

Survival Skills for Managers and Supervisors 管理人員必備的生存技能

MEDIUM : Cantonese / English COURSE CODE : SSMS

In many organizations, frontline workers are often promoted to become managers/supervisors because of experience or performance. While these supervisors are technically competent, they often lack the necessary people skills to carry out their responsibilities effectively. Many even have the false belief that supervisors are essentially fault-finders, making themselves and others miserable. The result is decreased morale and productivity.

The purpose of this course is to provide managers/supervisors and supervisors-to-be the necessary skills to carry out their work effectively. Skills acquired in this course will result in more productive relationships, better teamwork, greater harmony and higher morale at the workplace.

Objectives

At the completion of this workshop, participants will be able to:

- Recognize the roles and responsibilities of a supervisor or manager
- Manage self and priorities
- Delegate with confidence
- Give and receive feedbacks
- Communicate with others
- Report upwards
- Make decisions
- Handle complaints directed at your subordinate
- Handle conflicts

Methodology

Discussions, demonstrations, role-plays, mini-lectures, simulation exercises, games

Benefits

1. To the organization:

- a. Harmony at the workplace
- b. Happier workforce
- c. Improved communications among workers
- d. Better alignment of efforts to achieve the organization's goals

2. To the individuals:

- a. Improved leadership skills
- b. Improved relationship with other employees
- c. Better ability to handle conflicts

Course Outline

1. Roles and expectations

The day will begin with a *simulation game* followed by a discussion intended to lead participants discover:

- The value of a manager/supervisor to an organization
- Responsibilities of a manager/supervisor

2. Managing self

A major problem for managers and supervisors is in prioritizing tasks.

This module is a *simulation exercise and a discussion* from which participants will learn how to:

- set priorities at work
- retain control amidst interruptions and chaos

3. Delegation

While all will agree that delegation is the ultimate time-saver, it also carries a high risk especially when not done properly. As a result, many managers ended up taking on far too much work themselves, much of which could have been delegated to others. This module presents a *real case example* followed by a *role play*. Participants will learn:

- why delegation can benefit you, your subordinate and the organization
- when to delegate
- key steps in delegation

4. Giving and receiving feedbacks

Open and honest feedback is not only conducive to effective teamwork, it will, if done properly, help to develop relationship between you and your subordinates. Through *discussions and role plays*, participants will learn:

- when and how to give positive feedback
- when and how to give constructive feedback
- how to receive feedbacks

5. Communication and reporting

Ineffective communication is often the root of many organizational problems. Through *exercises, games and discussions*, this module will help participants learn:

- how to ask for the information you need without being intrusive
- how to get your idea across with impact and respect
- what should be included in your message when you need to report up

6. Decision making

Making decisions that can balance the interests of all concerned is perhaps the toughest task for a manager. Using *simulation exercises*, this module will present:

- some quick and effective decision making tools
- how to get consensus

7. Complaint handling

Managers and supervisors often need to handle complaints filed against their subordinates. Many are at a loss not knowing how to handle the issue without frustrating the complainant or the subordinate. Through a *case study and exercise*, participants will learn:

- how to get to the core of the matter without making anyone upset
- how to turn a complaint into a learning experience

8. Managing conflict

Conflict is a necessary evil in all work places. How to work with others across differences in opinions and interests remains a major concern to many managers and supervisors. In this module, participants will learn:

- how to use collaborative language
- how to resolve a conflict by focusing on interests and objectives
- how to generate win-win solutions