

# **Leadership & Supervisory Skills**

**Tomorrow's Leaders Today™ - Supervisory Leadership**

**Crucial Conversations®**

**Change Anything®**

**Understanding Yourself and  
Others - Behavior Styles  
(DISC)®**

**Emotional Intelligence 101**

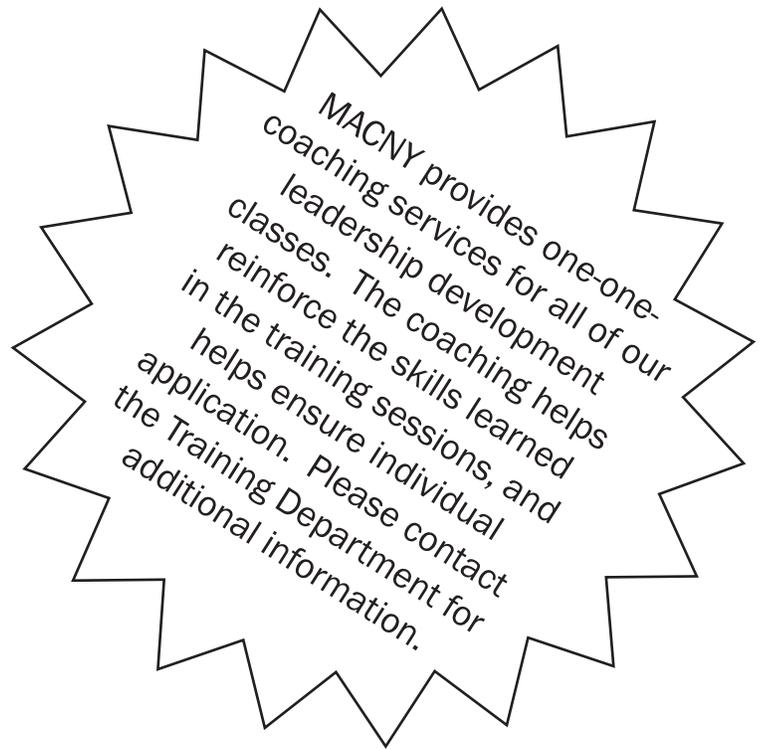
**Training Within Industry -  
(TWI)**

**TWI - Job Instruction**

**TWI - Job Methods**

**TWI - Job Relations**

**TWI - Job Safety**



MACNY provides one-one-coaching services for all of our leadership development classes. The coaching helps reinforce the skills learned in the training sessions, and helps ensure individual application. Please contact the Training Department for additional information.

# Tomorrow's Leaders Today - Supervisory Leadership

## Program Overview

Helping incumbent workers step onto the managerial track need not be intimidating. MACNY makes it easier than ever before with our updated Tomorrow's Leaders Today TM – Supervisory Leadership program. This exciting new format includes updated content, assessments and a one-on-one coaching session with our instructors.

The goal is to motivate supervisors to truly lead and have the passion to improve their departments and operations. This supervisor development program will help your employees become better communicators, exceptional coaches and outstanding leaders. The end result is that your organization improves as your leaders and workforce improves. This will be critical for sustaining your competitive edge.

Our instructors have practical and significant manufacturing experience as leaders within several organizations. They have the ability to motivate the audience and influence change within individuals.

This new format consists of 5, 4-hour sessions at MACNY headquarters. Each participant will complete a self-assessment that will provide a platform for action and the coaching session. The class is designed to facilitate professional development and real results beyond just a training class.

## Topics Covered

### WORLD CLASS LEADERSHIP

- Characteristics – What it looks like
- Critical Principles for success
- Managing to Leading

### CHANGE LEADERSHIP

- Lead during a time of change
- Influencing others
- Proactive approach to the Fear of Change

### DEALING WITH RESISTANCE

- Types of Resistance (Cognitive, Ideological, Psychological, Power-Driven)
- Leadership Tools for Resistance
- Negotiation Skills

### DiSC COMMUNICATION STYLES ASSESSMENT – UNDERSTANDING YOURSELF AND

### OTHERS

- The Disc Communication Styles Assessment Instrument will be used as a foundation for improving your effectiveness as leaders. Participants are challenged to understand their styles and adapt them to workplace situations as required.

