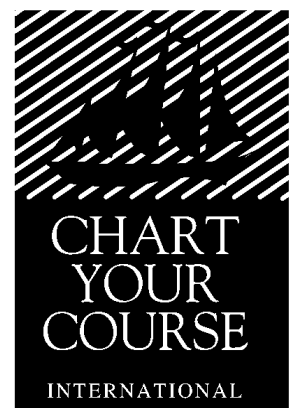
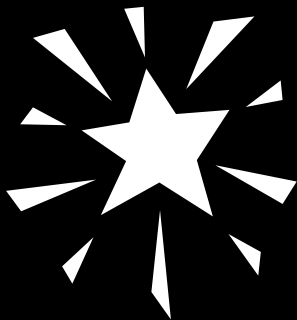
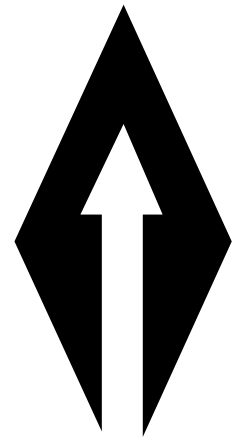
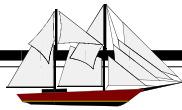


***Supervisory Skills
for
Superior Performance
and
Super Employees***

Gregory P. Smith

www.ChartCourse.com





Gregory P. Smith

Greg is a management consultant, speaker and author. He shows business owners how to create productive and profitable workplaces. His extensive background and experience includes assignments as a human resource manager, hospital administrator, government executive and now the President of a management consulting company called *Chart Your Course International*.

From 2nd Lieutenant to Lieutenant Colonel, Greg built his career on the front-line as a U.S. Army Officer. When the Berlin Wall fell, he was the Director of Innovation, Quality and Strategic Planning for the U.S. Army Medical Department. He was a management consultant to military generals and played a key role in the largest organizational transformation in U.S. history. Years later, his direct involvement with "*Reinventing the Government*" efforts spearheaded by the Vice President of the United States and the Army Surgeon General helped transform the military into a smaller, more innovative organization.

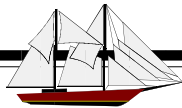
He has developed and taught leadership development courses for international and national organizations including, Yamaha, Rollins, Inc., State Farm Insurance Company, Ace Hardware, Delta Airlines, AFLAC, Sweetheart Cups, Bio Lab, PacifiCare, Matrix Resources, Alltell Corporation, the U.S. Army, Advantage Rent-A-Car, the U.S. Air Force, Chicago Federal Reserve Bank, Foundation Health, Wyndham Hotels, Hallmark Cards, Service Corporation International, San Antonio School System and UNISYS.

He is listed in Harvard University's, *Profiles in Business and Management: An International Directory of Scholars and Their Research*. The *Human Resource Executive Magazine* selected him as one of the Top-Ten "**Rising Stars**" in Human Resource Management. He was one of ten people chosen in the nation for this honor. His other awards include the Legion of Merit from the U.S. Army, the recipient of the Order of Military Medical Merit and the Eagle Scout award. He is listed in the *Who's Who of Professional Speaking* and holds both a B.S. and M.S. degree.

Greg has written numerous publications including four books and over 350 articles on business management. The title of his books include:

- *The New Leader: Bringing Creativity and Innovation to the Workplace*
- *How to Attract, Keep and Motivate Your Workforce*
- *TNT: Dynamic Ideas to Energize, Motivate and Reward Your Teams*
- *Here Today Here Tomorrow: How to Transform Your Workplace from High Turnover to High Retention*





Qualities of a Super Supervisor

Do's

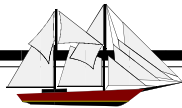
- **Set the Example**
- **Maintain a Positive Example**
 - **Keep Your Promises**
 - **Interview Your People**
 - **Surprise Them**
 - **Publicly Praise**
 - **Keep a To-Do List**
 - **Be Consistent**
 - **Resolve Complaints**

Don'ts

- **Talk Behind Backs**
- **Show Anger**
- **Scold in Public**
- **Be a "Buddy"**
- **Show Favoritism**
- **Fail to Communicate**
- **Fail to Ask Questions**

How Much Does Bad Management Cost?





