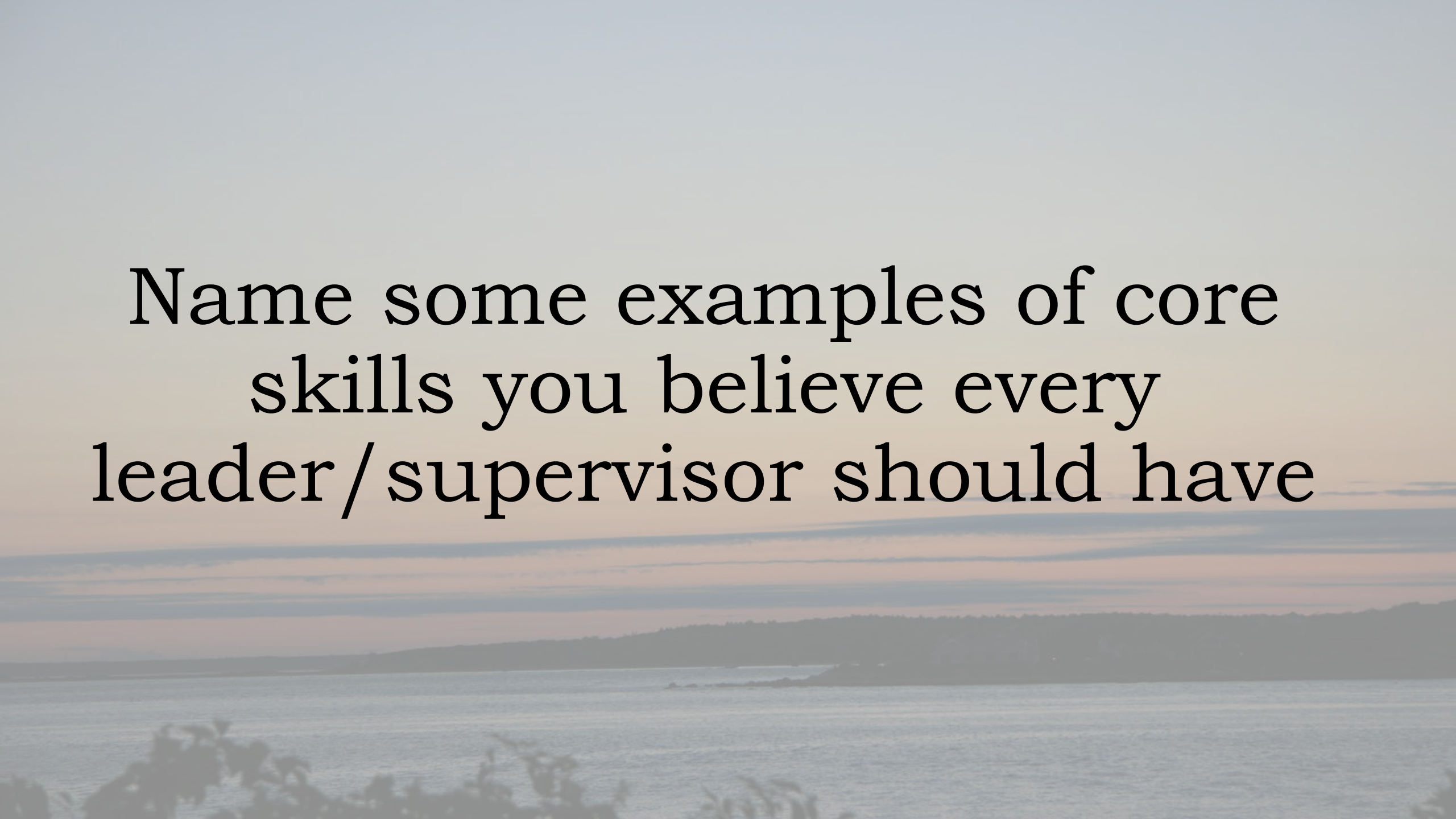


What does being a Leader
mean to you?

Leader vs. Supervisor



Leadership vs management by ocd007



Name some examples of core
skills you believe every
leader/supervisor should have

You manage things; you lead people
-Rear Admiral Grace Murray Hopper

Leader

- Supervisor
- Coach
- Educator
- Mentor
- Visionary

Supervisor

- Individual who oversees team or individual work performance
- In charge
- Managing expectations of the department, team, individuals

Core Skills

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

-Jim Rohn

Self awareness

“All growth depends upon activity. There is no development physically or intellectually without effort, and effort means work.”

