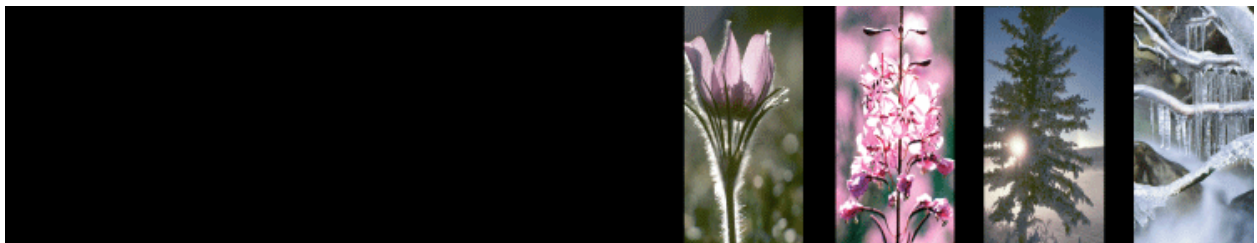


Supervisory Success Program Outline



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Background

Staff Development designed and delivered a pilot *Supervisory Success Program* (SSP) in 2005 with content closely tied to the needs of supervisors in our government organization. An initiative of Investing in Public Service (IPS), the SSP pilot was offered to 20 participants during the months of September to November.

Based on the evaluations from those participating in the pilot program, substantial revisions were made to further ensure relevant and applicable content. A second pilot program was offered in January to March 2006 for 20 participants.

Following a successful review of the second pilot and based on participant suggestions, the length of the SSP was extended from three months to six-months and included in the Staff Development Quarterly Calendar from October 2006 to March 2007 as a general offering. Due to the high number of applications received, two concurrent programs were held in 2007/08 with 24 participants selected for each program.

The current 2008/2009 program has invited twenty (20) participants who will graduate in March 2009.

Elements of the Supervisory Success Program

The purpose of the *Supervisory Success Program* is to provide knowledge and skills to help supervisors understand their role in creating healthy work environments that encourage employees to grow and positively contribute to our workplace.

The Supervisory Success program offers content in:

- Self-Management and Development
- Leadership and Management Styles, Skills and Behaviours
- Organizational Knowledge to Support the Supervisory Role
- Skills Toolbox for Supervisors
- Career Management and Support for Follow-through in the Workplace

Participant Selection

Applications for the 2009/2010 will be accepted from March 1 to April 30, 2009.

Participants are selected via an interview process held during the months of June to July.

Selection is based on the following criteria:

- a) are current or acting supervisory or management employees
- b) provide written purpose and goals for participation
- c) can provide a recent performance evaluation
- d) have support from their supervisor and department
- e) have the ability to align work schedules with the program schedule
- f) commitment to provide evaluation throughout the duration of the program

Supervisory Success Program Description

The Supervisory Success program contains three streams of learning:

1. Exploration of “self”
2. Skills-based personal leadership and management development
3. Organizational knowledge development through lecture based workshops

The following will provide some content details of the program.

Self-Management and Development

Contemporary leadership theory tells us that the leaders of today need to have a good “sense of self” and be able to integrate that sense with a diversity of other perspectives. Personal development and self-exploration is a key component of the Supervisory Success Program and is integrated throughout the program.

We will start with a workshop using the Myers Briggs Type Indicator (MBTI), a tool that provides you with information to reflect on your own psychological preferences and awareness on how to integrate that knowledge into your everyday lives and relationships.

Self-management skills in the areas of personal vision, career direction, managing stress and healthy communication is explored throughout the program.

Leadership Styles, Skills and Behaviours

“Leadership is not a position, it is an action.”

We believe that each of us has a capacity for leadership and that we can drive change from all levels of our organization. Ultimately it is the people within our organization – supervisors, managers, leaders and individuals at all levels – who can translate corporate strategy and goals into action.

Every two years, Deputies identify those strategic leadership behaviours that are important for successfully leading this organization into the future. Identifying those behaviours ensures that the organization’s leadership model is current and fits the government’s business model and what it requires of its future leaders to successfully lead.

Defining and enhancing personal leadership skills and those leadership behaviours that the organization requires of its future leaders will be the focus of this module. We will invite you to re-discover and re-create the role you are being asked to play in our organization – the role to lead with purpose, values and vision.

Management Styles, Skills and Behaviours

We know that the traditional titles of “supervisor” and “manager” don’t tell the full story of what your position demands.

To be successful, the challenges you face now require the addition of a whole new leadership dimension to your supervisory role. Most of the traditional supervisory responsibilities are still as important as ever, but today’s challenges in our changing work environment demand the use of expanded skills. This aspect of management is about helping people invest the best of their minds and hearts, as well as their hands, in their work if the work is to be done well. This moves towards doing more things *with* people – fostering collaboration, involvement and initiative – not only to those who report to you, but ‘upward’ and across the organizational as well.

