

Supervisory Skills

BAE Systems

Norfolk Ship Repair

November 21, 2006

Today's Agenda

- Expectations
- Profile Your Job
- Meeting the Challenge
- Four Fundamentals
- Problem Identification & Solutions
- Presentations/Lunch
- Course Evaluation

Your Expectations

My Expectations

- If You're in the room, You're **In the Room**
- Take calls (phone, radio, nature) Outside of Here When You Need Them!
- Ask Questions, Tell Stories
- Take at least ONE RISK Today!
- Be in Charge of Your Learning

Exercise Time!



Profiling Your Job

1. What are the Basic Functions of Your Job?
2. What are your Managers Expecting of You?
3. What Skills & Experience are needed for this Job?

Manager's Perspective

Basic Functions of Your Job:

- > Understand Specs and Drawings
- > Communicate with Team, Other Shops & Customers
- > Coordinate Manpower & Materials
- > Train team members
- > Safety, Safety & Safety

Manager's Perspective

Their Expectations of YOU

- >Jobs will be completed on Time & Under Budget
- >Practice Process Improvement
- >Plan and be Proactive (Set & Measure Goals)
- >Anticipate & Solve Problems (See the BIG Picture)
- >Lead, Motivate & Mentor Team Members
- >Safety, Safety & Safety

Manager's Perspective

Skills & Experience

- >Fully Know Your Trade & The Basics of Others
 - 5 to 10 Years of Experience
- >Navsea & Military Standards
- >Reading Specs and Drawings
- >Problem Solving
- >Organizational Skills
- >Ability to Train
- >Communication & People Skills (Good Listener)

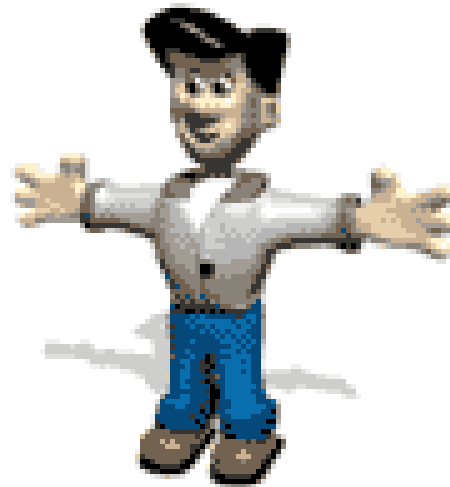
Getting the Right Attitude!

Nothing affects your relationship with the people you supervise more than your consistent and visible attitude.

Communicating thru Attitude

- Attitude is the way you look at things mentally
- Positive and enthusiastic viewpoint communicates that you are ready, willing, confident, and able to accept responsibility
- A good supervisor cannot appear power-hungry or act like a dictator

Exercise Time!



Your Attitude about Quality

What company, organization, department or projects do you think stand out for the high quality of their work?

Your Attitude about Productivity

You can't BEAT Productivity out of Your
Team!

You need to use:

- >Two-Way Communication
- >Encouragement and Teamwork
- >Coaching, Counseling & Training
- >Respect

Your Attitude about Safety

How do You Train your Team Members
on Safety?

Tips to Remember

- A Consistently Positive Attitude will Improve Relationships with those you Supervise **MORE THAN ANYTHING ELSE YOU CAN DO.**
- Your Attitude sets the Tone and Pace for Your Team.
- Everything you do will be reflected in the attitudes of your team members.
Most importantly.....

*Your Attitude Speaks so Loudly that
Team Members can't Hear What
You Say!*

Taking Charge

Use:

>Your Technical Skills

>Your Position

>Your Personality

A Strong, Effective Image

- Communicate with Team
- Actively Listen
- Communicate with *Your* Supervisors
- Be Decisive
- Set the Pace
- Handle Mistakes
- It's o.k. to Show that you Enjoy your work

Getting Organized

- Set Daily & Weekly Goals
- Write them Down!
- Examples?

