

SUPER **MANAGEMENT** **TRAINING MATERIALS**



**THE FAST TRACK
TO SUPER SUCCESSFUL
MANAGEMENT**

TRAINER'S GUIDE

The Fast Track to SUPER Successful Management

Lesson Plan

6 hours

Materials:	Facilitator Guide, Participant Guide, PowerPoint Presentation, Flip Chart, Markers
Equipment:	Laptop, Projector
Trainers Needed:	1-2
Training Format:	Instructor-led
Participants:	25-30 (recommended)

Class Objectives:

At the end of this workshop you will be able to:

- Understand the role of members of the management team.
- Understand the basics of employment laws in order to enforce the rules and understand the consequences of breaking them.
- Recognize what it means to “lead by example” and the difference between leading and managing.
- Understand how influence can help you become a better leader and how it can allow you to accomplish more.
- Recognize how building the right relationships in the workplace can benefit you and your career and how first impressions can impact your entire working relationship.
- Explain the importance of communicating like a leader and realize how communication styles can either help or hinder understanding.
- Understand key elements to building a strong and effective team.
- Understand the challenges and advantages of managing former peers and know how to make the transition smoother for everyone.
- Handle uncomfortable and necessary conversations with team members.
- Coach and mentor employees to success using basic coaching techniques.
- Create an action plan to put these lessons into place in daily management activities.

do the job – also known as being promoted to their highest level of incompetence (Peter Principle).

- The truth is that being a manager calls for an entirely different skill set than being top widget maker. The most important thing is having people skills! If you are not a “people person,” you should probably be in a different position. **Management is ALL about people.** How do you inspire people to excel in the workplace? How do you retain great employees? You cannot do any of these if you are incapable of working (closely) with people.
- Also, people will never follow anyone who is barking orders. There is a time and place for that kind of management; but unless you are in the military, it probably isn't where you work. Managers have to have a basic level of influence in order to be effective. This influence is what inspires others to follow.
- What does that mean on a day-to-day basis?
 - We are going to take a brief look at the roles and responsibilities of a management team member.
 - We will define influence and show how to gain this very important skill and how to use it properly. We will also talk about the importance of making a good first impression so that you start out on the right foot.
 - We will focus on working with your team to gain consensus and understanding.
 - Finally, we will look at the challenges and advantages of managing former peers. We will look at how to handle uncomfortable and necessary conversations and how to motivate people you used to work with, who may still want to see you as a peer.

<p>20-30 min</p> 	<p>What Every Manager SHOULD Know (to stay out of trouble)</p> <ul style="list-style-type: none"> <p><i>Manage People and Processes</i> Your primary function is to manage people and processes. This means holding yourself and others accountable to policies, procedures, and behavioral standards. To accomplish this, you must first <i>know what they are</i> and then <i>lead by example</i>. Your people are always watching you and will follow your lead... for better or worse. If you show up late every day with a bad attitude, over time, they will too.</p> <p>You are the face of the company for many of your employees. The truth is that people don't work for companies. They work for their direct supervisors. <i>The No. 1 reason people leave an organization is because of their direct supervisor.</i> Don't be the reason good people leave. Bad people will stick around forever, if we let them. The good ones have options and they know it!</p> <p>Activity – Write down the name of your favorite manager ever. What did this person do that made him or her your favorite? Now, ask yourself – Am I at least doing that?</p> <p><i>Enforcing the Rules</i> No one wants to be the bad guy... or maybe they do! (Don't think that isn't the reason some people got into management in the first place!) Unfortunately, a big part of our responsibility as managers is to enforce the rules. Organizations have rules to maintain order and professional business practices; this company is no different.</p> <p>We have to follow <u>laws</u> set by the government and <u>rules</u> (policies) established by the company. Here are some of the most important employment laws to know, as they will get you in the most trouble – personally, professionally, and financially! (For more detailed information on each law, please contact the Human Resources department.)</p> 	<p>PowerPoint Slide #5</p> <p>Participant Guide pp. 3-11</p> <p>PowerPoint Slide #6</p> <p>PowerPoint Slide #7</p>
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- HR Laws & Duty to Act
 - ✓ The Civil Rights Act of 1964
 - **Title VII** – This portion of the CRA covers equal employment opportunity for all and ensures that we do not allow harassment or discrimination of any employee by any employee, manager, contractor, or customer based on:
 - ✚ Race
 - ✚ Sex (including sexual harassment, which we will cover in a minute)
 - ✚ Age (**over age 40**)
 - ✚ Religion*
 - ✚ National origin
 - ✚ Disability*
 - ✚ Military status
 - ✚ Pregnancy (1993) – cannot discriminate when making employment or assignment decisions based on pregnancy.