### SETTING GOALS AND PLANNING ACTIONS

- Obstacles to setting goals
- Steps to creating effective goals
- Creating a vision
- SMART goals

### MOTIVATION – LEADING BY EARNING FOLLOWERS

- Define motivation and compare to historical perspective
- Maintenance vs. true motivating factors
- Positive reinforcement
- Meaningful recognition
- Demotivators

### DELEGATING: SUCCEEDING THROUGH OTHERS

- Operating vs. managing tasks
- Avoid mistakes in delegation
- Deciding what to delegate
- Planning and presenting delegation

### COMMUNICATION – SPEAKING AND LISTENING

- Speaking clearly
- Listening for understanding
- Open communication

### COACHING – IMPROVING PERFORMANCE

- Why we can fail as coaches
- Attitude
- Prepare to have coaching discussions
- Coaching discussion model
- Corrective action feedback

### TEAM BUILDING – TEAMWORK

- Team purpose and vision
- Guidelines for interaction and communication

### CONFLICT MANAGEMENT

- Defining conflict and misconceptions
- Three stages of conflict
- Tips for handling positively
- Conflict resolution process

**Duration:** Five 4-hour classes

**Location:** MACNY Headquarters

**Cost:** \$750 per MACNY member / \$950 per non-MACNY member / \$675 per Individual Member

**Facilitator:** David Freund

# Crucial Conversations®

## Program Overview:

### What is a Crucial Conversation?

A crucial conversation is a discussion between two or more people where stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—cause teams and organizations to get less-than-desirable results.

### Crucial Conversations Training

Drawing on 30 years of research, this award-winning training teaches you how to achieve spirited dialogue at all levels in your organization; you'll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. This training experience introduces a set of tools that builds alignment, agreement, and interpersonal communication.

Tools for Talking When Stakes are High - Discover how Crucial Conversations Training will drive change for good throughout your organization, enabling you to:

- Resolve disagreements—accurately address concerns by talking respectfully, candidly and skillfully with someone in a safe way.
- Build acceptance rather than resistance—give and receive feedback in a way that enhances relationships and improves results.
- Speak persuasively, not abrasively—effectively talk about high-stake, emotional and controversial topics.
- Foster teamwork—get the right people involved in a way that ensures better decision-making and guarantees commitment and conviction.

### **Who Needs Crucial Conversations Training?**

Does your organization suffer from taboo topics, deference, disagreement, analysis paralysis, information hoarding, office politics, or alienation? Do you work with others who are hard to get along with, drag their feet, avoid tough issues, advocate their position excessively, respond poorly to pressure, easily become emotional, or run away when disagreements arise? Then you, your team, or your organization needs Crucial Conversations Training.

**Who should attend:** Managers and Supervisors

### **Testimonials**

*"...Crucial Conversations is one of those critical human relations skills which will help make you more productive and effective at work, at home, and in the community. It should be required learning for everyone."* - Tom Kinsella

*"Steve made the class both interesting and engaging. Helped in my ability to engage in those crucial conversations."*

**Duration:** Two 7-hour classes

**Location:** MACNY Headquarters

**Cost:** \$995/MACNY member; \$1,295/non-member; \$895.50/Individual Member

**Facilitator:** John Lawyer

# Change Anything®

## Program Overview:

- Does it seem like you give the same performance feedback to individuals year after year with no improvement?
- Are your employees unable to translate performance feedback into action?
- Are your employees stuck in career-limiting habits that prevent them from performing at their full potential?
- Do you have wellness initiatives that need more consistent measurement or support?

Developed by the creators of the New York Times bestseller, Crucial Conversations®, Change Anything Training is a breakthrough application of powerful social science skills to equip everyone with the ability to succeed at self-directed change. Change Anything skills help employees and leaders take charge of their own change in ways that lead to greater engagement, performance, health and personal happiness.

Participants will leave with the skills and support to become substantially more effective at:

- Performance Management
- Corporate Wellness
- Change Management
- Participants will learn how to:
- Diagnose what's keeping them stuck in the status quo
- Create change plans that lead to desirable and lasting results
- Translate performance feedback into action
- Use six sources of influence to make individual change inevitable

### **Who should attend:**

- Executives desiring employees to engage in "self-directed" change
- Leaders:
  - \* of Corporate Wellness initiatives
  - \* tasked with upgrading an organization's performance management practices
- Managers who are expected to coach and develop employees
- High-potential employees who will benefit from understanding how to influence human behavior

**Duration:** One 7-hour class

**Location:** MACNY Headquarters

**Cost:** \$595/MACNY member; \$795/non-member; \$535.50/Individual Member

**Facilitator:** David Freund

# Understanding Yourself & Others Behavior Styles (DISC)<sup>®</sup>

## Program Overview:

This training program utilizes the DISC<sup>™</sup> Profile tool to help participants understand their behavioral tendencies better, and participants will become more aware of the people they interact with daily. The program provides participants insight into their behavioral characteristics, communication style, and behavioral adaptations to their work environment.