Planning

- Daily “To Do” List in order of Priority
- Revise it and Communicate It
- Recognize & Reward Team Achievements
- Keep Notes

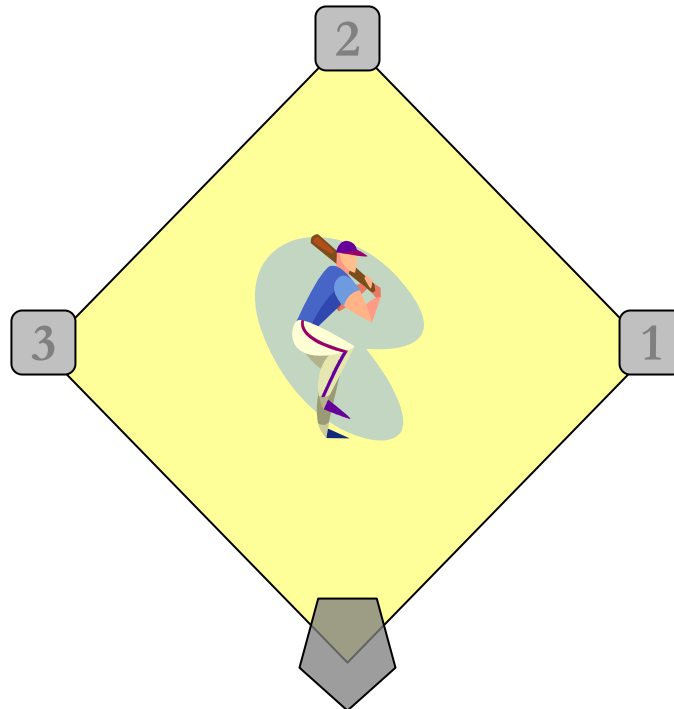
Turn Ideas & Plans into Results

- What do you do with Your Ideas?
- How do you change Ideas into Plans?
- How do you know that your Plans Worked?

The 4 Fundamentals as “Bases” towards reaching “Home”

Get results *through*
your team

Become an
effective
coach and
counselor



Establish your
authority and set
reasonable
standards and
limits

Become a confident
and respected
leader.

First Base: Transition to Your Style

- Set high (but attainable) standards
- Make an effort to establish a good relationship with team members individually – avoid favoritism.
- Quickly counsel those who are not meeting your standards.
- Have a few important standards (or rules) instead of a list of complicated directions.

Letting Go of “Business as Usual”

- Expecting more Productivity with Less People
- Process Improvement
- Raising Expectations of Team Members
- Getting “Normal” Results with Tighter Budgets

Exercise Time!



Can You Run a Tight Ship?

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Establishing Discipline

Think back to one of your Best Supervisors

- What were limits that they set?
- How did their limits affect their results?

“ Nothing undermines your authority faster than playing favorites. Team members need to be treated equally – especially if some are personal friends”

Second Base: Getting Results *Through* Your Team

- Earning Respect
- Delegating
- Communicating

Earning Your Team's Respect

- Be on top of your job as supervisor
- Share your knowledge and experience
- Create an efficient working climate
- Be visible and accessible...but do not hover
- Give credit freely when it is earned
- Ensure two-way communication
- Set a good example

Four Basics of Delegating

1. Understand exactly what needs to be done
2. Make assignments – take time to give clear instructions to your team
3. Communicate with team – encourage feedback
4. Follow-up in a positive manner – remember over-supervision can kill motivation

Tips to Remember...

- Learn to entrust projects to your team
- Effectively communicating expectations for each task and periodically following up to check progress
- Avoid favoritism in the delegation process
- Utilize delegation as a form of development

Exercise Time!



Your Turn

Tell Me How You Delegate

>What Works for You?

>What Doesn't Work?

>Any Ideas?

Third Base: Coaching & Counseling

Coaching vs. Counseling

Coaching is done in the open and helps team by teaching and encouraging them to improve

Counseling is done in private, one-on-one and addresses issues of poor performance or unacceptable behavior

Viewing Yourself as a Coach

Benefits to your team:

