

LEADERSHIP/SUPERVISION/MANAGEMENT

Objective:

This session provides introductory information to assist a cadet with understanding the different relationships, roles and responsibilities that provide the linkage between an employee and his/her supervisors/managers. The normal workplace rules, regulations and requirements of employment will also be discussed. (8 hours)

- I Instructor Introduction
- II Supervisory & Managerial Titles
 - A. Definition of standard job titles
 - B. Description of common organizational structures
 - C. Difference between leader, supervisor, and manager
- III Terminology
 - A. Chain of Command
 - B. Team/crew assignments, responsibilities, dynamics
 - C. Staff versus line
- IV Supervisors' responsibilities and authority
 - A. Authority of a supervisor
 - B. Responsibilities of a supervisor
- V Employee Responsibilities and Rights
 - A. Employee responsibilities
 - B. Rights and privileges
- VI Performance Appraisals
 - A. Types of performance feedback
 - B. Significance of feedback
- VII Basic Supervisory Skills
 - A. Principles of leadership
 - B. Habits of effective people
 - C. Effective listening

VIII Basic Workplace Regulations

- A. FLSA
- B. EEOC
- C. Workers Compensation
- D. OSHA/Safety Office
- E. Discipline
- F. Grievance/complaint process

IX Managements' Prerogatives

- A. Compensation
- B. Assignment of work
- C. Work hours, work schedule
- D. Approval of leave
- E. Dress code/uniforms/safety gear

X Review

- A. Questions and Answers
- B. Written Test



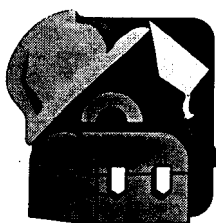
TIDEWATER COMMUNITY COLLEGE

**The Public Works Academy
In partnership with
Tidewater Community College & Mary Greer Landon**

Presents

Personal Leadership & Management Dynamics

Employee Skills & Roles

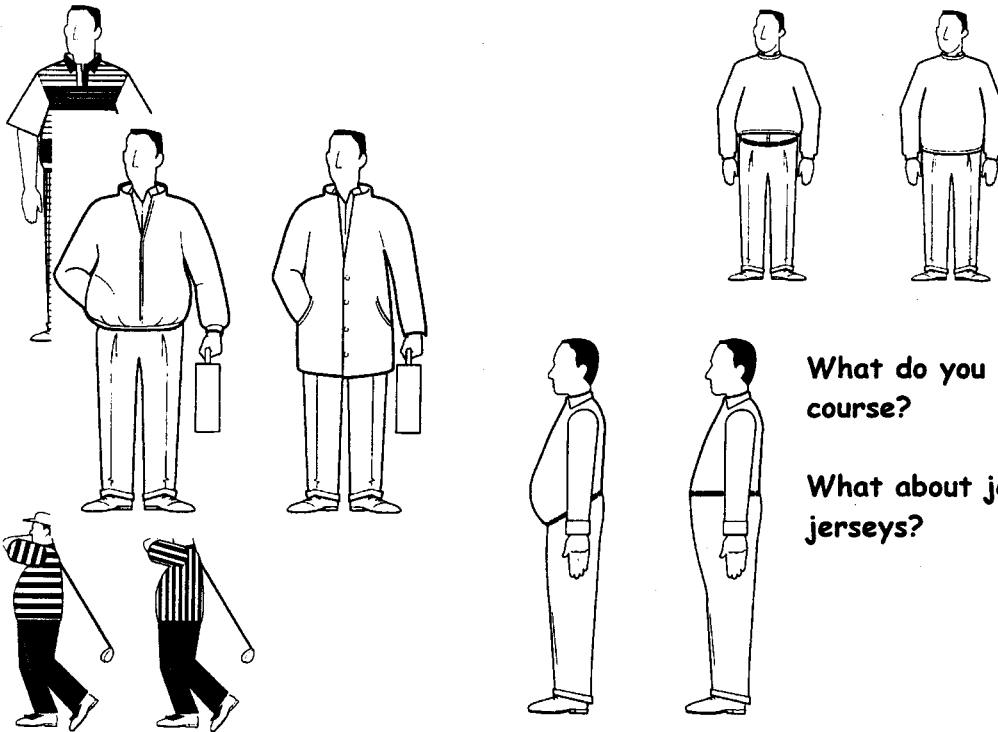


Ensuring Image Control

1. **Be appropriate**
Look like you are a member of your organization, not just a 'pop-in' visitor.
2. **Be professional**
Reflect your seriousness about your business and your confidence that you can handle anything.
3. **Be comfortable**
Dress for your personality and your body type. Maintain comfort with cleanliness, not sloppiness.
4. **Be strategic**
Dress according to your goals - for where you want to go in your career and what you want to accomplish.

