
FG1 Supervisors' Tables & Observations

Some Skills of Effective Supervisors

For each of the following: "If you had a training program to improve performance in that skill, what specific topics would you want to have included?"

1. Communicate effectively	
<ul style="list-style-type: none">• communication among sections, but need to be able to communicate also with management• with workers —> get info right for them• scheduling• discipline (rights as a manager —> labor laws, codes)	<ul style="list-style-type: none">• scheduling & flow within & between sections• making sure material is there to do the job• make sure drawings are right to begin with (supervisory meeting before project start)

Observation

1. Communication is seen to have several aspects, for example, information sharing and planning, problem solving/conflict resolution, inter-section cooperation, checking of materials and processes.

2. Demonstrate technical expertise	
<ul style="list-style-type: none">• mentoring	

Observations

1. Supervisors trained as mentors could make a significant contribution toward ensuring quality, empowering employees to be problem solvers, and institutionalizing succession planning.
2. Although mentoring is often thought to be the special domain of Red Seal tradespersons, it does not have to be so; indeed, the very knowledgeable supervisors

currently employed, but nearing retirement, could well be excellent mentors to ensure that best practices are passed along in a formal, verifiable way.

3. Get the job done	
<ul style="list-style-type: none"> • goes along with using sound judgement & verbal communication 	

Observation

1. The topics identified can be included in Skills for Success programs.

Question — 4. Show leadership	
<ul style="list-style-type: none"> • written & verbal comm. • how to handle “attitude” (conflict management) • day-to-day conflict • how to treat each individual to get the most out of them (win-win) • motivation of individuals 	<ul style="list-style-type: none"> • getting input from workers solving problems • taking initiative (workers) • communicating effectively • finding information • crews to encourage sharing of knowledge

Observations

1. Several of the topics suggested could make a strong supervisory skills program.
2. A number of the topics would also fit in a communication skills program.

5. Are well organized	
<ul style="list-style-type: none"> • currently developing LEAN procedures 	

Observation

1. Plans for LEAN are well underway.

6. Adapt to and implement change

<ul style="list-style-type: none">• how to get employees to adapt to change (interpreting the change & supporting it)• team meetings (info)	<ul style="list-style-type: none">• employee feedback to & from• non-conformance reporting (now underway)
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Observations

1. A course on change management could be developed to prepare the change leaders.
2. Change leaders could use “Lunch and Learn” sessions to achieve buy-in and broaden support.

7. Promote key values

<ul style="list-style-type: none">• continuously learning• do your best	<ul style="list-style-type: none">• trust in your people• “What are the key values?”
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Observations

1. A significant question that arose was, “What are the key values?” This may need to be addressed on a company-wide basis.
2. The key values that were identified can be topics in essential skills programs.

8. Demonstrate team building skills

<ul style="list-style-type: none">• getting opinions (input from employees)• support employee ideas• support employees with problems• talking to groups so they feel involved• daily meetings to start the day	<ul style="list-style-type: none">• keeping employees in the loop & understanding their place in the process• understanding the requirements of the other sections
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Observation

1. These topics could be addressed in a supervisory skills program.

9. Use sound judgment

<ul style="list-style-type: none">• need trust (both ways)• encourage problem solving that can be shared with the General Manager• decision-making process	<ul style="list-style-type: none">• critical thinking• task planning• finding information• problem solving
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Observations

1. These topics could be the core of a thinking skills course.
2. The individual topics could, alternatively, be incorporated into other programs, such as communication or supervisory skills.

10. Produce quality results

<ul style="list-style-type: none">• information flow between sections (is a problem now)• sales section has to get it right —> design & purchasing	<ul style="list-style-type: none">• refine process flow• communication (written & oral)• develop information checks
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Observation

1. These topics can be addressed by supervisors acting collaboratively, without the need for a training course.

Skills for Success Focus

Question — Which of the Skills for Success are important in your work?

<ul style="list-style-type: none">• writing (including use of documents)• numeracy (including use of documents)• reading (including use of documents)	<ul style="list-style-type: none">• problem solving• collaboration• adaptability• creativity & innovation• communication• all
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Observations

1. There is a clear recognition of the importance of essential skills to the work done by supervisors.
2. Document use was mentioned several times.

Question — What changes do you see coming in the future that will likely require further training?	
<ul style="list-style-type: none">• new employees & training• new technology (e.g., application of electronics)	<ul style="list-style-type: none">• design of workplace & how the work is done• increased communication with upper management

Observation

1. The range of changes foreseen underlines the importance of a commitment to adaptability.

Question — In which Skills for Success areas would you like to see additional training (either for yourself or others)?	
<ul style="list-style-type: none">• collaboration• communication	<ul style="list-style-type: none">• problem solving• reading

Observation

1. Three of the choices (i.e., communication, problem solving, and collaboration) are closely related to the work of the supervisors.

Question — What other types of training would you like to see offered?	
<ul style="list-style-type: none">• safety (falls)• equipment operation (e.g., lathes, saws)	<ul style="list-style-type: none">• air quality (especially fumes from finishes and solvents)

Observations

1. Some of the topics would require certified personnel to offer the instruction.
2. It might be possible to examine some of the topics through “lunch and learn” sessions, with internal personnel taking the lead.