

Botswana Confederation of Commerce Industry and Manpower

5th Supervisors Forum 2011

Developing the Art of Supervision

Thursday 24 March 2011



Presentation Roadmap

- ▶ Role of supervisor
- ▶ Challenges of supervision
- ▶ Measuring supervisor performance
- ▶ Competency profile of the effective supervisor
- ▶ Assessment of competencies
- ▶ Goal setting and development of personal development plan



Workshop Outcomes

- ▶ Identify the challenges associated with supervisory jobs
- ▶ Discuss key performance measures for supervisory jobs
- ▶ Name the key competencies required by supervisors
- ▶ Recognise your development needs
- ▶ Set developmental goals
- ▶ Develop a personal development plan



Role of Supervisor

- ▶ To supervise is to make sure that the activity is done correctly or that the person is doing the task or behaving correctly
- ▶ Supervision is the supervising of people, activities or places

Collins Advanced Learners Dictionary



Challenges of Supervision

- ▶ **Balancing team, task and individual needs**
- ▶ **Transitioning from managing self to managing others**
- ▶ **Leadership including:**
 - ▶ Setting direction
 - ▶ Creating alignment
 - ▶ Gaining commitment
 - ▶ Managing change
 - ▶ Managing diversity



Key Performance Measures for Supervisors

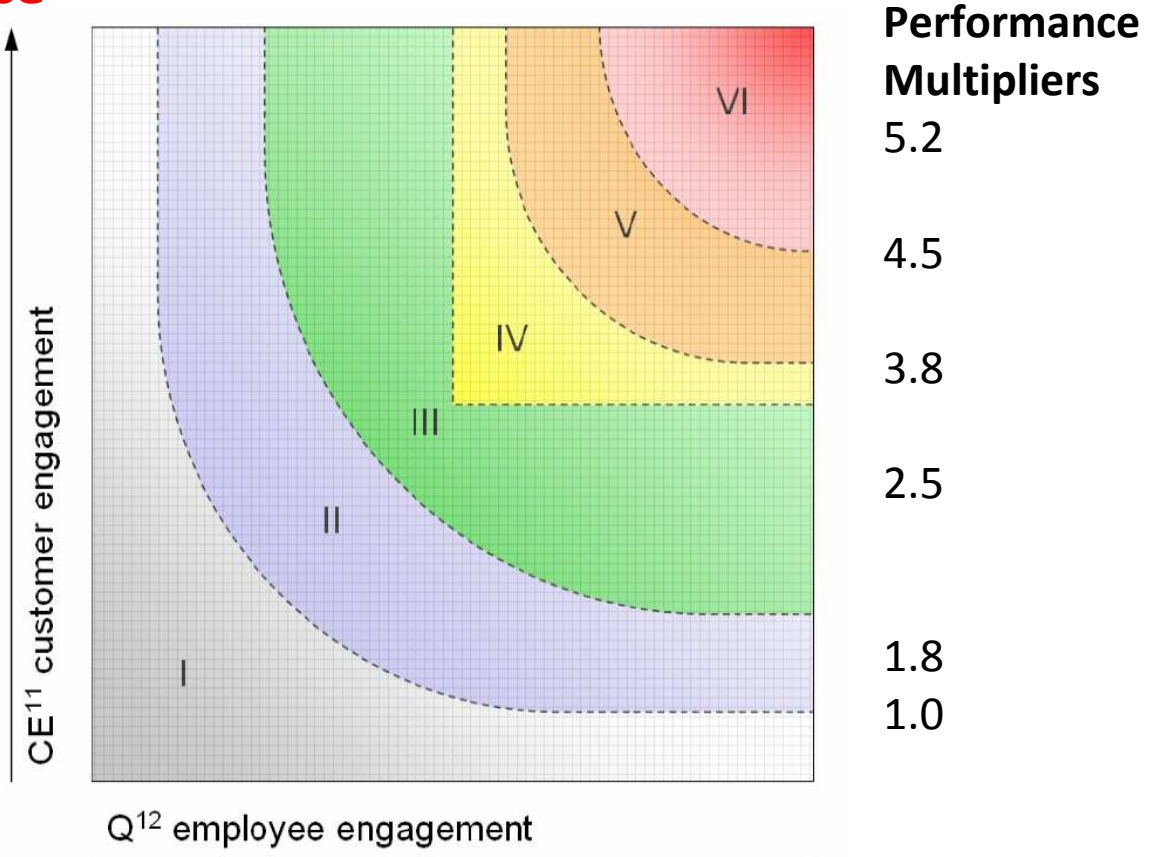
What are some of the key performance measures for supervisory work?