The class will provide a comprehensive behavioral styles report through TTI Success Insights<sup>®</sup>. The report will provide a personalized behavioral overview for each participant, and it will be a platform for implementing improvement plans that will help the participant and their organization become more successful.

## Topics Covered:

- Improve communication
- Improve teamwork and relationships
- Build trust and enhance your credibility
- Achieve greater productivity for your team

**Duration:** One 4-hour class

**Location:** MACNY Headquarters

**Cost:** \$250/MACNY member; \$450/non-member; \$225/Individual Member

**Facilitator:** David Freund

# Emotional Intelligence 101

## Program Overview:

MACNY is partnering with Productivity Leadership Systems (PLS) to provide Emotional Intelligence 101 training. Your organization has the unique opportunity to have access to training that is recognized internationally, and you will save significantly due to our ability to provide this training regionally.

Daniel Goleman, a leader in Emotional Intelligence research and author of Emotional Intelligence and other well-known books, defines Emotional Intelligence as “recognizing our own feelings and those of others, motivating ourselves, managing emotions well in ourselves and in our relationships.”

Emotional Intelligence is synergistic with IQ. Top performers have both. Research shows that your best chances of successfully managing your current opportunities and challenges are by maximizing your ability to effectively utilize these leadership characteristics: self-awareness and accurate self-assessment, initiative, sound-decision-making, empathy, communication, influence, adaptability and self-management – all of which are not technical management skills, but emotional intelligence management competencies.

## Topics Covered / Expected Outcomes:

At this level, leaders obtain an overall understanding of:

- The link between emotional intelligence and leadership effectiveness
- The emotional intelligence leadership competency framework
- How emotions can influence thoughts, behavior, goals, decision-making and work / personal relationships
- Experience select leadership practices to enhance emotional intelligence
- How the Emotional and Social Competency Inventory (ESCI) 360° Feedback Assessment, when delivered and debriefed by a Certified Professional, can kick start a leadership transformation in emotional intelligence

## Who should attend:

- Leaders who want to apply emotional intelligence to enhance their ability to form trusting relationships and create a productive workplace
- Individuals with no positional power who want to improve their influencing abilities
- Emergent leaders who want to accelerate their personal and professional growth

## Testimonials:

*“Emotional Intelligence is a very insightful class. Helps you think about others and yourself. Everyone can learn EI and improve themselves throughout their life.” Lisa M. Lewis, Dresser-Rand*

*“The facilitator created a comfortable learning environment for the participants and was very knowledgeable of the topic. I am really happy I had the opportunity to complete this workshop.” Michelle Cooper, Oneida Nations Enterprises*

**Duration:** One 4-hour class

**Location:** MACNY Headquarters

**Cost:** \$295/MACNY member; \$350/non-member; \$265.50/Individual Member

**Facilitator:** Cindy Masingill

# Training Within Industry

## The Link to Lean Manufacturing and Kaizen

- Do you know what it takes to transfer Lean Manufacturing training into improvements on the shop floor?
- Do your supervisors spend most of their time problem solving and expediting as opposed to improving the process and reducing cycle times?
- Would you like to decrease the time needed to train new hires while improving the quality of products produced during training?



TWI uses a common sense, learn-by-doing approach that teaches the essential skills needed by all people to manage the work of others, regardless of the industry: *Skill in Instruction*, *Skill in Improving Method*, and *Skill in Leading*.

The three programs are structured in the same way and are delivered in five, 2-hour daily sessions in the same week to a class of eight to ten participants. The trainer presents a real-world problem in each first session that everyone can relate to showing the poor ways such problems are typically handled in the workplace. The TWI 4-Step Method is then introduced to show the proper way to gain more effective results.

Participants spend the next four sessions practicing how to apply the TWI methodology. Each person brings in a current day job or problem from their workplace and uses the 4-step approach to solve their problem with the support of the class. With research showing that students can learn no more than seven things at a time, TWI's 4-step process maximizes learning and provides benefits to the bottom line quickly.

# Training Within Industry: Job Instruction

## Program Overview:

**Skill in Instructing** - In the first session of Job Instruction, the trainer presents an example that everyone can easily relate to and shows the problems with instructing by telling alone and again by showing alone. The TWI "4-Step Method," is introduced to show how supervisors can use a sure and reliable method to instruct that will gain better results. The second session focuses on how to prepare to train, by highlighting the job breakdown. The third session opens with teaching the training matrix which helps the supervisor know who to train for what job and when to train them. The remaining course time is given to participant presentation of actual job instruction. Participants complete the instruction by applying the TWI 4-Step Method. Unlike any other training, the TWI "learn by doing" methodology requires participants to put what they learned in class immediately to use in the workplace

## Topics Covered:

- How to effectively prepare to train using the 4-Step Method
- How to train workers so that they can have less scrap, rejects and rework, have fewer accidents and have less tool and equipment damage
- The 4-Step Method of preparing the worker, presenting the operation, try-out performance and follow up
- How to determine who to train for what job by what date

## Results:

- Shorter training time
- Standard process for training employees
- Less scrap
- Higher quality
- Less machine downtime and tool damage

**Who Should Attend:** Production or Office Supervisors, Quality Engineers and Technicians, Manufacturing Engineers, anyone who directs the work of others.