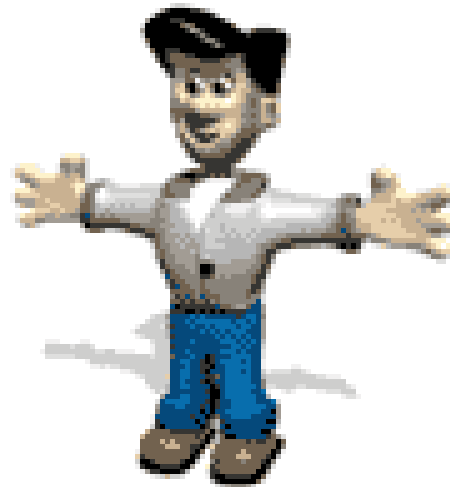
- Learn and master a new job or skill
- Enhance, refine, or refresh an existing job or skill
- Understand the goals, plans and strategies
- Adjust to changes
- Handle unexpected or difficult situations
- Plan and implement programs and activities for professional growth

Viewing Yourself as a Coach

Benefits to you:

- Become known as someone who develops their team members
- Track record will be more noticeable to your superiors
- Easier for you to delegate
- Have more time for significant decisions

Exercise Time!



When Should You Counsel?

- When an team member is consistently late or absent.
- When an team member violates your standards.
- When you disagree with an team member's lifestyle.
- When an team member's productivity is down.
- When an team member's behavior causes loss of productivity.
- When you are upset.
- When two team members have a conflict that is becoming public.
- When you dislike the personality of a team member.
- When you want to compliment an individual.
- When you want to delegate a new task.

Effective Relationships with Your Team

- Be clear on your Expectations & How they relate to Company Goals
- Be clear with Instructions
- Let Team Know how They are Doing
- Give Credit
- Help Team Members Improve
- Involve Team in Decision-Making
- Be Accessible & Listen

Home Plate: Developing Leadership Skills

When have you encountered a
“true” leader?



“ A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves.”

Leading Team to New Heights

- Be a Productive Supervisor
- Be a Positive Influence
- Help your Team Reach Goals
- Remind Team Who is in Charge
- Share Good News

Building Winning Teams

- Have a Plan that Every Team Member Contributes To
- Cross Team Communication
- Individual Potential & Goals
- Everyone Knows that they are part of a Team

Setting Goals

What are the 3 Most Important Goals that you are expected to Accomplish *through* Your Team?

Motivation

Real, sustainable motivation must come from within each person.

YOU cannot significantly motivate people thru pep talks (positive) or intimidation (negative).

YOU can create and maintain a climate that encourages self-motivation.

Motivating team

- Involve team in goal-setting, communicating goals, identifying results, solving problems.
- An organized environment helps team achieve goals.
- Do everything possible to get rid of demotivating factors.
- Give praise and credit to your team.

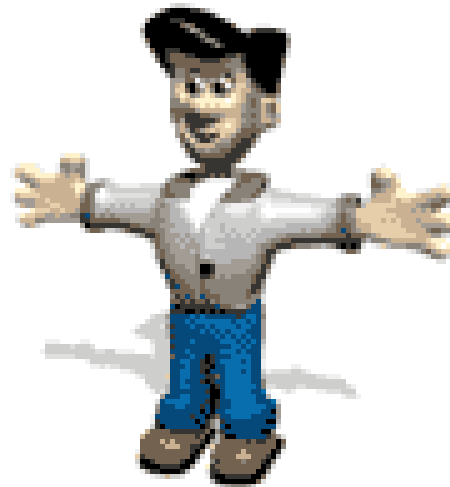
Seven “Killer” Mistakes

1. Treating people different because of age, sex, culture, etc.
2. Breaking trust with a co-worker.
3. In-consistent behavior – a drill sergeant one day and a “I don’t care” the next.
4. Failing to follow company policies.
5. Losing your cool in front of others.
6. A personal relationship with someone you supervise.
7. Failing to focus on results.

Working with Other Teams, Departments & Shops

- Understand “Big Picture”
- Plan Work Thoroughly
- Listen & Communicate
- Make Your Standards & Limits Known
- Use other Supervisors as a Resource

The LAST Exercise!



Your Turn, Again

1. In Your Groups, Identify Issues or Problems that you face in Supervising Here.
2. Agree on One to discuss.
3. Brainstorm a Viable List of Solutions.
4. Write the Best Solutions on a Flip Chart.
5. Present Issues & Solutions to Managers during Lunch Today.

Back to Your Expectations

What did you Learn?

What did I Miss?

What Should be Next Training be About?

Recruiting Younger Employees?



Succession Planning?



Conflict Resolution?



Evaluations

Thank You!