- ▶ Projects?
- ▶ Operations?
- ▶ People management?



Employee Engagement – A Measure for Supervisor Performance

- ▶ More return business
- ▶ Customer retention
- ▶ Higher share of wallet
- ▶ Less price sensitivity
- ▶ More cross buying
- ▶ Better word of mouth



- ▶ Higher employee retention
- ▶ Fewer lost work days
- ▶ Higher productivity
- ▶ Higher safety
- ▶ Higher customer engagement



Skill Requirements – Managing Self vs Managing Others

Managing Self	Managing Others
<ul style="list-style-type: none">▶ Technical or professional proficiency▶ Planning own work▶ Time management▶ Quality focus▶ Results focus▶ Team play	<ul style="list-style-type: none">▶ Planning workforce, projects, budget▶ Job design and selection of team members▶ Assignment of work and setting objectives▶ Rewarding and motivating individuals and teams▶ Coaching▶ Performance management (feedback and ensuring accountability for results)▶ Relationship building

Work Values Comparison – Contributor vs Supervisor

Individual Contributor	Supervisor
<ul style="list-style-type: none">▶ Getting results through personal proficiency▶ High quality technical or professional work▶ Acceptance of company culture and values	<ul style="list-style-type: none">▶ Getting results through others▶ Success of direct reports and the team/unit▶ Managerial work and disciplines▶ Visible personal integrity

Time Application – Contributor vs Supervisor

Individual Contributor	Supervisor
<ul style="list-style-type: none">▶ Daily discipline – punctuality▶ Meet project timelines	<ul style="list-style-type: none">▶ Extended planning horizon – project planning and budgeting▶ Availing time for subordinates▶ Setting priorities for team and unit▶ Communication time with other units, customers and suppliers

Transition Challenges

What are some of the difficult aspects of transitioning from managing self to managing others?



Supervisory Competencies that Drive Employee Engagement

- ▶ Communicate organizational goals
- ▶ Clarify expectations and set realistic targets
- ▶ Break down projects into manageable components
- ▶ Put the right people in the right roles at the right time
- ▶ Acquire and provide resources
- ▶ Provide support to individuals and teams



Supervisory Competencies that Drive Employee Engagement/...

- ▶ Willingness to seek employee opinions and involve them in decision making
- ▶ Assist staff to find solutions to problems (coaching and mentoring)
- ▶ Recognize good performance frequently and immediately
- ▶ Willingness to accept responsibility for successes and failures
- ▶ Pay attention and respond to each unique individual
- ▶ Identify the unique motivational needs of employees



Supervisory Competencies that Drive Employee Engagement/...

- ▶ **Tap into employees' inherent needs to contribute to the organization**
- ▶ **Create opportunities for people at work to get to know one another**
- ▶ **Provide staff with opportunities to progress and learn continuously**
- ▶ **Demonstrate strong commitment to diversity**
- ▶ **Demonstrate honesty and integrity**
- ▶ **Adapt to changing circumstances**