Performance Management Process

. **Counseling**

. **Coaching**

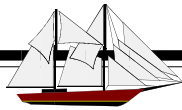
. **Delegating**

. **Motivating**



INTERNAL CUSTOMER SERVICE CHAIN REACTION





Definitions

Coaching: "A directive process by a manager to train and orient an employee to the realities of the workplace and to help the employee remove barriers to optimum work performance."

Counseling: "A supportive process by a manager to help an employee define and work through personal problems or organizational changes that affect job performance."

Marianne Minor
Coaching and Counseling
Crisp Publications

How to Manage Conflict

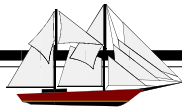
- *Acknowledge* the situation.
- *Get all the Information.*
- *Take your Time.*
- *Focus on the Problem, not the Individual.*
- *Keep Talking; keep Listening.*
- *Act Decisively.*
- *Do not try to resolve conflict by Intimidation.*

How to Delegate

1. **Determine** what you will delegate
2. Clarify the **results** you want
3. Clearly define the employee's **responsibility**
4. Communicate the employee's **authority** over the delegated task
5. Be sure the employee **understands** his or her authority
6. **Establish** a time limit
7. Establish a **follow-up** schedule
8. **Stick** to the delegation program-avoid monkeys

Successful Orientation Program

- Send a form of greeting such as a card, welcome basket or other gesture.
- Have a HR rep call and answer questions about benefits etc.
- Insure they have information on how to and where to park the car.
- Have a group of key employees sit down with the new person to discuss what is like to work here.
- Take a digital photo of the new person and create a flyer to hang on the wall about their hobbies, experiences and background information.
- Have the new-hire meet the senior person in charge.
- Give them a "new employee" reserved parking spot.
- Give them a copy of the organizational values/mission/vision statement.
- Make sure they have a phone/E-mail directory of everyone in the organization.
- Pick an employee who enjoys working with people.



How to Create a Motivating Work Environment

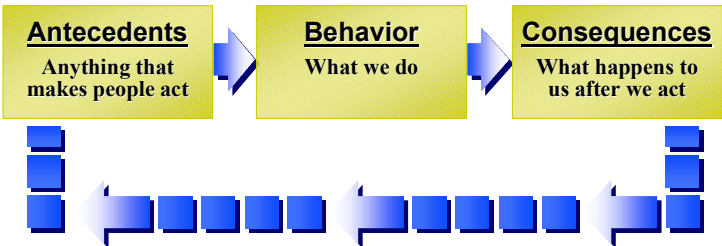
Create Consequences for Behavior

EXAMPLES

- Amazon Books
- Attendance Awards
- Kaizen at Yamaha
- Mary Kay
Cosmetics
- Peer Recognition
- _____
- _____
- _____

ABC Model

Creating a Motivating Work Environment

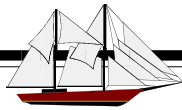


Consequences for past behavior have the strongest influence on future behavior

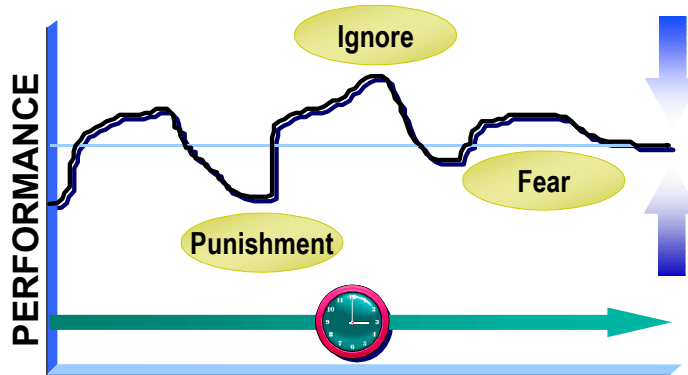
Why Consequences?

- Align behavior to company goals & objectives
- Make people feel appreciated
- Make people winners
- Create good work ethics
- Avoid punishment

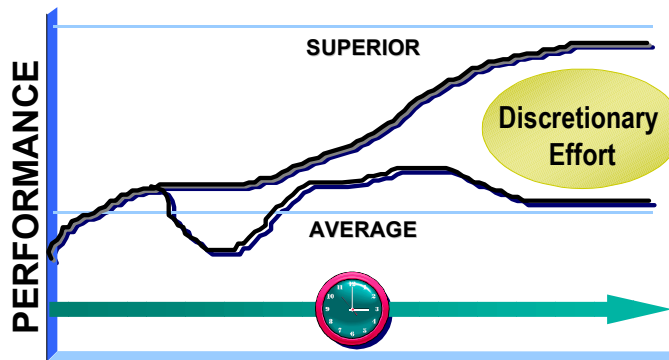




Most Consequences Today...