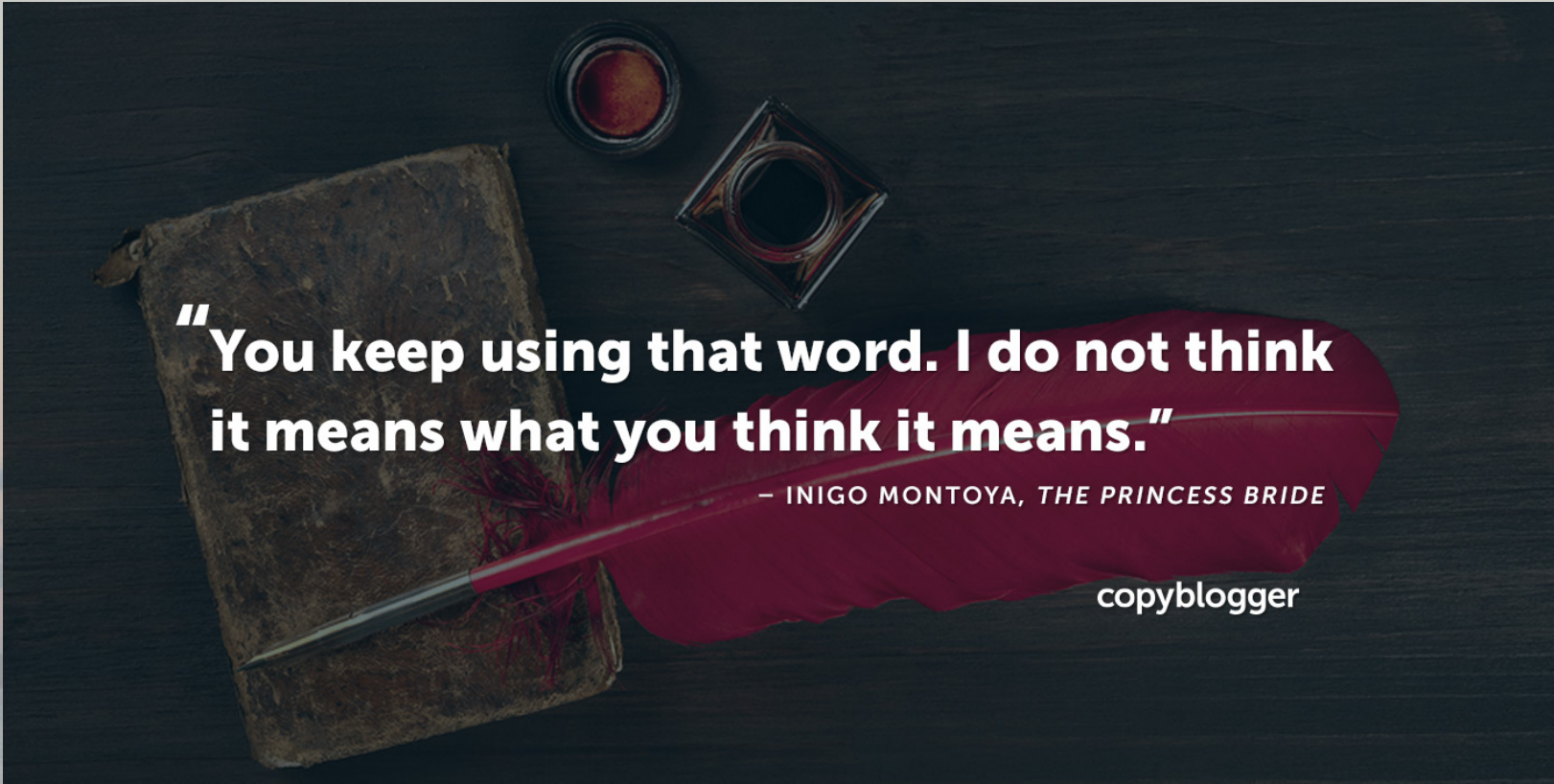
– Calvin Coolidge



Reading and Viewing

- Read
 - [Want to Be a Good Leader? Step One: Know Thyself](#)
 - [The Importance of Self-awareness in Leadership](#)
- Watch
 - [Self Awareness](#) (2:55)
- Do
 - Perform the [False Core Belief](#) exercise
 - Complete the [Self-Consciousness Scale](#) and [Scoring](#).
 - Be prepared to talk about your experience completing these exercises

Communication



**"You keep using that word. I do not think
it means what you think it means."**

– INIGO MONTOYA, *THE PRINCESS BRIDE*

copyblogger

Reading and Viewing

- Read
 - [Communication and Conflict Handout](#)
 - [Communication Tips in Your Role as a Manager or Supervisor](#)
- Watch
 - [Seeing the world as it isn't](#) (7.22)
 - [Exact Instructions Challenge](#) (7.22)
- Do
 - Identify a standard work task and complete the [Cognitive Task Ability](#) table
 - Use the [example](#) to guide you
 - Share to the group
 - Examine the differences between communication tools

What is Cognition?