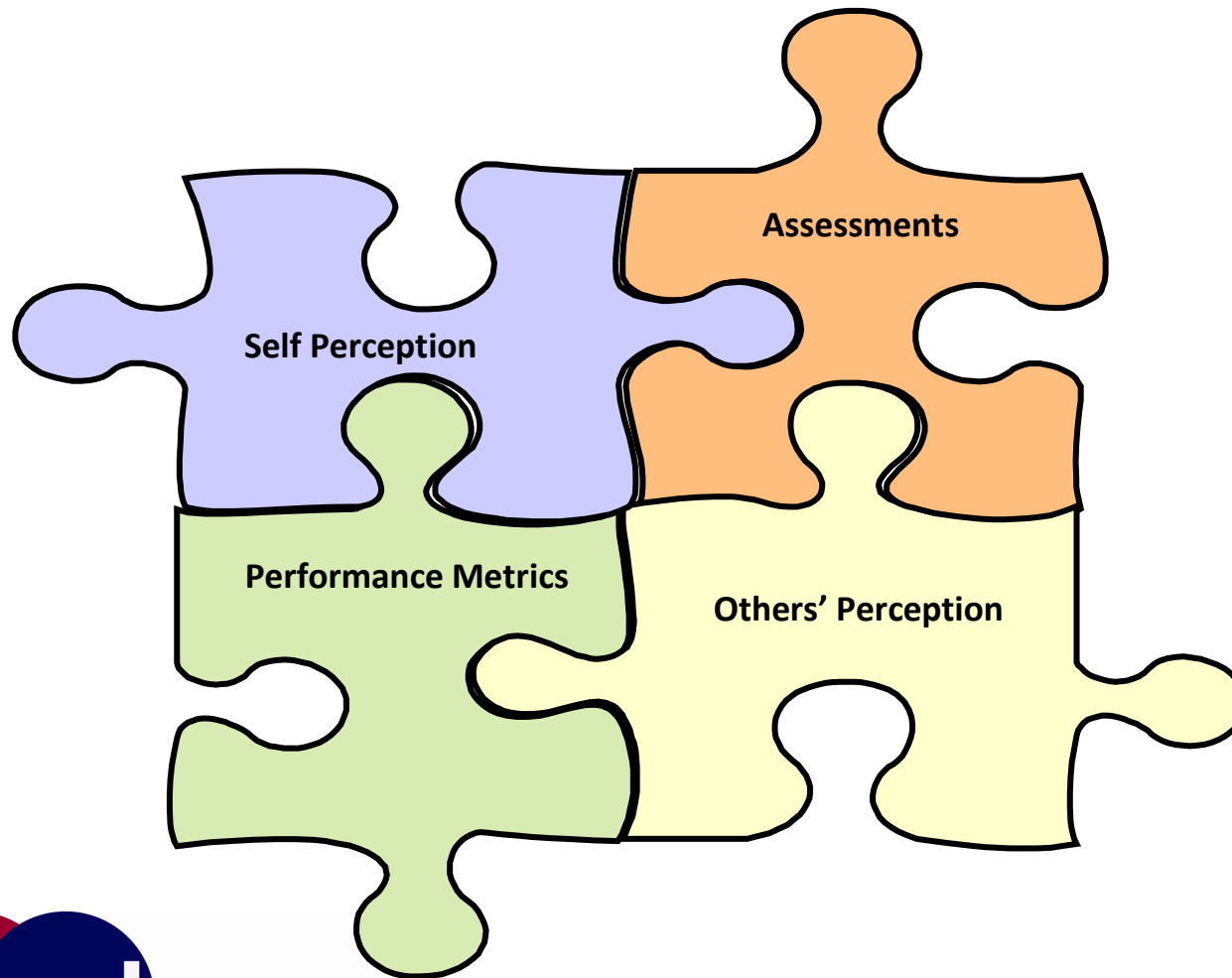
Completion of Self Assessment Questionnaire

Self assessment objective

- ▶ To create the basis for individual development
- ▶ To document competencies for resume or for other purposes



Four Sources of Information on Self Development Needs



Structured Goal Setting

- ▶ Provides direction and focus to the development process
- ▶ Directs own learning and focuses learning on issues important to the learner



Goal Setting Process

- ▶ Consider current problems, issues or opportunities that you are facing in your personal or professional life
- ▶ Establish SMART goals that you would like to work on
- ▶ Engage in learning activity (self directed or company assisted)
- ▶ Implement your goals using the knew knowledge and skills
- ▶ Evaluate your degree of success in achieving your goals and modify as needed



Personal Development Planning

Complete the Personal Development Plan to assist you to develop the competencies that you identified through the self assessment exercise



Learning Sources and Activities

- ▶ Read books, magazines articles e.t.c.
- ▶ Practice the skill e.g. giving speeches and presentations
- ▶ Participate in a project on or off the job
- ▶ Participate in action learning project



Bibliography and Useful Sites

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Question and Answer