Note: Be aware that others may hold more conservative or liberal value systems than you do.

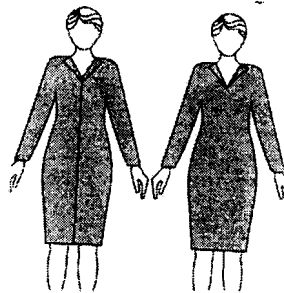
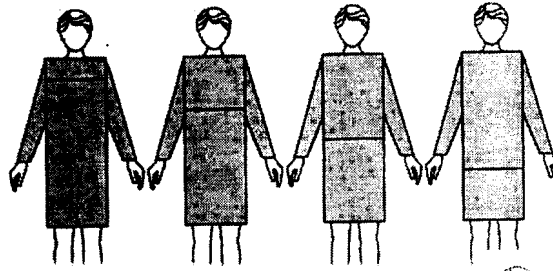
What do you think?



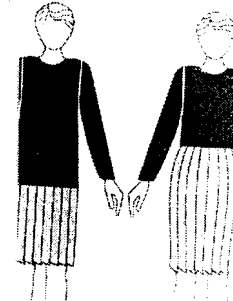
What do you wear on a golf course?

What about jeans and jerseys?

Horizontal ?



Vertical ?



What perception, image and /or message do you want your community to have of you? (Both personally and professionally)

Is your book judged by 'your cover'?

How has today's economy made us reevaluate ourselves and what we need to survive and grow?

Moses ~ David Letterman ~ Top Ten Top Ten Laws of Dressing

*Adapted from "Dress Smart" by Kim Johnson Gross, Jeff Stone, and Michael Solomon
Warner Books, Inc. NY 2002*

10. You don't have to spend a lot on clothes to look like you've spent a lot.
9. Dark colors will always look more authoritative.
8. Classics are classics for a reason.
7. Dressing appropriately is like having good manners.
6. A tie should always be tied and in place, not worn half mast.
5. Nobody sees the label.
4. Quality is more important than quantity.
3. When in doubt, wear navy.
2. Or gray.
1. Clothes don't make the person - they give the first impression

of the person.

Be Prepared!



Do you have jumper cables in your car?
Are you prepared for road emergencies?

How about career/work 'emergencies'?
Let's build a Work Emergency Kit!

Check what you would need from this list and add your own needs.

Work Emergency Kit			
	Clean shirt/blouse pressed		Spare shoe laces/panty hose
	Sewing kit from hotel or travel kit		Toothbrush & toothpaste

Top Ten Deadly Sins of Dressing

*Adapted from "Dress Smart" by Kim Johnson Gross, Jeff Stone, and Michael Solomon
Warner Books, Inc. NY 2002*

10. Jackets that are too tight in the shoulders, snug in the waist, and won't button make you look like a trussed turkey.
9. Wear socks/hose to the office, unless you work on the beach.
8. Just because it looked good on you ten years ago, doesn't mean it still does (refer back to deadly sin one).
7. Don't tailor your pants or your jacket too short unless you are preparing for the great flood.
6. Belts are to hold up your pants/skirt/dress, not a technology tool holder for multiple tech tools - one is enough, then find a pocket.
5. Pants that are too baggy look silly, and too tight look uncomfortable.
4. Shirts/blouses/sweaters that are too tight look like a squeezed tube of toothpaste.
3. Exposing too much skin.
2. Letting it all hang out.
1. Don't look in the mirror / don't ask.

Where are you now?



Where do you want to be?

How do you prepare to take on whatever comes your way?

Clothing is not a luxury. In Maslow's hierarchy of needs it is nestled right in between

FOOD and SHELTER

The luxury is in how much clothing you have and the quality of that clothing.

Dressing Smart is the answer to your need to reflect the way you feel, your attitude toward what you are doing that day, and the confidence and respect you bring to each situation and project you are working on.

What does Dressing Smart mean? X

A periodic check might help:

- Assess Your ambitions and your closet
- DeJunk Bad habits and worn, torn clothes
- ReNew Your commitment to your career and the hard work it takes to get what truly matters to you

Are you ready for your next chance to make a great first impression?

Professional Work Ethics

Define

Where do you stand?

Some tips for Ethical Decision Making

Examine all the facts	What is the greatest benefit for all
Consider all the alternatives	Will the decision be valid for a long time
Who and what will be affected	What would be an acceptable exception
How will this impact others rights	Could I explain my decision on nationwide TV

Professionally Networked

Take the Journey of Learning about YOU

What/where do you want. . . .

To be?	To do?	To go?	To get? (things)



Who helps you?

