

Achieving Leadership Effectiveness

Supervisory Development Program



Getting Acquainted

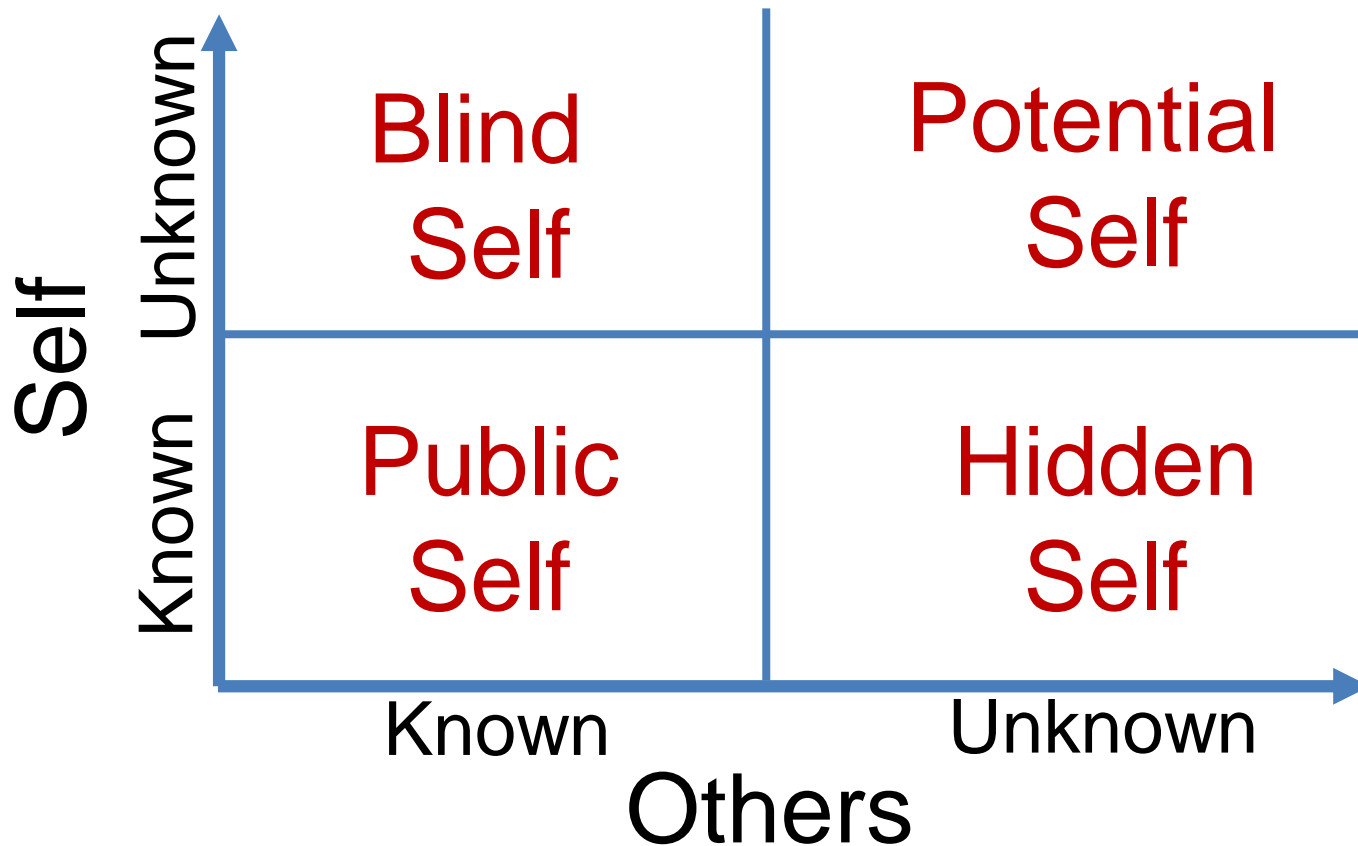
- Print your nickname on top of a bond paper
- Tape the bond paper at your back
- Go around the room. As you do so, write on the bond papers of your co-participants your impression of them.
- Make sure that you are able to write for all your co-participants.