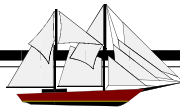


Superior Performance...



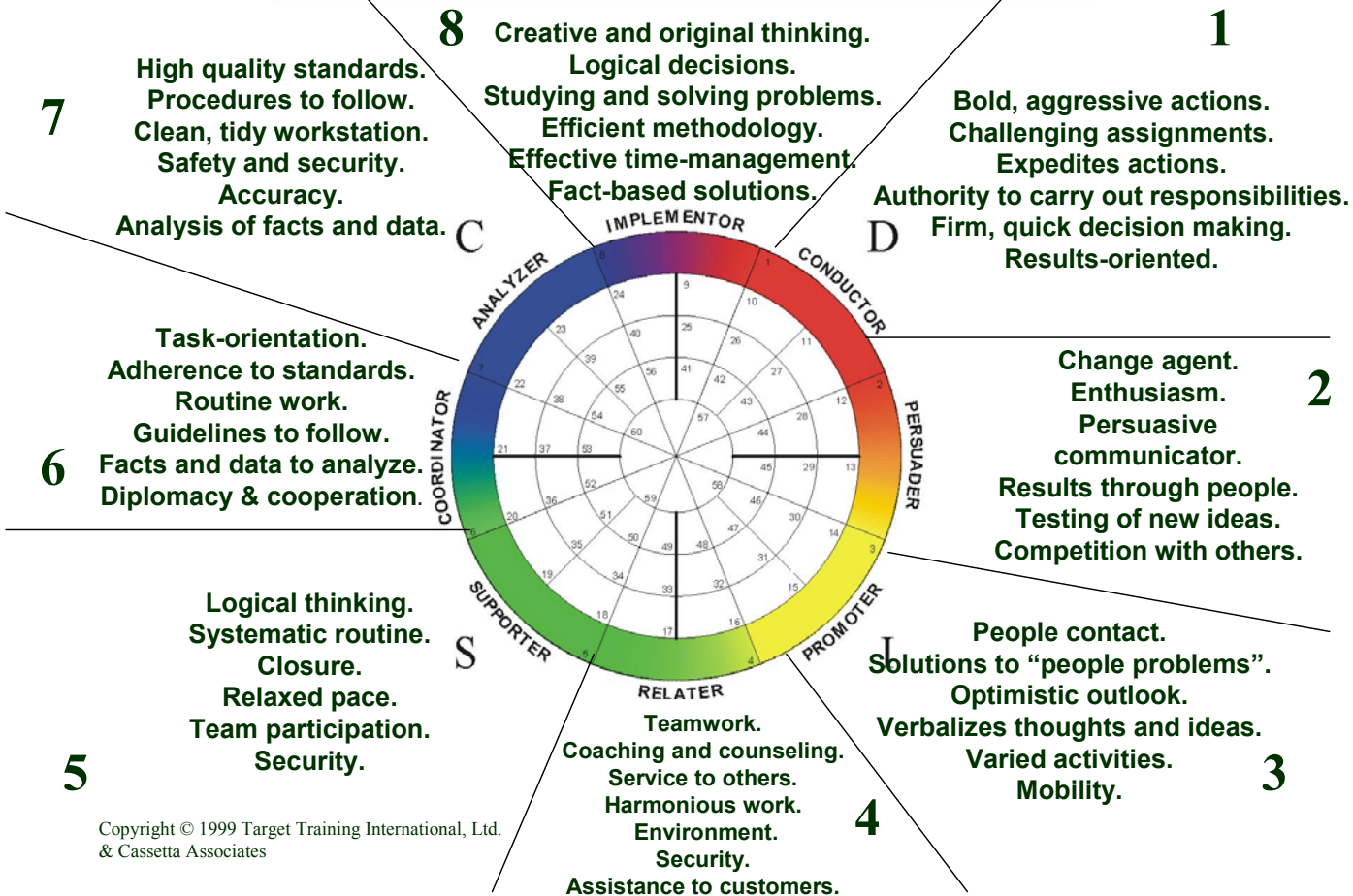
Key Points:

What discretionary effort can you apply to create high performance in your organization?



Selecting & Developing Good People

Work Environment



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