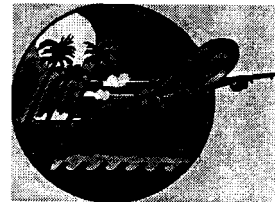
Personal Network List

Who would you invite to a reunion of lifelong friends and relations?

Professional Network List

Who would you invite to a conference of your choice to include past and present professionals you know including:

- ◆ Your own work area
- ◆ Sales people
- ◆ Real estate agents
- ◆ Insurance brokers
- ◆ Banking personnel
- ◆ Pharmacists
- ◆ Fix-it experts



◆ Others

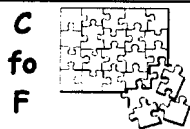
"Analyze This"

- T What am I budgeting my money for?
- T Why do I want to save time?
- T Why do I want to stay/be healthy?
- T I am enthusiastic about _____?
- T I am generous with _____?

Now reflect on what you do for those who seek your help.

Do you feel you much impact on those you live and work with?

I have a positive attitude.	I am calm and courteous.	
I am enthusiastic.	I get respect.	
I listen well.	I take criticism as being constructive.	
I am cheerful.	I keep an open mind.	
I am cooperative.	I work on improving my performance.	
I like others.	I keep personal problems at home.	
I concentrate well.	I have integrity.	
I easily develop rapport.	I build trust easily.	
I create loyal relationships.	I add value to others.	
I look for good in others.	I acknowledge others' strengths.	
☺ I find life rewarding, fun, and joyful ☺		



Connecting and Networking

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un * Good Health * Success

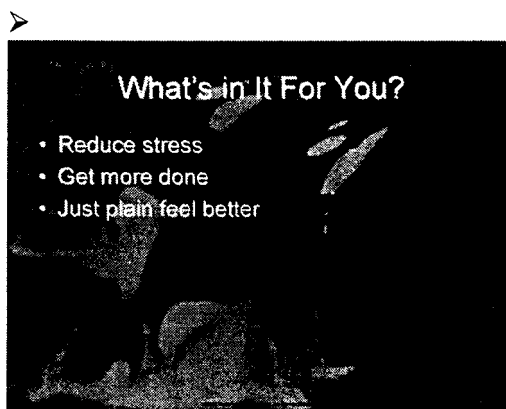
You are in charge

If you had to describe to someone outside your organization what it's like to work here what would you say?

How does your relationship with your manager, coworkers, team members, other departments affect the job you do?

Working to understand ourselves and others better leads the way to:

- Building Trust
- Accenting the Positive



Redirecting energy when mistakes

What do people and whales have in common?

What is the foundation of building positive relationships?

What did the whale trainers say was involved in building trust?

Taking Positive Action

What are the four different kinds of responses that people receive when they are work?

- 1.
- 2.
- 3.
- 4.

Redirection Responses:

1. Describe the problem clearly and without blame.
2. Show the negative impact.
3. take the blame, if appropriate.
4. Make sure the task is understood.
5. Express trust and confidence.

Let's practice a real scenario.

Whale Done! Response

Praise Be specific Share positive feelings Encourage

LESSONS FROM GEESE

1. As each bird flaps its wings, it creates an uplift for others behind it. There is 71 percent greater flying range in V-formation than flying alone.
Lesson: people who share a common direction and sense of common purpose can get there more quickly.
2. Whenever a goose flies out of formation, it quickly feels drag and tries to get back into position.
Lesson: It's harder to do something alone than together.
3. When the lead goose gets tired, it rotates back into formation and another goose flies at the head.
Lesson: Shared leadership and interdependence gives us each a chance to Lead, as well as, opportunities to rest.
4. The geese in formation honk from behind to encourage those up front to keep up their speed.
Lesson: We need to make sure our honking is encouraging, not discouraging.
5. When a goose gets sick or wounded and falls, two geese fall out and stay with it until it revives or dies. Then they catch up or join another flock.
Lesson: Stand by your colleagues in difficult times, as well as, in good times.
(by: Angeles Arrien)

TEAM SPIRIT SPIRAL

Initiate

Vision

Claim

Celebrate

Let go!



How Do We Get There and Stay There?

Let's brainstorm: Each team will contribute 5 points. Using the markers, record your team's ideas and be prepared to explain them.

I. Maintain a Code of Conduct

- A. _____
- B. _____
- C. _____

II. Coordinate Communication

- A. _____
- B. _____

C. _____



Team Challenges



Each team has a Domino Game. There are many ways to play Dominoes. You and your team must decide the rules for your game first. Then begin to play.

There will be some "challenges" you will have to deal with as you play the game. When each team completes their Domino game, we will discuss those "challenges" and how they affected you and your team.