As a frontline leader you need core interpersonal styles and skills to work well with people. As well, you need action skills to:

- build and maintain a positive, results-oriented work climate
- deal with negative situations as constructively as possible
- stay balanced and objective in your approach to people and problems
- remove interpersonal barriers to understanding and cooperation
- keep things moving forward to better performance
- provide a positive example of how to work effectively

These skills will be delivered by a variety of facilitators from Staff Development.

Skills Toolbox for Supervisors

Successful supervisors need a “kitbag” of skills to lead effectively; skills that are adaptable to positively leveraging the diversity of people and situations in your day-to-day role as supervisor; and skills that lead to:

- creating effective teams to manage projects and achieve results
- building trust and motivating others
- creating vision and engaging others to follow
- building relationships and developing people
- providing feedback to manage performance and influence self-responsibility by others
- communicating constructively in difficult situations
- facilitating focused conversation and meetings
- self-managing your own behaviour

These skills will be integrated throughout the program and delivered by a variety of instructors, including Bill Staples from the Canadian Institute of Cultural Affairs (ICA Canada), John Radford and Vi Neufeld from Transpectives and facilitators from Staff Development.

Organizational Knowledge to Support the Supervisory Role

What is the role of the supervisor? What are the responsibilities within the role of the supervisor? Why does the role of the supervisor exist? What is the supervisory style we want in our organization?

Organizational knowledge “experts” from within our organization will deliver learning modules with content that is specific to our government processes and specific to the role of the supervisor in the areas of:

- Corporate Human Resources
- Employee Assistance Program
- Finance and Purchasing
- Health and Safety
- Policy and Communication
- Disability Management
- Workplace Harassment Prevention and Staff Relations

Career Management and Support

Based on the experiential learning and knowledge gained throughout the length of the program, you may discover aspects of your leadership and management style and skill “toolbox” that you want to target as an area for further development. You will be guided to craft a career development plan (CDP) that includes these personal developmental priorities. With a career development plan in place, we can facilitate a mechanism for supporting you to actualize your career plan.

Evelyn Koh, Career Development Consultant with Staff Development, is available for those wanting one-on-one support for their career development plan.

Coaching Support

The coaching element of the Supervisory Success Program is not mandatory, though strongly encouraged. Coaching support will help you explore your approaches to the leadership behaviours and skills you have noted as important in your career development.

Coaches will not help solve a problem per se but they will help you explore problems, explore the strategies chosen to solve an issue, and explore the choice(s) you make.

Upon your request, Staff Development will arrange a coaching relationship for SSP participants and will match coach to colleague based on your developmental needs.

2009/2010 Supervisory Success Program Outline

2009/2010 Supervisory Success Program (Draft)	Dates
Program Orientation and MBTI Step I	October 6 - 7
Learning Contract completed with Supervisor	October 14 (<u>not</u> a class)
Orientation with Supervisors of SSP participants	October 15 (am)
Leadership Module: "Leading the People"	October 28-29
Skills Toolbox: "Difficult Conversations"	November 17-18
Management Module: "Working with People"	November 26-27
Self-Management & Development Module: Coaching and Learning Labs	December 8-9
Management Module: "Managing the Work"	January 12-13, 2010
Skills Toolbox: Facilitating Focused Conversation	January 26-27, 2010
Self-Management & Development Module : Career Path	February 9, 2010
Sharing of Learning	February 18, 2010
Graduation	February 19 (half-day)

SSP participants are expected to attend the following Organizational Knowledge modules to complete the Supervisory Success Program. We are offering a variety of dates for your choosing.

Supervisory Success Program Organizational Knowledge Modules (Draft)	Dates
Organizational Knowledge: Disability Management	October 22, 2009 <u>or</u> May 6, 2010
Organizational Knowledge: Employee Assistance Program	December 3, 2009 (am) <u>or</u> May 25, 2010 (am)
Organizational Knowledge: Financial Concepts	September 17-18, 2009
Org Knowledge Module: Harassment Prevention	September 10, 2009 (pm) <u>or</u> April 13, 2010 (am)
Organizational Knowledge: Health and Safety	September 10, 2009 (am) <u>or</u> June 10, 2010 (am)
Organizational Knowledge: Human Resources	October 16, 2009 <u>or</u> June 23, 2010
Org Knowledge Module: Policy & Communications	November 10, 2009 (am) <u>or</u> April 22, 2010 (am)

**SSP Application Form: Documentation due April 30, 2009
Late or incomplete applications will not be considered.**

**Send to Nansi Cunningham at Staff Development Branch, Z-1 SDB or
nansi.cunningham@gov.yk.ca**

Please provide the following documentation (print legibly):

1. Training Request Form
2. Recent performance evaluation
3. Responses to questions below
4. Resume (if you would like)

Applicant Name and Job Title: _____

Branch and Dept: _____

Number of Direct Reports: _____

Director Supervisor (name and phone #): _____

Please take some time to respond to the following questions (we are looking for thoughtful and comprehensive answers):

1. My purpose and goals for applying to this program is/are:

2. I believe I am ready for this learning because...

3. The kind of supervisory/management style that I would like to see encouraged in our organization is

4. The personal contribution I would like to give to the program learning group is: