



# **Leadership Essentials for Supervisors: Building the Foundation for Success**

## *Discussion Guide*



## How to Use This Discussion Guide

This training program can be used in two ways:

1. As a **standalone desktop training program** used by individuals at their desk.
2. As a **group training program** with a team experiencing it together in a room.

### If you are using the program AS INDIVIDUAL DESKTOP TRAINING:

- Insert the CD-ROM and the program will launch after a few seconds.
- When you come to a **STOP** slide:
  1. Stop the presentation **by pressing the onscreen 'Play/Pause' button** and refer to the appropriate page in this Discussion Guide.
  2. Take a moment and think about the question, then jot down some notes – often just a few key words or short phrases are enough to capture your thoughts.
  3. If you would like to write more extensive notes, that's fine, too.
  4. Continue the program **by pressing the onscreen 'Play/Pause' button again.**
- Remember to respond to the post-program questions at the end of this Guide.
- You may want to use a headset or earphones to listen to the audio.

### If you are using the program AS A GROUP TRAINING SESSION:

- Gather everyone in a room with a PC, projector, and external speakers.
- When you come to a **STOP** slide:
  1. Stop the presentation **by pressing the onscreen 'Play/Pause' button** and refer to the appropriate page in this Discussion Guide.
  2. A designated discussion leader should read each question aloud.
  3. Group members can discuss their responses together, or take turns sharing their responses individually with the group.
  4. Use a variety of methods to keep the training session interactive, including working in pairs, or in small groups of 3 or 4 people, and then coming back together as a large group to share observations.
  5. Continue the program **by pressing the onscreen 'Play/Pause' button again.**
- Remember to discuss the post-program questions at the end of this Guide.



**AFTER SLIDE 15:**

**Questions:** When have you reported to a supervisor who was not a leader?

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How did you react?

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When have you reported to a leader who rose above the role of supervisor?

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What impact did both these situations have on your level of commitment and on your job performance?

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**AFTER SLIDE 26:**

**Questions:** What's your reaction to 'You're Not One of Them Anymore'?

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Are the people who report to you under the impression that your organization is 'one big happy family'? Why or why not? And how does that notion affect people's performance?

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What's your reaction to the Fleetwood Mac work ethic? Does that model make sense? How would you explain it in your own words?

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**AFTER SLIDE 39:**

**Questions:** Do you agree with the point about our obsession with self-esteem?

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What are some of the challenges you've seen around managing different generations (Boomers, Gen X, Gen Y) in your organization?

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How does the discussion of 'employment at will' impact how your people might perceive the following aspects of their own careers:

*Seniority:*

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*Skill set:*

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*Overall commitment/loyalty:*

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**AFTER SLIDE 44:**

**Questions:** What's your reaction to 'Being firm does NOT run off good employees'? What has your own experience been with 'firm' managers?

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Can you identify some common traits of 'fair and consistent' managers? What do they do and how do they do it? What do they say and how do they say it?

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What's your own informal definition of these terms as they apply to leadership:

*Fair:*

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*Consistent:*

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**AFTER SLIDE 50:**

**Questions:** Have you ever had to fire someone? If so, how did it go? If not, how do you think you would handle it?

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What do you think of the ‘three reasons why terminations are necessary’?

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What are the dangers of placing a higher priority on being liked than being respected? Are there dangers of focusing too much on respect as well?

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If being willing to do what others are not is a key management trait, what are some others?

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**AFTER SLIDE 57:**

**Questions:** Have you ever been accused of being a perfectionist? If so, what was the situation? If not, have you ever accused someone else of perfectionism? Why?

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What do you think of the 'cure' for perfectionist behavior?

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What are the dangers of placing too little value on accuracy, details, and quality for the sake of speed and 'getting things done'? Where can you find the balance?

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**AFTER SLIDE 76:**

**Questions:** Now that you've heard the four tricky hypothetical situations, think ahead about how **you** would answer the following questions.

Use the space provided to connect your answers to the various concepts and management 'realities' mentioned earlier in the program.

When you're done, continue the PowerPoint to hear my advice on these three situations and compare his responses to your own.

“Our company has the opposite problem to perfectionism. Everything is a rush job and a lot of our client work goes out full of errors and embarrassing mistakes. How can I address this carelessness without being seen as a nitpicker?”

**Your response would be:**

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**The management concepts and realities involved are:**

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“How do I deal with employees who respond to any extra task – small, medium, or large - with the phrase, ‘That’s not in my job description?’”

**Your response** would be:

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The **management concepts and realities** involved are:

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NOTES:

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“I have an employee with a bad attitude. She’s toxic, negative, and mean. The problem is that she is also one of my top performers and I’d hate to lose her capabilities and the results she produces.”

**Your response** would be:

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The **management concepts and realities** involved are:

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NOTES:

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**AFTER THE END OF THE PROGRAM:**

**Questions:** Please discuss your own personal comfort level with my seven Leadership Essentials after having experienced this program:

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What questions do you have for **your manager** about how to implement some of these leadership changes in your organization?

Q1: \_\_\_\_\_

Q2: \_\_\_\_\_

Q3: \_\_\_\_\_

What additional information do you need before sitting down with one of your direct reports for an effective management conversation using my tools?

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What *specific* action steps will you take as a result of this training?

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