Group Behavioral Guidelines:



- * Involve everyone in the discussion and decision-making process.
- * Listen and pay attention to what others have to say.
- * Be cautious of early, quick, easy agreements.
- * Avoid competing, arguing and trying to "win".
- * Don't just "give in" just to "go along", only to complain later.
- * Use different opinions to enhance the decision's quality.
- * Take action to reduce tension.

- * Work on the most important or controversial considerations.
- * Use a blend of information, logic, emotion and intuition.

Consensus decisions are both more difficult and more effective than other methods. The group learns to consider more aspects and more consequences of possible courses of action. Well-made consensual decisions are based on broader and deeper consideration.



Looking for harmony in "all the right places" ... from within ...
What song do you hear in your workplace?

Humorously Healthy Balance




Humor - from the Latin work '*Umor*' - means fluidity and adaptability

Internal Barriers to exercising our Sense of Humor:

- ☹ Fear of failure (I won't be funny)
- ☹ Embarrassment
- ☹ Terminal professionalism (the belief that silliness precludes seriousness and humor is unprofessional)
- ☹ Too logical - left brain

Benefits of Humor

What do you do to enhance your "funny bones" as a team?

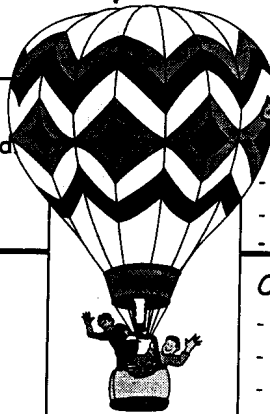
Physical 	Boost the immune system, reduce illness, lengthen life, kill pain, reduce stress, exercise lungs, stimulate the circulatory system, relax, increases oxygen in the blood.
Emotional	Helps vent negative emotions, relieves depression, helps deal with grief, and adjust to difficult times.
Psychological	Helps to step back from a situation, eliminates tension, and assists in viewing difficulties with detachment.
Intellectual	Stimulates the intellect, and increases creativity.
Professional	Increases morale, makes it easier to solve problems, helps workers be more objective, and gives a fresh, more objective perspective.

Social	Breaks down defenses, more fun to be around, helps get and keep more friends, creates bonds, and helps one be more socially and emotionally adjusted.
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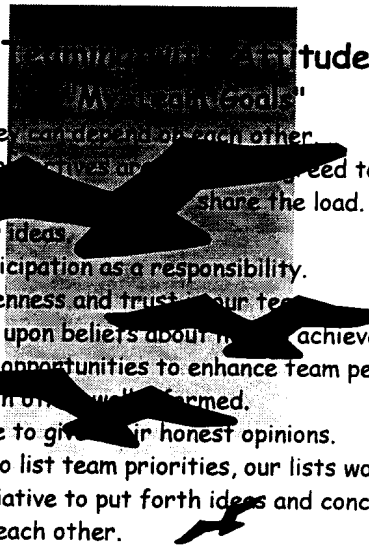
Team Harmony and Excellence

TRUST

RESPECT



<p>Shared Leadership</p> <ul style="list-style-type: none"> - Team members are well informed - Each member fully participates. - All input is valued. 	<p>Group Work Skills</p> <ul style="list-style-type: none"> - Consensus reaching - Meeting management - Day-to-day cooperation
<p>Climate</p> <ul style="list-style-type: none"> - Level of comfort - Team norms of behavior - Positive, honest, and open 	<p>Cohesiveness</p> <ul style="list-style-type: none"> - Pull together - Commitment: purpose & passion - Values: priorities & procedures
<p>Contribution</p> <ul style="list-style-type: none"> - Understanding expectations - Sharing information - Take personal responsibility 	<p>Change Compatibility</p> <ul style="list-style-type: none"> - Receptive to change - Adaptable to change - Evaluate change opportunities



- 1) Team members know the capabilities of each other.
- 2) Our purpose, goals and objectives are clearly defined to.
- 3) Team members naturally share the load.
- 4) Our team is open to new ideas.
- 5) Team members see participation as a responsibility.
- 6) There is a feeling of openness and trust in our team.
- 7) We have strong, agreed upon beliefs about how to achieve success.
- 8) Team members look for opportunities to enhance team performance.
- 9) Team members keep each other well informed.
- 10) Team members feel free to give their honest opinions.
- 11) If we were each asked to list team priorities, our lists would be very similar.
- 12) Team members take initiative to put forth ideas and concerns.
- 13) Team members respect each other.
- 14) When making decisions, we agree on priorities.
- 15) Each team member pulls his or her weight.
- 16) Our team implements change effectively.

My Commitment to myself and my team: