

# Management Skills for New Supervisors

## Learning Objectives

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- Appreciate and develop a respectful workplace
- Understand the importance of style and flexing your style
- Hone and apply strong communication skills
- Create a motivational environment
- Use delegation as a tool to develop others
- Increase performance through coaching
- Conduct performance appraisals
- Understand your legal and ethical responsibilities
- Create a plan for your growth and development

## Building a Respectful Workplace

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- List the components of a respectful workplace
- Identify behaviors that support a respectful workplace
- Identify behaviors that impede a respectful workplace

## Why Styles and Preferences Matter

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- Explain why selecting and using the right style effectively can drive your success
- Identify your preferred style and recognize how it is expressed and perceived
- Practice flexing your style to influence more effectively

## Utilize a Range of Communication Skills

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- Demonstrate active listening to show understanding and check content
- Ask questions that uncover valuable information and strengthen the relationship

## Creating a Motivational Environment

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- 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

## Delegating for Success

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- Identify what to delegate
- Identify whom to delegate to
- Identify how to delegate

## Coaching for Performance

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- 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 Mode

## Managing Performance Appraisals

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- Understand how to keep effective records
- Understand the importance of quarterly performance alignment discussions
- Conduct a performance appraisal meeting
- Cope with various employee reactions

## Legal and Ethical Responsibilities

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- 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

## Putting It All Together and Planning for Continuous Growth

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- Identify areas in which you want to develop
- Make your own developmental plan