

# Introduction to Supervision Curriculum

This plan is designed to build the capacity of new supervisors by providing them with the skills they need to address the most common challenges they can expect to face. For a simple guide to reflecting on each training, see our [Tools for Reflecting on Professional Development](#).

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# Building the Foundation for Supervision

## Effective Supervision in Higher Education | On-Demand

[View Training](#) | Supervision is much more than informal meetings and annual performance reviews. This online training examines a supervisory model that can help you develop the capacity of your employees. You will learn:

- Keys to being an effective supervisor
- Questions to use in creating a meaningful supervisory relationship
- Methods for establishing trust
- An effective supervisory structure (when to meet and what to cover)
- How to discuss areas for learning and improvement

## Building Confidence as a New Leader: Overcoming Internal Barriers | On-Demand

[View Training](#) | Join us for a highly interactive, 90-minute virtual training designed to help new higher ed leaders across all levels and functional areas to manage feelings of vulnerability in their positions and also reprogram negative thoughts. Using case studies and participation from the audience, our expert instructor will address:

- Identifying negative self-talk and a lack of leadership confidence: What types of intrapersonal language choices do you find yourself using when you feel unsure in your new role? What behaviors come out in those moments of uncertainty, and how do these behaviors impact your leadership ability?
- Getting to the root of the issue: What situations cause you to feel particularly vulnerable, and how can you identify the root causes? Why are these situations particularly difficult for you, and how can you prepare for them in advance?
- Changing negative habits and building confidence in your leadership ability: How can you take a step back and reframe your understanding of a situation? What strategies can you use to increase confidence in your leadership ability and change your inner dialogue?

# Giving Constructive Feedback

## **The Art and Practice of Giving and Receiving Feedback | On-Demand**

[View Training](#) | In this hour-long webinar, a certified executive coach and leadership development expert Mary McGuinness will provide simple but proven techniques, along with sample language, to help you become more confident and skilled at providing feedback directly.

## **Leaders as Coaches: Improving Employee and Team Performance | On-Demand**

[View Training](#) | When you coach, you don't give answers. Instead, you ask meaningful questions and listen carefully to your supervisees or other team members. You guide them to discover their goals, solve their problems, or get back on track themselves. This leads to increased time savings, job satisfaction, engagement, and professional growth. Use this webcast series to learn about eight essential coaching techniques, which will help you motivate and build trust with your team members.

# Managing Difficult Conversations

## Conflict Management: A Practical Workshop for Leaders | On-Demand

[Register](#) | In this workshop, you will learn strategies to help you manage and resolve various conflicts within your department or institution. You will be introduced to practical tools that address conflict in its earliest stages before it becomes a formal dispute. There is no one-size-fits-all approach to resolving conflicts. That's why our expert instructor will present numerous scenarios and discuss the use of framing, facilitation, and other dispute-resolution tools to help you:

- Improve and sustain a healthy working environment
- Build rapport among colleagues
- Increase faculty and staff morale

## Find the Right Solution for Employee Performance Gaps | On-Demand

[View Training](#) | Join us online and practice Binder's Six Boxes® technique, which will help you diagnose the "most likely" causes for performance issues more reliably. You'll learn how to systematically question and evaluate six factors of organizational effectiveness that, when lacking or misaligned, can cause poor performance. You'll also walk away knowing how to select and prioritize remedies that best match the "most likely" causes so that you can provide the most targeted and practical interventions, no matter whether you're working face-to-face or virtually.

## Managing Difficult Faculty | On-Demand

[View Training](#) | If you are in an academic leadership position, you've encountered challenging faculty who exhibit unprofessional, unproductive, and even destructive behavior. When faculty decline in productivity, stop attending meetings, or criticize their junior colleagues, how can you deal with these inevitable and uncomfortable situations?

In this two-part webcast series, our expert instructor will guide you through a four-stage process for dealing with difficult faculty personalities.

You will learn to:

- Identify and address problematic behaviors early
- Use appropriate strategies for different behavior types
- Learn how and when to escalate your intervention
- Create written agreements that establish conduct expectations and consequences
- Minimize the impact of problematic behavior in your department

# Building Effective Teams

## Fostering Psychological Safety in Your Team | On-Demand

[View Training](#) | In times of confusion or conflict, leaders and supervisors often try to bring teams together by creating a common vision or by clarifying goals and processes. But before these steps can be effective, you need to ensure a high level of psychological safety within your team. Without that foundation, your team will not function as cohesively.

Join us online for this two-part webcast series to learn how to foster a deeper sense of psychological safety within your team.

### *Session 1: What Is Psychological Safety, and Why Is It Important to Teams?*

[View Training](#) | You will learn how to recognize what psychological safety is and how it impacts team performance, learning, satisfaction, and engagement.

### *Session 2: Three Behaviors that Foster Psychological Safety in Teams*

[View Training](#) | You will learn how the following 3 behaviors can foster psychological safety within your team:

1. Establishing Shared Expectations and Meaning
2. Creating Participation that Welcomes All Voices
3. Responding Productively to Foster Learning

## Identify and Actualize Your Team Values to Increase Trust and Engagement | On-Demand

[View Training](#) | Most leaders recognize that team values are important. They enrich collaboration and teamwork and anchor the team during periods of change and uncertainty. But the process of establishing, norming, living, and protecting team values to create meaningful impact isn't always intuitive.

Join us online to learn how to use Meg Wheatley's "Islands of Sanity" model to articulate values and build community and trust within your team. This model says we do our best work when we evoke and rely on our best human qualities. We will give you a template for defining values with your team, and you'll leave with tips for how to embed and bring those values to life within your day-to-day operations and culture.