

# PREVIEW GUIDE



# The Respectful Supervisor: Motivating and Retaining Employees

## Table of Contents:

Sample Pages from Leader's Guide and Worksheets..... pgs. 2-7

Program Information and Pricing.....pgs. 8-9



## Overview of the Workshop

This workshop uses carefully selected scenes from best-selling video programs to illustrate how supervisors can demonstrate respect at work.

Discussion questions and activities are included to help drive home the five main things supervisors can do to help motivate and retain their employees:

1. Have Regular One-on-ones With Your Employees where you:
  - a) Communicate Expectations
  - b) Problem Solve
  - c) Give Feedback – both positive and negative
2. Provide Tools and Training
3. Show Concern
4. Be the Boss (in a productive, professional manner)
5. Stay “In the Know” About Your Employees’ Duties

## Group or Self-Study?

*The Respectful Supervisor: Motivating and Retaining Employees* is designed for use in small group sessions. However, if you have an individual who can benefit from this material but cannot attend a scheduled workshop, they can watch the video and then use this Leader's Guide to review each skill point's “Main Points” and “Discussion Questions” and then work through the Activities that are suitable for individual self-study (noted with an \* in the Activities section).

## Timing

This guide is designed to be flexible for the trainer. Use as many of the discussion questions and activities as you can in the time available. You'll be able to explore all of the issues in greater depth if you allow 60-90 minutes for the session.

## The Workshop Kit

CRM Learning's *The Respectful Supervisor: Motivating and Retaining Employees* includes this Leader's Guide, a DVD and a CD-ROM.

- This **Leader's Guide** provides an introduction to the workshop, suggestions for its use, discussion questions, and activities.
- The **DVD** includes the 12-minute video program.
- The **CD-ROM** contains PDF files of the Activity worksheets, and this Leader's Guide.

## How to Use

### ***THE RESPECTFUL SUPERVISOR: MOTIVATING AND RETAINING EMPLOYEES***

#### **Step 1: Review the material.**

Watch the DVD to preview the scenes, and to plan how to relate them to your organization and training needs.

Review the Discussion Questions and Activities in this Leader's Guide, and the worksheets (on the CD) to look for ways to connect them to current issues in your organization.

#### **Step 2: Plan your session.**

Review the logistics for the training and make copies of the worksheets.

Plan your introduction, and write down any special comments or examples you want to cover.

Schedule the event and make sure all participants can spend 1 to 1½ hours in the workshop without interruption. Let them know the subject and any ideas or information you want them to bring to the session.

#### **Step 3: Conduct your session!**

Follow the directions in this Guide to complete the discussions and activities.

#### **Step 4: Follow up.**

At your next staff meeting or lunch-and-learn, discuss the concepts you covered in this workshop to help reinforce the training.

## DISCUSSION QUESTIONS AND ACTIVITIES

The questions and activities, like the video, explore five key behaviors that can help build a respectful workplace.

- The questions are organized in line with the five main content points.
- The activities (on pages 9–12) are more universal, helping participants explore the overall issues surrounding respect in the workplace.

### I. Have regular one-on-ones with your employees where you:

- a) Communicate expectations**
- b) Problem solve**
- c) Give feedback – both positive and negative**

#### *Main Points:* **a) Communicate expectations**

As the video mentioned, 89% of employees want to meet with their manager at least once a month. These “one-on-ones” are the perfect time to build rapport with an employee, go over assignments, goals, progress or obstacles, and discuss anything that might be on your or their mind.

Specifically, it's important for respectful supervisors to communicate clear expectations to their employees. This includes performance and behavioral expectations. When assigning a task, it means clearly stating what you expect in terms of the deliverable, the process, the deadline, and any other details. It's also important to convey that you have high expectations for your employees; it's been proven that when employees perceive that their supervisors expect them to do well, they perform better.

#### *Video Scene*

Remind the participants of the video scene's contents before asking the discussion questions.

In this scene, supervisor Maggie assigns a research task to Chris. She lays out the specifics of the assignment and clearly communicates what she expects him to do.

#### *Discussion Questions*

1. Was Maggie demonstrating respect while delegating this task? Why or why not? How do you think Chris felt during this meeting?
2. Maggie was specific about Chris's responsibilities, but how did she communicate her confidence in him, as well?
3. Recall a recent experience where YOU were given an important assignment. What would you like to have known at the initial meeting that you did not learn until later? What should you have asked that you did not ask in advance? Use these responses the next time you meet with an employee to help you better communicate about a task and your expectations.

### 3. Show concern for employees

#### *Main Points*

A third key ingredient in being a respectful supervisor is to show concern for your employees. Try to get to know at least a little bit about each employee; ask how things are going and listen openly to what they choose to share. Some will be more forthcoming than others.

Remember that people have lives outside of work. Not only is it interesting to learn about your employees' interests, hobbies and families, but it's also useful in understanding when an employee comes to you with a work-life conflict. Supervisors can be flexible – without compromising standards of performance or company policies – when employees need assistance balancing work and home life.

#### *Video Scenes*

Remind the participants of the scene's contents before asking the discussion questions.

