

## **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