Getting Acquainted

- Read what your co-participants wrote on your own bond paper.
- Introduce yourself by stating the following:
 - ✓ Your name, position, agency
 - ✓ Which impressions written on your bond paper are true. Expound on this.
 - ✓ Which impressions are not true.

Getting Acquainted

JOHARI Window



Leveling of Expectations

Supervisory Development Program

- 1 Achieving Leadership Effectiveness
- 2 Aligning Organizations and People
- 3 Developing Organizations and People
- 4 Empowering and Engaging People
- 5 Improving Organization and Individual Performance

Leveling of Expectations

1 Achieving Leadership Effectiveness

Performance Objective:

By the end of this course, you shall be able to **formulate and commit to a implement a personal development plan** that will hone your competencies in leadership and supervision guided by the established requirements for supervisors and the assessment of your own areas for improvements.

Leveling of Expectations

2 Aligning Organizations and People

Performance Objective:

By the end of this course, you shall be able to **develop a Division Performance Commitment and Review (DPCR)** that is aligned to your Office Performance Commitment and Review (OPCR) and your team members' Individual Performance Commitment and Review (IPCR).

You shall also be able to develop a Monitoring Plan to ensure achievement of your DPCR.

Leveling of Expectations

3 Developing Organizations and People

Performance Objective:

By the end of this course, you shall be able to facilitate your team members to **prepare Personal Development Plans and consolidate them into a Team Development Plan** that will enable your team and its individual members to pursue established objectives as indicated in your DPCR and your team members' IPCR.

Leveling of Expectations

4 Empowering and Engaging People

Performance Objective:

By the end of this course, you shall be able to **develop a plan for creating and maintaining a work environment that will empower and enable your team** and its members to successfully achieve your DPCR and your team members' IPCR.

Leveling of Expectations

5 Improving Organization and Individual Performance

Performance Objective:

By the end of this course, you shall be able to evaluate team and individual performance results and **apply problem solving techniques towards achieving continual improvements.**

Leveling of Expectations

- Given the performance objectives of the different components of the Supervisory Development Program, what would you like to personally learn from the program in general and this *Achieving Leadership Effectiveness* course in particular?
- What will help you learn from this program?
- What may make it difficult for you to learn from this program?

Program Norms



Take responsibility for your own learning



Participate actively in all activities and discussions



Avoid causing disruptions



Respect each other's ideas



Be time conscious

Achieving Leadership Effectiveness

Learning Objectives

By the end of this course, you shall be able to:

1. Appreciate the need to shift from contributing directly to producing work through others.
2. Enumerate and discuss the challenges inherent in supervision.
3. Enumerate and discuss the supervisory functions, role and responsibilities.

Achieving Leadership Effectiveness

Learning Objectives

By the end of this course, you shall be able to:

4. Appreciate the value of setting team objectives, establishing plans and monitoring results
5. Appreciate the value of organizing the team, allocating resources and assigning work.
6. Appreciate the value of applying the appropriate leadership style

Achieving Leadership Effectiveness

Learning Objectives

By the end of this course, you shall be able to:

7. Appreciate the value of using structured problem-solving and decision making processes to achieve continual improvements
8. Prepare and commit to action plans that will further hone your supervisory competencies.

Achieving Leadership Effectiveness

Course Content

Day 1:

| Sched | Content |
|-------|--|
| AM 1 | Introduction: From Performer to Supervisor |
| AM 2 | Leadership Focus Exercise |
| PM 1 | Leadership Focus Presentations |
| PM 2 | Supervisory Challenges Supervisory Functions, Roles, Responsibilities |

Achieving Leadership Effectiveness

Course Content

Day 2:

| Sched | Content |
|-------|--|
| AM 1 | Achieving Team Objectives |
| AM 2 | Organizing Work and Authority Practicing Effective Leadership |
| PM 1 | Pursuing Continual Improvements |
| PM 2 | Integration: Action Planning |

Basketball Exercise

Instructions- Round 1:

- Form yourselves into four teams of seven persons. Each team shall be provided with a set of basket and balls
- Take turns. Within 30 seconds, each person should shoot into the basket as many balls as possible. Record the scores of each person and compute the team average.
- Post the scores on the wall.

