

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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CERTIFIED FIRST LINE MANAGER  
(CFLM)

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**CONTENT DOMAIN**

# **CERTIFIED FIRST LINE MANAGER (CFLM)**

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## **MODULES**

- I      ...      Understanding Your Job As A Supervisor
- II     ...      Understand Your Job As A Leader
- III (a) ...      The Supervisor As Mentor
- III (b) ...      The Supervisor As Mentor
- IV     ...      The Supervisor As Facilitator
- V      ...      The Supervisor As Monitor
- VI     ...      The Supervisor As Motivator
- VII    ...      The Supervisor As Climate Builder
- VIII   ...      Selecting and Training Employees
- IX     ...      The Supervisor's Role As A Customer Service Expert
- X      ...      Managing Stress And Time

# PROGRAM OBJECTIVES

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This overwhelming objective of the program is to provide participants with an in-depth look at the foundations for effective supervision. This involves consideration of a number of important topics including the nature and purpose of the supervisor's job, how to communicate effectively with subordinates and superiors, a fundamental understanding of human behaviour, and the making of effective decisions.

**Module One** defines the term **supervision** and discusses the nature of the supervisor's job. It relates how managers viewed workers during the classical management era and how this view changed in the human relations and human resources eras. The module describes the three skills all supervisors need. Candidates will be able to identify and describe the five functions of supervision.

**Module Two** provides candidates with several definitions of leadership, identifies the qualities of an effective leader. It describes the five basic types of power held by supervisors. Candidates are able to compare and contrast Theory X assumptions and Theory Y assumptions. The leadership styles of supervisors are identified and described; and candidates are exposed to new trends in leadership theory.

**Module Three (A)**'s objective is to provide candidates with information as to what makes a successful supervisor, and what makes line people tick. At the end of the module, candidates will be able to define **communication**; describe the nature and importance of downward, upward, horizontal, and diagonal communication. They will be able to identify communication barriers such as semantics, load, and distortion, and discuss how to deal with them. They will embrace strategies for becoming more effective listeners.

Finally, candidates will be able to describe the four major areas of nonverbal communications and explain how supervisors can become more effective in each area.

**Module Three (B)** looks at the supervisor's role in setting clear standards. Candidates will appreciate the importance of their role as coach, cheerleader and nurturer of champions.

**Module Four** explores how supervisors can create a winning team. Candidates will be able to identify the benefits of team building. They will also be able to describe the decision-making process; explain how the decision-making process is modified by satisfying behaviour; identify the four primary decision-making styles used by supervisors; and examine group decision-making strategies including the use of brainstorming, the Delphi technique, and the nominal grouping technique. Candidates will be able to identify the causes of conflict at the workplace and the steps to resolving them. They will know how to manage interpersonal conflict.

**Module Five** provides candidates with strategies for performing effective performance appraisals. They will know how to measure job performance correctly; identify the five performance grades; and appreciate the value of performance appraisals.

**Module Six** explains motivation in terms of need fulfillment; describes Maslow's needs hierarchy and relates how an organization can satisfy these needs; discusses what employees want from their jobs; examines motivation in terms of expectations; and sets forth motivational strategies in terms of reinforcement, job re-design and goal-setting.

**Module Seven** provides candidates with tips on how to create a positive organizational climate that will make people want to get out of bed in the morning, come to work on time, and do the work right first time. The impact of a supervisor's self-image on employees' self-image is discussed. Empowerment and delegation are given focused attention.

**Module Eight** provides candidates with solid reasons for involving supervisors in the human resources and training function. Selection and orientation are stressed; as well as the benefits of training and the supervisor's role in establishing a training culture at the workplace.


**Module Nine** provides candidates with exposure to the fundamental principles of exceptional customer service; and their role in promoting a service culture at the workplace.

**Module Ten** exposes candidates to strategies for managing stress and time. They will identify the most common causes of stress; understand the consequences of stress; understand the techniques for managing both personal and organizational stress; and investigate techniques of managing time effectively.




## **MODULE ONE: UNDERSTANDING YOUR JOB AS A SUPERVISOR**

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### **What is supervision?**

-  The five foundations of successful supervision

### **An historical overview:**

-  The Classical Management Era
-  The Human Relations Era
-  The Human Resources Era

### **What do supervisors do?**





-  Defining the Supervisor's Key Results Areas
-  Supervisory Skills: Technical, Human Relations, Conceptual
-  Management Functions: Planning, Organizing, Directing, Coordinating, Controlling
-  Supervisory Responsibilities

### **End of Module Assessment**

## **MODULE TWO: UNDERSTANDING YOUR JOB AS A LEADER**

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### **The Qualities of an Effective Leader**

-  Strategic Leadership
-  Inspirational Leadership
-  Performance Leadership
-  Character Leadership

### **The five basic types of Power held by Supervisors**

### **The Leadership Styles of Supervisors**

### **New trends in leadership theory**

### **End of Module Assessment**

## **MODULE THREE (A): THE SUPERVISOR AS MENTOR**

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### **Understanding Self and Others:**

- ✳ Profile of the successful Supervisor
- ✳ Profile of the Line Worker
- ✳ Developing a personal inventory of your strengths

### **Communicating Effectively:**

- ✳ What is Communication?
- ✳ Types of Supervisory Communication
- ✳ Informal Communication
- ✳ Formal Communications Programs and Feedback Mechanisms for Employees
- ✳ Communication Barriers

### **Effective Listening:**

- ✳ The four essential listening tools
- ✳ Hearing versus Listening
- ✳ Types of Listening
- ✳ Listening with Purpose
- ✳ The Benefits of Quality Listening
- ✳ The Supervisor's Tips For Listening

### **Nonverbal Communication:**

- ✳ Appearance
- ✳ Body Language
- ✳ Territorial Space
- ✳ Handshake

### **End of Module Assessment**

## **MODULE THREE (B): THE SUPERVISOR AS MENTOR**

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### **The Supervisor's role in setting clear standards**

### **The Supervisor as Coach, Cheerleader and Nurturer of Champions:**

- ✳ What is coaching?
- ✳ Who is a coach?
- ✳ Who should be coached?

