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