- Cognition is the mental processing of obtaining information and comprehension
- Cognitive processes allow us to:
 - Learn
 - Form Memories
 - Make Decisions
 - Understand the world
 - Fill in Gaps in Knowledge

Why does Cognitive Task Analysis (CTA) Work?

- Provides detailed information about a specific task
- Provides systematic process for completing the task (step-by-step)
- Establishes the critical points where decisions effect the outcome
- Aids in transferring knowledge by providing precise communication of expectations and desired results

Communication Tools

- Use Microsoft Teams
- Regular Meetings
 - Use Meeting Notes or Chat to capture ideas
- Email
- Posted policies
- Advanced scheduling
- Assigned Tasks

Trust

Whoever is careless with the truth in small matters cannot be trusted with important matters.

-Albert Einstein

Reading and Viewing

- Read
 - [How Leaders Build Trust](#)
 - [How to Build Trust as a Leader](#)
- Watch
 - [How to build \(and rebuild\) trust](#) (14.57)
- Do
 - [Trust Reflection Activity](#)



Elements of Trust

- Communication
- Reliability
- Consistency
- Accountability
- Confidentiality
- Respect

Problem Solving

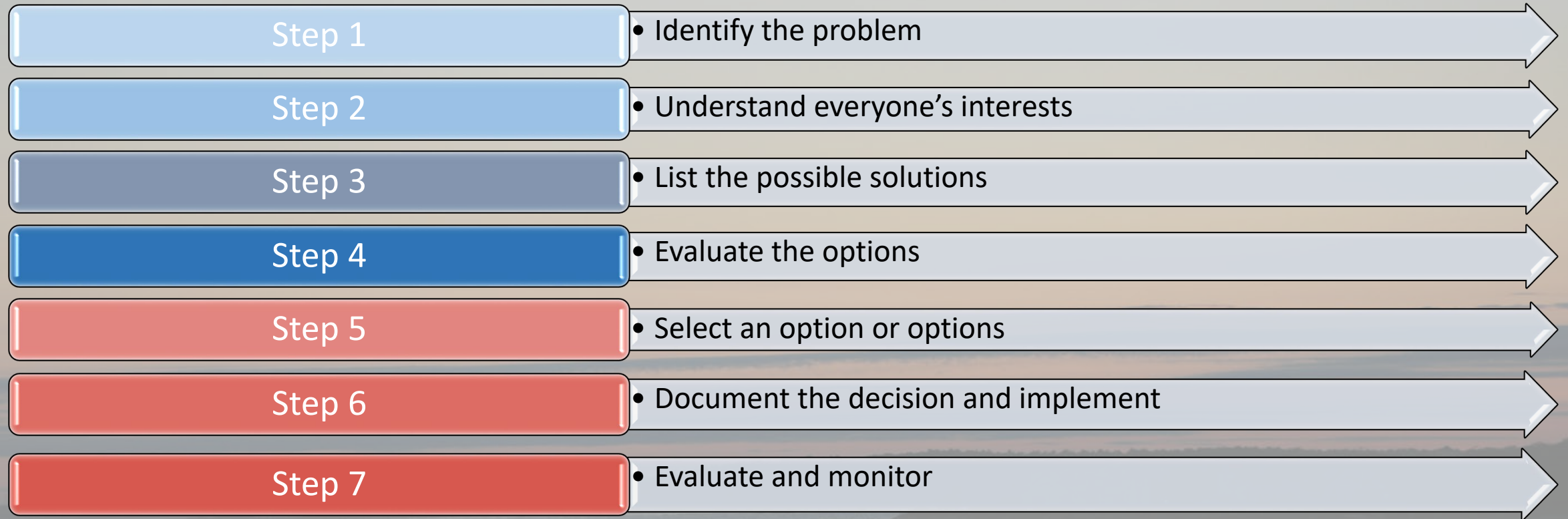
A problem well put is half solved.

