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## FG1 Supervisors' Transcribed Notes

### Introductions: Self & Group

- A. Distribute the "Skills for Success" sheet
  - A. Go over it briefly & point out that the skills are also called "essential skills"
  - B. Note that it's for reference throughout our session
- B. Distribute the "Some Skills of Effective Supervisors" sheet
  - A. Ask participants to check the applicable column for each skill
  - B. Tabulate the results
  - C. Prioritize the tabulated results for discussion
- C. Work through the prioritized list:

Ask: "If you had a training program to improve performance in that skill, what specific topics would you want to have included?"

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### #10

- information flow between departments (is a big problem now)
- sales dept. has to get it right —> design & purchasing
- refine process flow
- communication (written & oral)
- develop information checks

### #1

- 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)
- 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)

#### #4

- 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
- getting input from workers
- solving problems
- taking initiative (workers)
- communicating effectively
- finding information
- crews to encourage sharing of knowledge

#### #5

- currently developing LEAN procedures

#### #6

- how to get employees to adapt to change (interpreting the change & supporting it)
- team meetings (info)
- employee feedback to & from
- non-conformance reporting (now underway)

#### #8

- 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

- keeping employees in the loop & understanding their place in the process
- understanding the requirements of the other sections

#9

- need trust (both ways)
- encourage problem solving that can be shared with the General Manager
  - decision-making process
  - critical thinking
  - task planning
  - finding information
  - problem solving

#2

- mentoring

#3

- goes along with using sound judgment & verbal communication

#7

- continuously learning
- do your best
- trust in your people

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### Skills for Success Focus

Q.1 Which of the Skills for Success are important in your work?

- all
- problem solving (finding information & checking accuracy)

- writing (especially documents)
- numeracy (especially documents)
- reading (especially documents)
- collaboration
- adaptability

Q.2 What changes do you see coming in the future that will likely require further training?

- new employees & training
- new technology (e.g., application of electronics)
- design of workplace & how the work is done
- increased communication with upper management

Q.3 In which Skills for Success areas would you like to see additional training (either for yourself or others)?

- collaboration
- communication
- problem solving
- creativity & innovation
- adaptability

Q.4 What other types of training would you like to see offered?

- safety (handling machines & finishes & solvents)
- equipment operation (e.g., lathes, saws)
- air quality (especially fumes from finishes and solvents)