### **The purpose of Coaching**

- ✚ **When should coaching take place?**
- ✚ **The essential characteristics of a coach**
- ✚ **Key principles for interacting during coaching**
- ✚ **End of Module Assessment**

## **MODULE FOUR: THE SUPERVISOR AS FACILITATOR**








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- ✚ **Building Teams:**
  - ✚ Creating a winning team: ways to nurture your team
- ✚ **How a supervisor can improve the esprit de corps in his/her department**
- ✚ **Guaranteeing internal customer satisfaction**
- ✚ **Benefits of team building**
- ✚ **Identifying Problems and Making Decisions:**
  - ✚ Types of Decisions
  - ✚ Conditions for Decision Making
  - ✚ Identifying Problems
  - ✚ How Decisions Are Made
  - ✚ Decision Making Styles
  - ✚ Group Decision Making
- ✚ **Managing Conflict:**
  - ✚ Definition of conflict
  - ✚ Causes of conflict
  - ✚ Defining the conflict
  - ✚ How conflict escalates
  - ✚ Steps to resolving conflicts
  - ✚ Confronting team members in conflict
  - ✚ Managing interpersonal conflict
  - ✚ Common barriers to conflict resolution
- ✚ **End of Module Assessment**

## **MODULE FIVE: THE SUPERVISOR AS MONITOR**

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### **Providing Effective Performance Appraisal:**

-  Definition of Performance Appraisal
-  The Uses of Performance Appraisal
-  Steps in Employee Appraisals
-  Measuring Job Performance Correctly
-  The Five Performance Grades
-  Ground Rules in Employee Appraisal
-  The Value of Performance Appraisals


### **End of Module Assessment**

## **MODULE SIX: THE SUPERVISOR AS MOTIVATOR**

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### **What is Motivation?**

### **What Employees Need:**

-  Maslow
-  Herzberg
-  Vroom

### **Motivational Strategies:**

-  Reinforcement Theory
-  Job Redesign
-  Goal Setting

### **Five irreplaceable foundations for keeping employees motivated**

### **Other ways to keep motivation high**

### **The Supervisor's Tips on Motivation**

### **End of Module Assessment**



# **MODULE SEVEN: THE SUPERVISOR AS CLIMATE BUILDER**

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- ✚ **Creating a great place to work: the importance of attitude**
- ✚ **Tips to help you make each day a positive day**
- ✚ **The impact of a Supervisor's Self-image on the Employee's Self-image**
- ✚ **Typical behaviour of a Supervisor with a Negative Self-image**
- ✚ **The causes of a poor Self-image**
- ✚ **The sources of the Self-image**
- ✚ **Three Methods for Improving Our Self-image**
- ✚ **How do supervisors influence the Self-image of their subordinates?**
- ✚ **Building Peak Performers**
- ✚ **Tips for Providing a Great Workplace**
- ✚ **Creating Significant Emotional Events for Employees**
- ✚ **The Core of an Energized Workforce**
- ✚ **Empowerment:**
  - ✚ What is empowerment?
  - ✚ The Empowerment Model
  - ✚ Steps to Effective Empowerment
  - ✚ How to empower your employees
- ✚ **The Supervisor as Delegator:**
  - ✚ What is delegation?
  - ✚ Why some supervisors are reluctant to delegate
  - ✚ Why some subordinates are resistant to delegation
  - ✚ How to delegate effectively
  - ✚ Benefits of delegating
- ✚ **End of Module Assessment**

## **MODULE EIGHT: SELECTING AND TRAINING EMPLOYEES**

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- ✚ **Human Resources and Operating Department Roles**
- ✚ **Selection Interviews: purposes of the interview; conducting the interview**
- ✚ **Orientation: objectives, benefits, conducting orientation**
- ✚ **Training; benefits, the training cycle**
- ✚ **The supervisor's role in establishing a training culture in the organization**
- ✚ **The supervisor's role in seeking management support for training**
- ✚ **End of Module Assessment**

## **MODULE NINE: THE SUPERVISOR'S ROLE AS A CUSTOMER SERVICE EXPERT**

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- ✚ **The Principles of Good Customer Service Practice**
- ✚ **Understanding Service**
- ✚ **Characteristics of Service**
- ✚ **The Service Pyramid**
- ✚ **The Dimensions of Service Quality**
- ✚ **The Benefits of a Service Culture**
- ✚ **Guidelines for the Market-Driven Supervisor**
- ✚ **End of Module Assessment**

# MODULE TEN: MANAGING STRESS AND TIME

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## (A) MANAGING STRESS:

- ✚ **The physical nature of stress**
- ✚ **Causes of Stress: job-related stress**
- ✚ **Consequences of Stress**
- ✚ **Stress Management Techniques:**
  - ✚ Personal stress management
  - ✚ Organizational stress management
- ✚ **Managing Time:**
  - ✚ How to plan your time
  - ✚ Time wasters and what to do about them
- ✚ **End of Module Assessment**