*Disability and Religion – *Reasonable* accommodations must be made when requested. This does NOT mean that every accommodation will be made.

**Do NOT make assumptions about someone’s physical and/or mental abilities.

**DO NOT diagnose someone as having a disability or mental/physical illness. It will get you sued! For example, you can say that you think someone has a drinking problem based on your observations (smelling like alcohol, failing a drug/alcohol test, etc.). You CANNOT call the person an alcoholic. This is making a diagnosis you are not qualified to make.

It is important to note that many cases of discrimination and harassment are really cases of bad management. It is important that you do not put yourself into the position of having to defend your actions and decisions in court.

✓ Sexual Harassment

There are two types of harassment in the workplace:

- **Quid Pro Quo** – Translates to “this for that.” This type of harassment occurs when a manager requests sexual favors (implied or explicit) AND makes it a term or condition of employment.

Examples: “If you don’t sleep with me, you will lose your job.” (Explicit)
“If you want to get ahead around here, you need to work MUCH more closely with me.” (Implied)

**There is much to be said here, especially in the implied cases of sexual harassment for the “creepy factor.” A lot will depend on tone of voice, body language, etc.*

- **Hostile Work Environment** – This type of harassment does not have to be management driven. In hostile work environments, harassment can be initiated by a peer, a subordinate, a supervisor – anyone. It occurs when a work environment is made sufficiently uncomfortable to the extent that a reasonable person has a hard time doing his or her job. Examples:
 - Sexually suggestive pictures, calendars, emails, jokes, or other displays.

- Repeated instances of asking out a co-worker who has already expressed disinterest.

**This type of harassment can be reported by anyone, whether or not he or she was the intended victim.

**Usually one case does not indicate harassment, unless that one instance is SO extreme that a person fears for his or her personal safety (sexual assault).

**Hostile Work Environment extends beyond the realm of sexual harassment to include all protected classes.

*The bottom line is this – People do not come to work to be harassed or discriminated against. They are here to do a job. Your job as manager is to make sure that they can DO that job as effectively as possible. **You have a LEGAL duty to act when you learn of any violations of law, policy, or safety.** You can learn about these violations through (1) direct observation; (2) direct complaint; or (3) third-party complaint.*

*Employees may file EEO complaints through you, their manager, with Human Resources/EEO department, or through the EEOC department (external). **DO NOT tell employees that they cannot go to HR or to the EEOC.***

Other Employment Laws:

- ✓ FMLA – The Family and Medical Leave Act provides an employee up to 12 weeks of protected leave for qualified family events. This leave may be paid or unpaid. Employees qualify for this leave when they have been employed:

- ✚ For 12 months, **AND**

- ✚ 1,250 hours

- ✓ FLSA – The Fair Labor Standards Act is a

United States federal law that was enacted in 1938. Amendments have been made to this law since it was passed. It establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments. Non-exempt employees must be paid overtime when it is worked in accordance with the Fair Labor Standards Act. Overtime should be scheduled and approved *before* it is worked.

****Please contact Human Resources to determine an employee's FLSA status (exempt v. non-exempt).**

- ✓ HIPAA – The Health Insurance Portability and Accountability Act (1996) was passed by Congress with goals to protect the privacy and security of medical records, including:

- ✚ Physical or mental health conditions
- ✚ Provision of health care services
- ✚ Payment for provision of health care

**The bottom line is this – if it pertains to someone's health... keep your mouth closed. Do not partake in office gossip nor spread information about someone else's medical history or condition.*

- Policies and Procedures
Do you know what they are? Do you know where to find them? If you haven't reviewed them since your own orientation, it is time to dust them off and look them over. You cannot hold someone accountable for things you don't know or understand yourself. Also, policies are updated from time to time. Be familiar with the changes and how they affect you and your staff.