-John Dewey

Reading and Viewing

- Read
 - [Seven Steps for Effective Problem Solving in the Workplace](#)
 - [19 Ways to Improve Your Problem Solving Skills at Work](#)
- Watch
 - [The psychology behind irrational decisions](#) (4.24)
- Do
 - Identify a problem and use at least one of the techniques to resolve it. Document your process and be prepared to discuss with the group.

Problem Solving



Toolkit for Problem Solving

1. Problem

2. Other Viewpoints

3. Options

4. Pros/Cons (Evaluate)

5. Solution(s)

6. Documentation and steps to implementation

7. Evaluation and monitoring

Drill Down Technique

- Write down the problem (BIG LETTERS)
- Break it down into 3-5 smaller issues that connect to form the big issue
- Break those down into smaller issues that highlight a new list of problems stemming from the prior step
- Keep doing this until you are at the micro level, you can't break it down any further
- Now start looking for solutions

Drill Down Technique

Why it works:

- Reveals more to the problem than just surface level
- Provides an opportunity to fix underlying issues
- Works for any size problem
- Can be used with other techniques

Creating and Maintaining Motivation

"You need to be aware of what others are doing, applaud their efforts, acknowledge their successes, and encourage them in their pursuits. When we all help one another, everybody wins."

– Jim Stovall

Reading and Viewing

- Read
 - [Six Strategies to Maintain Employee Motivation](#)
 - [Why Employee Motivation Is Important \(& How to Improve It\)](#)
- Watch
 - [How to motivate yourself to change your behavior](#) (16.48)
- Do
 - Think about what motivates you. What are some ways you can motivate your team? Be prepared to share your methods, how you will implement them, and outline your expectations. We will discuss as a group.



What contributes to motivation?

- A sense of meaning and purpose in their work
- Working in a positive environment/culture
- Recognition for work performed
- Opportunity for learning and development
- Being in the “know”

Providing Effective Feedback

“I’ve 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*

Reading and Viewing

- Read
 - [Seven Keys to Effective Feedback](#)
- Watch
 - [The secret to giving great feedback](#) (5.01)
- Do
 - Summarize the characteristics of effective feedback. Explain the difference between feedback and advice.
 - Do you agree or disagree that providing effective feedback is an essential part of being a good leader? Why or why not? Be prepared to discuss as a group.



Providing effective feedback

- Focus on action(s), not the person
- Be realistic
- Identify strengths and positive qualities, and then identify areas that need improvement
- Frame as a positive
- Take ownership
- Be specific
- Be timely

Performance Evaluations

If I were to command a general to turn into a seagull, and if the general did not obey, that would not be the general's fault. It would be mine.

-Antoine de Saint-Exupery



Reading and Viewing

- Review
 - [The BPL appropriate Performance Review Form](#)
 - [Seven tips for effective employee performance evaluation](#)
- Watch
 - [Performance Appraisal Gone Bad!!](#) (4.35)
- Do
 - Think about performance evaluations you have had. How did you feel? Why?
 - Take some time and complete your own performance evaluation. This will not be shared so really examine yourself in each category and honestly rank yourself. Include an action plan or areas for improvement. We will discuss the experience of this assignment. While participants will be encouraged to share any surprises or take-a-ways, it is not mandatory. This can also be done one-on-one.



Performance Evaluation vs Management

Evaluation

- Focus is on evaluation
- Once a year
- Template provided
- Feedback occurs during review
- Action plans developed/reviewed

Management

- Focus is on development
- Ongoing
- Informal
- Feedback is ongoing
- Check in on action plans

Performance Review Checklist

- Make it a priority to eliminate any employee anxiety.
- You need to find ways to coach and provide training for improvement.
- Start out with the positive.
- Only bring up the negative if it relates to the performance review to coach the individual and create actions to improve.

Team Leadership

“Leadership is not a person or a position. It is a complex moral relationship between people based on trust, obligation, commitment, emotion, and a shared vision of the good.”