Basketball Exercise

Instructions- Round 2:

- The highest scorer in each team is promoted as a supervisor. The highest scorer will not shoot but instruct the other team members how to shoot. The objective is to beat the previous team score.
- As the highest scorer supervises, the rest of the team takes turn shooting. Scores are recorded and the team average is computed.
- Post the Scores on the wall.

Basketball Exercise

Processing

- What can you say about the individual and team scores?
- What contributed to the increase or decrease in the team scores between Rounds 1 & 2?
- How did the supervisors feel about their roles? What insights can be taken from this?
- How did the other members feel about the new arrangement in Round 2? Any insights from this?
- How does this apply in the workplace?

From Performer to Supervisor

| | Performer | Supervisor |
|-------|-----------|------------------|
| Focus | Tasks | People and Tasks |
| | Self | Others |
| | Detailed | Broad |

From Performer to Supervisor

A manager at the first level of management

- Requires the use of independent judgement when exercising authority
- Ensures unit contributes its share to accomplishing the organization's goals
- Focus on day-to-day problems and goals to be achieved in one year or less

Leadership Focus Exercise

Instructions:

- Your team objective is to prepare a **10 minute** presentation from a set of reading materials. Within this 10 minutes all members of the team must be seen to actively contribute
- You have until 12 noon to prepare your presentation as a team. The presentations will be made after lunch.

Leadership Focus Exercise

Readings:

- Blanchard, Ken (2007) Leading at a Higher Level
- Goleman, Daniel (2002) Primal Leadership
- Maxwell, John C. (2008) Leadership Gold
- Maxwell, John C. (2011) Five Levels of Leadership
- Shaw, Robert Bruce (2014) Leadership Blindspots
- Zenger, John H. (2009) The Inspiring Leaders

Leadership Focus Presentations

Presentations:

- ❑ Each team will present the highlights of what they learned about leadership from their readings for 10 minutes. A five minute open forum will follow.
- ❑ As each team make their presentations, the other teams will rate the presentations.

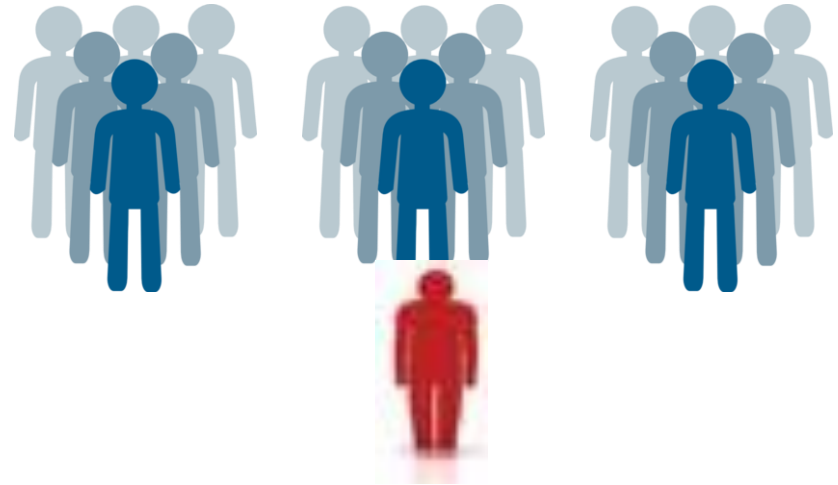
Leadership Focus Presentations

Processing:

- How did you feel at the start of the exercise and after you made the presentation?
- Did a leader emerge from within the team? How did this happen?
- What was done well by the team? How did this happen?
- What can be improved? How?
- What is the exercise telling us about supervision?

Supervisory Challenges

- Ensuring High Quality and Productivity
- Group Dynamics
- Corporate Social Responsibility, Ethics and Sustainability
- Diversity in the Workplace