	<ul style="list-style-type: none"> • Discipline Process Knowing policies and where to find them will help you when following the discipline process. Each policy firmly outlines the correct procedure when a policy is violated. Following the policies will ensure that you remain fair and are not seen as discriminatory when handing down disciplinary rulings. • Act as a source of information for employees. Do not be the roadblock to information! Share what you can openly. Employees are much more likely to be on board with changes when they understand where they come from, how the changes affect them, and that YOU are on board too. Be careful that you don't share too MUCH information with your staff. Letting your staff know your "true" feelings can sometimes be demoralizing and can adversely affect productivity. • Leading by Example – They are watching you! Leading by example, as we have discussed, is very important for a manager. People are always watching, including your own staff, peers, and managers. People will follow your lead – whether it's good or bad! Make sure that you are being the example you expect in others. <p>Professionalism – Goes beyond just looking good. Appearance is very important. But have you ever seen someone who really looked the part, but when they opened their mouth you could tell they were completely incompetent? Have you ever worked for that person? How did that affect your morale? Your productivity? There is so much more to being seen as a competent professional. Here are the five keys to professionalism:</p>	<p>PowerPoint Slide #8 Participant Guide p. 12</p> <p>PowerPoint Slide #9</p> <p>PowerPoint Slide #10</p>
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	<ul style="list-style-type: none"> ✚ Character – Who you are and what you stand for. Are you living and working with integrity? Are you a person of your word? ✚ Competence – Do you actually have the skills required to do your job? If not, people will notice and they won't want to follow you. If you don't have them, do whatever it takes to obtain them. ✚ Attitude – Your attitude is contagious. If it is positive, people will want to be around you. If not, people will NOT want to be around you AND you will start to impact their own attitudes. Negativity kills motivation. ✚ Conduct – Are you holding yourself to the same high standards you set for others? If not, they won't follow you anywhere. ✚ Excellence – Strive to obtain excellence in all that you do. It sets a great example for others to follow. <ul style="list-style-type: none"> • Communication Remember, it's not always WHAT you say, but how you say it that matters most. Only 7% of our communication is verbal. That leaves 93% up for interpretation based on your attitude, body language, and tone of voice. Be mindful of your verbal, nonverbal, and especially written communication skills. Written communication of any kind can become a permanent record at your company. What does it say about you? If your communication skills are rusty, do what you can to sharpen them! 	<p>PowerPoint Slide #11</p>
<p>15 min</p>	<p>SMART Objectives</p> <ul style="list-style-type: none"> • Setting effective goals If we don't know where we are going, then we will never know when we get there. When setting goals and objectives, always begin with 	<p>Participant Guide p. 13 PowerPoint Slide #12</p>

the ending in mind (the desired outcome). Make sure you make your goals **SMART**:

- ✚ **Specific**
- ✚ **Measurable**
- ✚ **Action-oriented**
- ✚ **Realistic**
- ✚ **Time-bound**

By using these criteria when setting our goals, we will have not only an idea of where we are going but the complete turn-by-turn of how we plan to get there.

Consider the most famous time of year for goal setting – New Year’s resolutions. How many of you have made these? How many of you have kept them? How many of you had already blown them by Jan. 2nd?

The biggest problem with resolutions is that they are WAY too broad. The most common resolution is “*I want to lose weight.*”

Ok... how much weight? Is one pound enough? It is technically a “loss”? If we make our goals much more SPECIFIC, then we know how much we want to lose, so that we will know when we have done it.

Specific – “I want to lose weight”

Measurable – “I want to lose 25 pounds.”

Okay, now we know where we are going. But how are we going to get there?

Action-Oriented – “I want to lose 25 pounds without diet or exercise” (which, by the way, pretty much leaves disease – no fun, I guarantee).

Realistic – Is it realistic to lose weight without diet, exercise, or a tapeworm? Not really. So let’s say, “I want to lose 25 pounds by increasing my workouts to three days per week and joining Weight Watchers.” Can we do that? Of course.