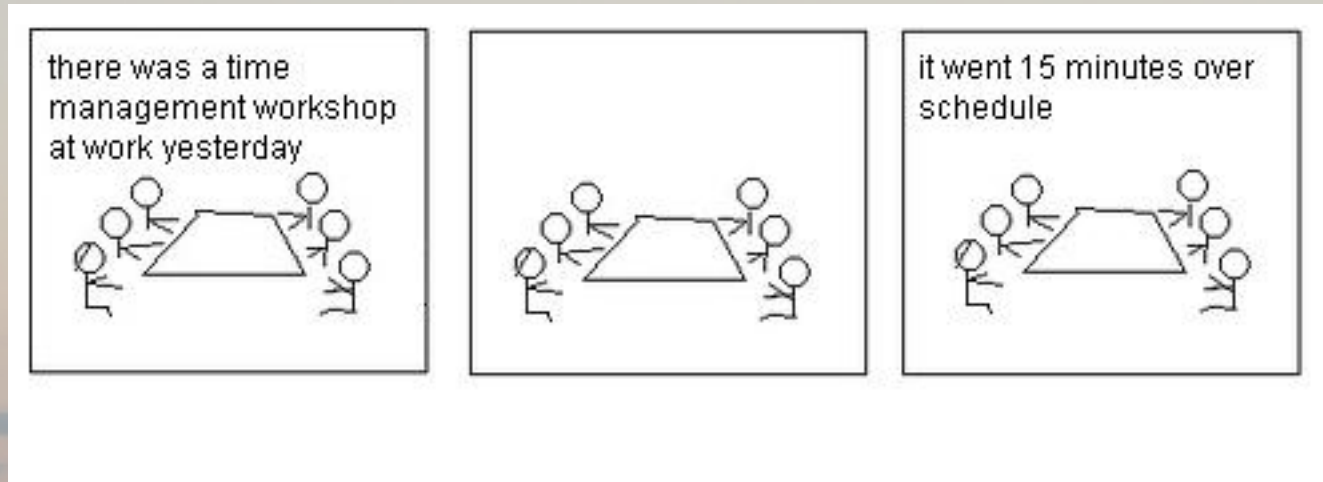
- Joanne Ciulla



Reading and Viewing

- Read
 - [How to Build Highly Effective Teams](#)
 - [Steps to Building an Effective Team](#)
 - [How to Manage Group Conflict](#)
 - [Resolving Conflict Situations](#)
- Watch
 - [For the Birds](#) 3:25
- Do
 - Describe an existing conflict or a previous one. Recommend 1-3 conflict resolution methods to resolve the matter. Explain why you choose these methods. Describe what actions you take to avoid this conflict in the future.

Time Management



"time management" by tyger_lyllie

Reading and Viewing

- Read
 - [Time Management - Beat Work Overload. Be More Effective. Achieve More](#)
 - Select a minimum of 4 articles from the various categories. List the category title, article you selected, and identify 1-2 things that stood out to you. Be prepared to share with the group.
- Watch
 - [How to Manage your time more effectively \(according to machines\)](#) 5:09
 - [Making Time Management Work for You](#) 10:59
- Do
 - Develop a plan incorporating time management techniques for your workweek. Reflect on the importance of delegation and be prepare to share with the group. Assess the tasks and identify any that could be delegated. Explain why.



Time Management Techniques

- [Applications](#)
- Time Planner (paper or electronic version)
- Daily Master List
- Prioritize tasks
- Organize your time
- Manage distractions

Project management

“The only place where success comes before work is in the dictionary.”

– *Vidal Sassoon*

Reading and Viewing

- Read
 - [The People Side of Project Management](#)
 - [What are the 5 Phases of a Project](#)
- Watch
 - [What is Project Management](#) (2.17)
 - [The Project Management Process](#) (1.35)
- Do
 - Identify a mini project and create a plan for implementation and assessment. Include the deliverables, assignments, and timeline.



What is a project?

- According to the Project Management Institute ([PMI](#)), the term Project refers to “to any temporary endeavor with a definite beginning and end”
- Projects can have one or more individuals involved
- Projects have a common goal
- Projects can be any size
- It is not an activity. Activities can be part of a project

Importance of Mentoring

“Show me a successful individual and I’ll show you someone who had real positive influences in his or her life. I don’t care what you do for a living—if you do it well I’m sure there was someone cheering you on or showing the way. A mentor.”

— Denzel Washington

Reading and Viewing

- Read
 - [What Is Mentoring](#)
 - [Informal Mentoring How-To's](#)
- Watch
 - [Mentorship will change the world: Kam Phillips at TEDxCoMo](#)
(19:00)
- Do
 - Commit to motivating your employees to increase knowledge and skills. Assess your current practices and write a plan to support professional development.



One-on-One Development

- Do you know your employee's long-term goals?
- Do you think your supervisor knows your long-term goals?
- Does your employee understand how the work they do impacts the organization?
- What activities or projects excited them the most? The least?

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