Supervisory Challenges

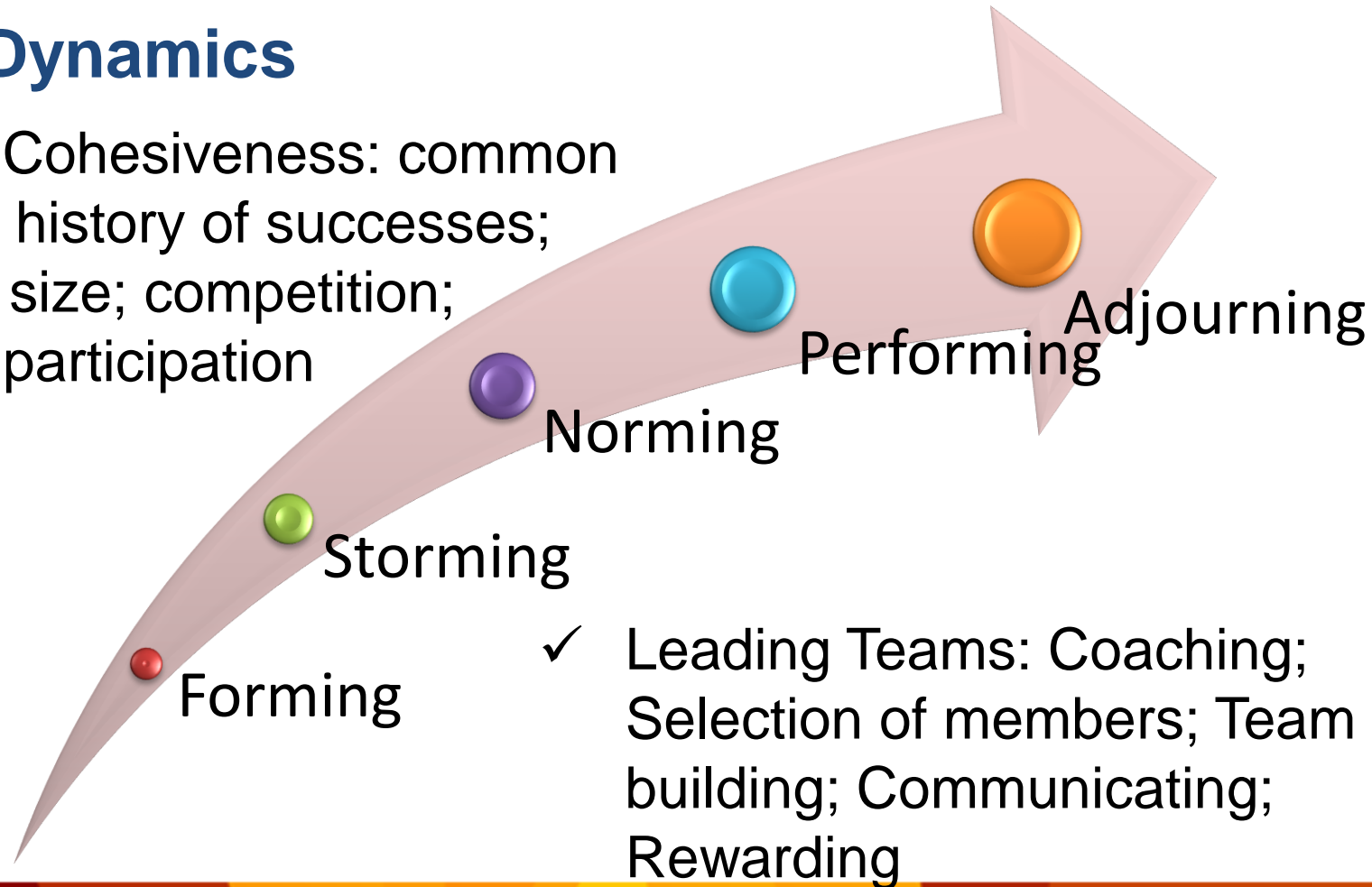
- **Ensuring High Quality and Productivity**
 - ✓ Productivity = Outputs/Inputs
 - ✓ Consequences of Poor Quality: Higher Costs; Reputation
 - ✓ Types of Quality Control: Product Quality Control; Process Control
 - ✓ Methods of Improving Quality: Employee Involvement; Total Quality Management; Clients/Stakeholder's Involvement



Supervisory Challenges

• Group Dynamics

- ✓ Team Cohesiveness: common goals; history of successes; group size; competition; equal participation



Supervisory Challenges

- **Social Responsibility, Ethics and Sustainability**



- ✓ Social Responsibility is the managerial obligation to protect and improve the welfare of both the society and the interests of the organization
- ✓ Ethics is distinguishing what is morally right, knowing what is right and doing what is right
- ✓ Sustainability is the ability to meet present needs without compromising the ability to meet future needs

Defining Ethics

Ethics is derived from the Greek word “ethos” meaning “way of life”. It is that branch of philosophy that studies and recommends fundamental principles and basic concepts of what is considered morally good and bad, right and wrong in human conduct.