**Duration:** Five 2-hour classes

**Location:** CNY TDO; Liverpool, NY

**Cost:** \$600 per person; MACNY members receive two free follow-up visits

**Facilitator:** CNY TDO

# Training Within Industry: Job Methods

## Program Overview:

Skill in Improving - In the first session of Job Methods, the trainer demonstrates a manufacturing procedure that everyone can easily relate to and shows the poor methods the procedure uses. The instructor then goes through the TWI "4-Step Method" and shows how the supervisor actually improved the method with the assistance of the operator. The remaining sessions is given to participant presentation of actual tasks to be improved by applying the TWI 4-Step Method. Unlike any other training, the TWI "learn by doing" methodology requires participants to put what they learned in class immediately to use in the workplace.

## Topics Covered:

- How to make the best use of materials, machines, and manpower now available.
- How to break a job down into its simplest details
- How to apply the 4 W's and 1 H
- Determine when to eliminate, combine, rearrange or simplify a detail
- The importance of writing and selling an improvement proposal

## Results:

- A logical method to analyze and improve existing methods
- Actual improvements that can be implemented
- Standard proven method to teach employees

**Who Should Attend:** Production or Office Supervisors, Quality Engineers and Technicians, Manufacturing Engineers, anyone who directs the work of others

**Duration:** Monday 2.5-hour class, Tuesday - Friday 2-hour classes

**Location:** CNY TDO; Liverpool, NY

**Cost:** \$600 per person; MACNY members receive two free follow-up visits

**Facilitator:** CNY TDO

# Training Within Industry: Job Relations

## Program Overview:

Skill in Leading - In the first session of Job Relations, the trainer presents a real-world problem that everyone can easily relate to and shows the poor ways in which these problems are usually handled in the workplace. The TWI "4-Step Method," is introduced to show how supervisors can handle such problems more effectively in order to gain better results. The first two sessions focus on learning the methods. The remaining course time is given to participant presentation of actual and current problems participants handle by applying the TWI 4-Step Method. Unlike other training, the TWI "learn by doing" methodology requires participants to put what they learned in class immediately to use in the workplace.

## Topics Covered:

- How to build positive relationships between employees
- How to effectively resolve conflicts
- The foundation for good relations
- How to gather and weigh facts before taking action
- How to check results for evaluation

## Results:

- Increased cooperation and motivation of employees
- Less conflict
- Higher level of team work
- Prevention of problems growing
- Improved attendance
- Improved morale

**Who Should Attend:** Human Resource Professionals, Team Leaders, Supervisors or anyone that facilitates meetings

**Duration:** Five 2-hour classes

**Location:** CNY TDO; Liverpool, NY

**Cost:** \$600 per person; MACNY members receive two free follow-up visits

**Facilitator:** CNY TDO

# Training Within Industry: Job Safety

## Program Overview:

Skill in Accident Prevention - Safety is seen as a critical factor for every supervisor. In that sense, safety is not something every supervisor needs, but rather a vital element of everything they do. In the first session of Job Safety, the trainer presents several examples of real-world problems that everyone can easily relate to. The TWI "4-Step Method," is introduced to show how supervisors can prevent accidents from happening and not to resolve the aftermath. The key line of JS is, "ACCIDENTS ARE CAUSED, BREAK THE CHAIN."

Sessions two through four are practice of the 4-Step Method using more examples and participant demonstrations to "map out" the problems on the board for analysis. In session five, the group goes to the actual worksites of two of the trainees and practices filling out a safety inspection form. This course focuses heavily on putting safety at the center of the supervisor's role. Unlike other training, the TWI "learn by doing" methodology requires participants to put what they learned in class immediately to use in the workplace. Facilitator: Central New York TDO

**Who Should Attend:** Human Resource Professionals, Team Leaders, Supervisors or anyone that facilitates meetings

**Duration:** Five 2-hour classes

**Location:** CNY TDO; Liverpool, NY

**Cost:** \$600 per person; MACNY members receive two free follow-up visits

**Facilitator:** CNY TDO

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of our classes, please visit our  
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[www.macny.org/calendar.aspx](http://www.macny.org/calendar.aspx)*

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