Time-bound – How long are we going to do this? The biggest problem with meeting or exceeding goals is setting unrealistic



	<p>expectations. Am I going to lose 25 pounds in a month? Perhaps, but popular medical belief is that it is extremely unhealthy and could cause more problems. So, we set a realistic time frame. “I want to lose 25 pounds over the next 12 months by exercising three days a week and joining Weight Watchers.”</p> <p>Now we have a realistic goal AND a plan to achieve it. From there we can break it down into even smaller pieces. To lose 25 pounds in one year, we need to lose a little over two pounds per month. Is that doable? Absolutely. Will we know once we have reached our goal? If we own a scale and have taken our beginning (baseline) measurement, then yes.</p> <p><u>Activity</u> – Create a sample SMART goal of your own!</p> <ul style="list-style-type: none">• Goals and objectives come from the company’s goals and objectives. As a department, we create our goals and objectives to help meet the company’s overall goals and objectives. The process is exactly the same as I outlined.• Since departments set goals based on the company goals, it stands to reason that we will set individual goals to help meet the department goals. We, of course, must know what these goals are in order to help meet them. (Again, don’t block information.)• Don’t set unattainable goals and then ding people for them! This is productivity murder. If you are known to do this – and believe me when I tell you that EVERYONE will know if you do – then your staff members will never be as productive as they could be. They will most likely “retire-in-place” as long as possible, since it wouldn’t remotely matter if they tried or not.	
5 min	Problem Solving <ul style="list-style-type: none">• Identify problems or potential problems:	

	<p>Utilize strategic thinking skills to analyze the problem from all angles. If you are not a “big-picture” thinker, find someone who is and partner with that person!</p> <ul style="list-style-type: none"> • Recommend solutions <ul style="list-style-type: none"> • Include all areas of impact (financial, human capital, time, etc.) <p>When looking at possible solutions, remember to brainstorm without restriction to come up with creative ideas and suggestions. THEN focus on the impact and reality; narrow your solutions down to the realistic, and make your recommendations for action.</p> <ul style="list-style-type: none"> • Put solutions into action. (At this time it transfers over to project management.) • Lay out the project from beginning to end, remembering to begin with the end in mind. I prefer to create the desired outcome and work backwards to establish my timeline. 	
<p>20 min</p> 	<p>Project and Schedule Management (without micro-managing)</p> <ul style="list-style-type: none"> • Time management for self and staff <i>*First, let’s remember that time management does not refer to an employee’s ability to show up on time. That is called reliability.</i> Time management for yourself and your staff hinges on your ability to effectively prioritize tasks to meet the goals of the project. Priorities should fall into one of the following categories, and they should be handled in this order: [Insert Covey Time Management Matrix] <ol style="list-style-type: none"> I. Important and Urgent (Necessity) II. Important and Not Urgent (Quality and Personal Leadership) III. Not Important but Urgent (Deception) IV. Not Important and Not Urgent (Waste) – All tasks or activities in this quadrant should be avoided at all costs as they are time wasters. <p><u>Activity</u> – On a separate sheet of paper, list all of your daily activities and projects (be honest... no one will see it but you). Then see if you can</p>	<p>Participant Guide pp. 14-15</p> <p>PowerPoint Slide #13</p>

	<p>place each one in the appropriate quadrant of the Time Management Matrix.</p> <ul style="list-style-type: none"> • Keeping employees <i>*and self*</i> on time and on task Make sure your employees know what is expected of them and that the timeline you have set is realistic. (I was once assigned the task of designing 11 full days of training in a week – that is NOT realistic). Set check-ins and milestones along the way; then be sure to check in with them and adjust as necessary. • The ultimate responsibility of any deadline or project lies with you – even if you delegate it to a staff member! • Managing without micromanaging (identifying the styles of a micromanager): People work better for a boss who values their contribution and acknowledges their value to the team. Micromanaging tells your staff that you don't trust their abilities, thereby devaluing their contribution. <p><u>Examples of Micromanaging Styles</u></p> <ul style="list-style-type: none"> ✚ Negator – “Are you SURE you know what you are doing?” ✚ The Repeater – Instructions or questions are repeated over and over in a loop, effectively beating the topic to death. ✚ The Suggestor – Suggests things and usually provides more interruptions than assistance. 	<p>Participant Guide p. 16</p>
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