Supervisory Challenges



- Diversity in the Workplace**

Dimensions of Diversity:

- Gender
- Age/Generation
- Ethnicity
- Physical Abilities/Characteristics
- Religion
- Background
- Income
- Civil Status
- Political Affiliation

What contributes to DIVERSITY in the workplace?

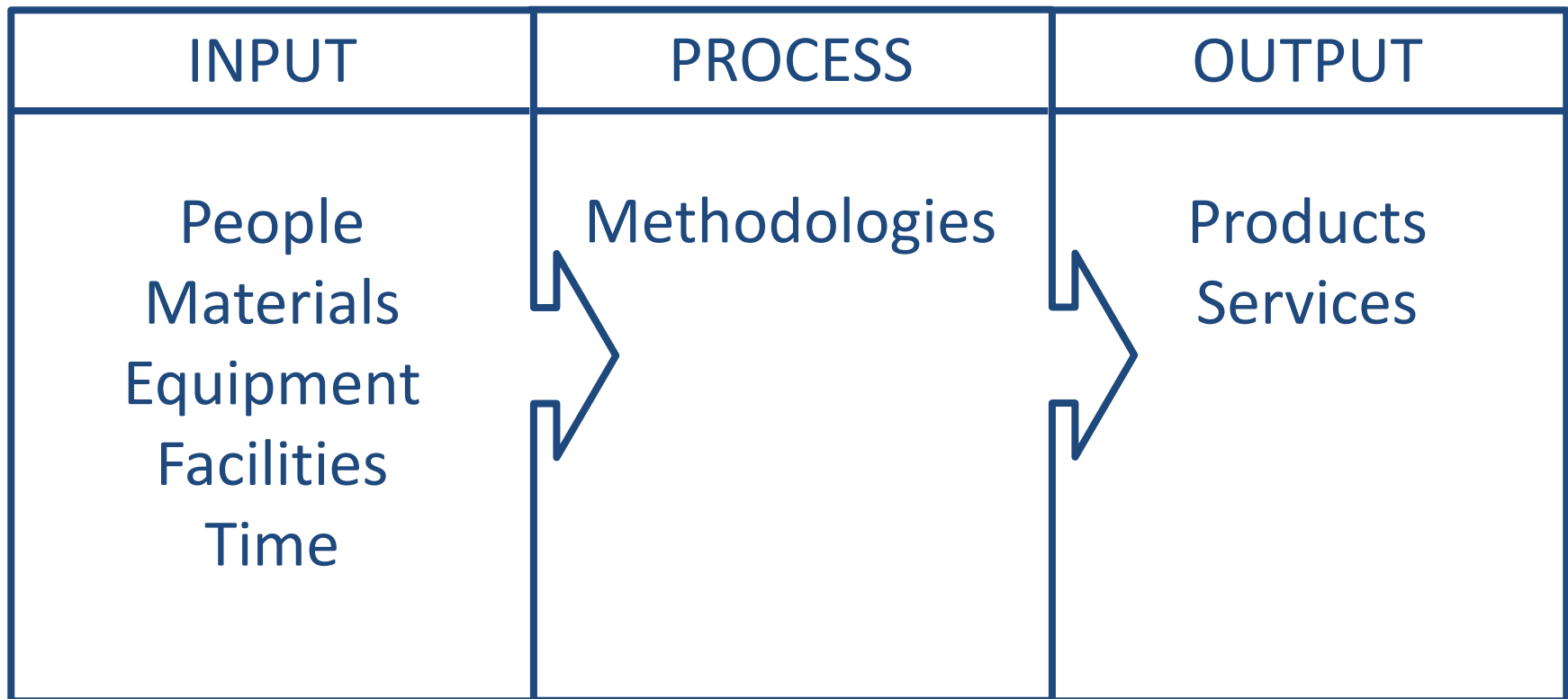
Stereotyping; Prejudice; Discrimination

Advantages:

- ✓ Ethical and Fair Practice
- ✓ Creating Broader Perspectives
- ✓ More motivated and loyal staff
- ✓ Enhanced communication
- ✓ Improved mgt. ability
- ✓ Opportunities for career advancement

Supervisory Functions, Roles and Responsibilities

Process



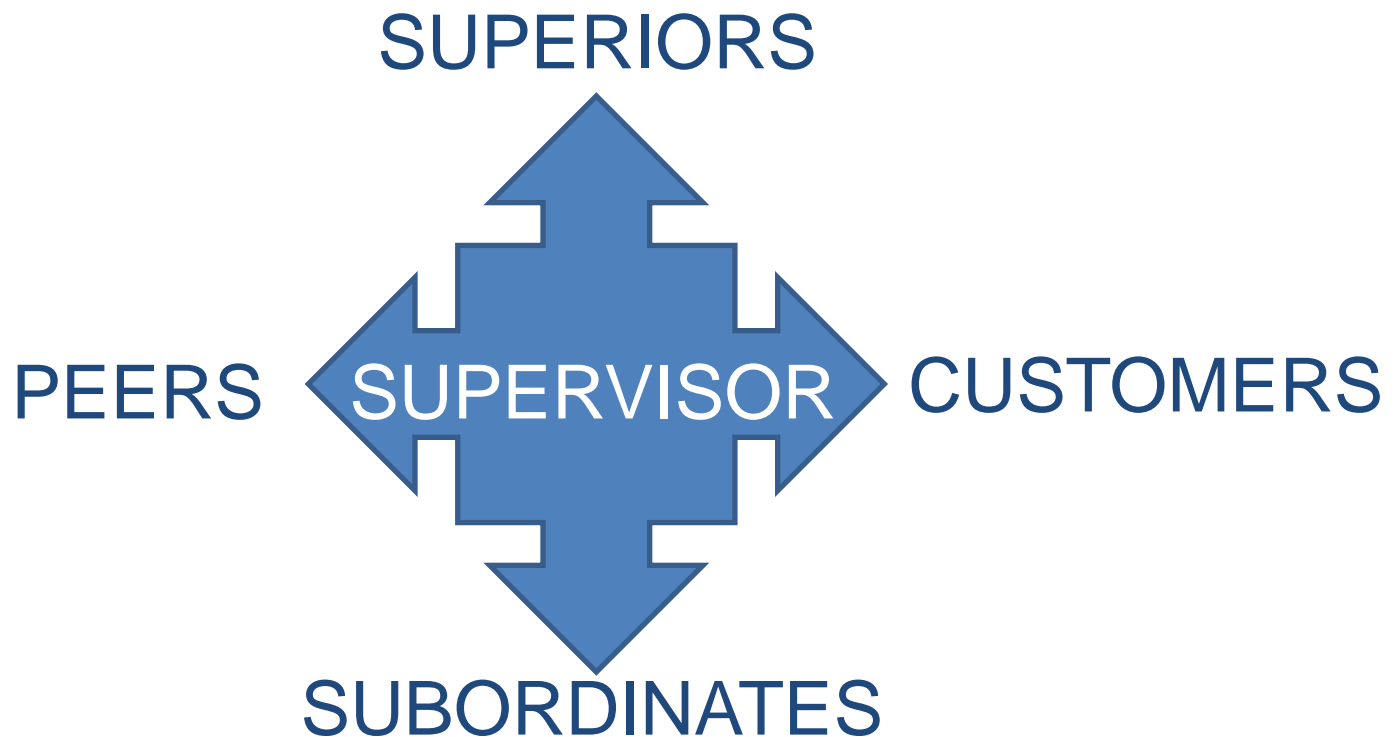
Supervisory Functions, Roles and Responsibilities

General Functions



Supervisory Functions, Roles and Responsibilities

Stakeholders



Supervisory Functions, Roles and Responsibilities

Roles

- Visionary
- Stakeholder Representative
- Communicator
- Process Coordinator
- Quality Controller
- Motivator

Supervisory Functions, Roles and Responsibilities



Responsibilities

- Ensure Service Excellence
- Enable People
- Engage People
- Maintain Discipline
- Leverage Strengths
- Manage Relationships
- Maintain Work-Life Integration

THANK YOU!