In this scene, an employee approaches her supervisor, Fred, to tell him she needs to leave early to pick up her sick daughter at daycare. Fred is understanding and shows concern for her daughter, while also making sure his employee is on track with her work responsibilities.

#### *Discussion Questions*

1. How does Fred demonstrate that he cares about his employee in this scene?
2. What are some ways you can demonstrate concern for your employees? What are some things you've done in the past?
3. How can you still show concern for a very private employee who doesn't wish to share anything personal about themselves?

### 4. Be the Boss

#### *Main Points*

Lest you think all this "respect" stuff makes you "soft" or wishy-washy, let's be clear: you also show respect by taking control, being a confident leader, and making tough calls when necessary. Being a supervisor or manager isn't about pleasing "all the people all the time." There will be times when people won't like your decision. When that happens, strive to keep the work environment productive and collaborative, and if appropriate, explain the context and rationale for your decision to help folks understand.

**Activity 4\* – Positive Feedback Prep**

Use Worksheet B.

In the first column, write the names or initials of each employee. What motivates or reinforces this individual? In the second column, briefly note the form of recognition you think this person responds to most.

In the third column, note the last instance when you gave some form of individual recognition or positive feedback to this individual.

Over the next week, work to fill in any gaps you left in column three.

**Activity 5\* – Praise Two Today**

Make an investment of 20–30 minutes that may pay huge dividends. Before today is over, go out of your way to personally praise or recognize two different employees who deserve some form of acknowledgement.

What do you notice? What do you think you, the employee, and your organization have gained from your effort?

On an ongoing basis, try to work regular praise/recognition into your weekly routine. Make sure it is deserved, timely, and genuine. If you praise too often, you risk coming across as insincere.

**Activity 6 – Guidelines for Checking In**

Working with a partner, take about 5 minutes to discuss and write three guidelines for checking in with employees in the middle of an assignment. The guidelines need to:

- meet the supervisor's need for information on progress,
- continue to motivate, and
- not insult the employee or make them feel like they're being micromanaged.

Discuss and compare guidelines with the larger group. As a group, distill the list to 4–5 of the best guidelines.

**Activity 7 – Practice Giving Feedback: Role Play**

(The following Scenario also appears on Worksheet C.)

Using the following scenario as a starting point, role-play a discussion with one of your employees about their performance. Assume that you have already informally addressed your concerns with this individual about one month earlier. There has been another "incident," and your own manager is pressing you to take control.

- Role-play this discussion with a partner; Partner A is the supervisor, Partner B is the employee.
- Adopt the style of the supervisor from the "Give Feedback" video clip as closely as possible, using those characteristics you observed to be effective.
- Share with your partner anything that felt effective and different for you as you delivered the feedback. Also gather your partner's input on your delivery of the constructive feedback. Then switch roles.

\* Denotes activities that are appropriate for individual, self-paced study.

**Activity 4 – Positive Feedback Prep  
Worksheet B**

Name or initials of employees you supervise	The form of recognition you think this employee responds to most	List the last time you gave this employee individual recognition or positive feedback
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

## Materials Included With *The Respectful Supervisor: Motivating and Retaining Employees*

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*The Respectful Supervisor: Motivating and Retaining Employees* is a 1-1½ hour workshop for supervisors and managers that teaches five behaviors that help supervisors pay attention to, and convey respect, to their team so that they can properly motivate and retain their employees.

- ◆ In the **chaptered DVD**, onscreen hosts explain how a supervisor can motivate and retain employees through demonstrating that they value their team members and want each of them to succeed. Along with video vignettes, the program shows the daily things supervisors can do to show they understand and care for those they lead. The DVD is closed-captioned.
- ◆ The accompanying **CD-ROM** contains a **Leader's Guide** designed to be flexible for the trainer. It provides an introduction to the workshop, suggestions for facilitating and planning the session, discussion questions, and information on how to administer the training activities.
- ◆ The **CD-ROM** also contains reproducible **Participant Worksheets** to reinforce the workshop's activities. The exercises explore various topics relating to respectful supervision and what it takes to motivate and retain employees, and how the concepts can connect to current situations within their own team.
- » **The Respectful Supervisor: Motivating and Retaining Employees can also be used for self-study.** An individual supervisor can watch the video and use the Leader's Guide and Worksheets to review each of the skill points, discussion questions and then work through the Activities that are suitable for individual self-study (noted with a \* in the Activities section of the leader's guide).



## Program Information and Pricing

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Purchase Price: \$695.00

Rental: N/A

Preview Price: Free

Running Time: 11 Minutes

Materials included with purchase: chaptered DVD, CD-ROM with PDFs of the Leader's Guide and reproducible Participant Worksheets

## Quantity Pricing Discounts

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### ***The Respectful Supervisor: Motivating and Retaining Employees Program***

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off

Industry discounts may also apply; call your Sales Consultant for more information.

For complete training on this topic, we recommend you also use **The Respectful Supervisor: Integrity and Inclusion**.

Buy **The Respectful Supervisor 2-Video Set**, which includes both *Respectful Supervisor* programs for \$1112.00 (a 20% discount).

(contents, pricing and discounts subject to change without notice)

