

ESTEEM Program – Education in Supervision, Team Resourcing and Engaging Employees at McMaster (Pilot)

This program is a specialized offering for members of the CAW Local 555, Unit 1 Employee Group who have completed their probationary period, and who supervise the work of other staff or external contractors, and manage advanced projects.

**Those who do not supervise people and advanced projects in their role should consider taking the DREAM Program also offered in Spring 2012 instead of this program. Please see your Supervisor to discuss which program is most appropriate. You may only register to attend one of the two programs during this initial pilot opportunity.*

Format

35 contact hours

5 days in-class (9am-4pm); online & pre-session work (5 hours) **snacks & lunch provided for in-class sessions*

Credential

A McMaster Certificate of Completion is awarded to participants who attend all sessions and complete all pre-work and in-class requirements.

Program Design

The core competencies provide the guiding framework or underlying philosophy for the program. The cohort learning model of mixed participants (various roles, grades, departments) will allow participants to simultaneously learn about and apply concepts of sharing, team building and exploring within their learning groups that they may then utilize within their individual roles and work areas.

CORE COMPETENCIES	SKILLS
McMaster Cross-functional Resources Identifying & connecting with resources within the University Coordinating and Communicating with Teams McMaster Paths of Opportunity Success stories, looking ahead, making group & individual connections for future growth at McMaster	Identifying Problems & Sourcing Solutions Strategic Decision Making Setting Goals & Objectives Delegating Responsibility Coaching & Feedback Planning & Leading Meetings

Learning Transfer Plans

Learning Participants will develop a *Learning Transfer Plan* in consultation with their Managers and with ongoing support from the facilitator. The plan will look at initial objectives for the training, opportunities to apply learning in their roles and identifiable areas for support. By involving Managers, it is hoped that CAW Participants will be supported to apply their learning on the job, and be recognized for their commitment to learning & development.

Personal Plans

Participants will also create a *Personal Plan* to identify lessons that resonate in the present, point to future interests, and help to plot an individual development path within the University.

DAILY AGENDA:

*Participants' supervisors will receive communications throughout the program detailing the content that was covered, any "bright ideas" that the group consents to share, and suggested ways learning can be immediately applied to gain experience/solidify learning.

This program includes guest speakers who work at McMaster and are in supervisory or leadership roles with a "story" to share.

DAY ONE: February 28, 2012 (9am-4pm), DTC 2nd Floor

"Connecting with Others: Emotions First and Then Reason"

Develop a model for understanding how to connect with others so you may effectively lead and manage personalities associated with your projects; and begin to identify and apply your individual strengths through a lens of positivity. Work with practical and transferable tools to build a commitment to supervising people and projects with positivity and quality decision making; and develop the roadmap for your continued learning (during this program and beyond).

Learning Objectives:

- "See" people around you more clearly: how others process and react to the ways in which information is delivered and shared.
- Identify your own work-style preferences, and develop tools to manage the work of others associated with the projects you lead.
- Leverage strengths and preferences to develop your positive intelligence, and optimize your success with projects.
- Understand group and individual thinking styles as they relate to decision making.
- Explore the "progress principle" in managing people and projects.
- Develop an intention to "go somewhere" in your current role and in your long-term career at McMaster.
- Design a Learning Transfer Plan & Individual Plan to use in this program.

DAY TWO: March 6, 2012 (9am-4pm), DTC 2nd Floor

“Change Up Your Brainstorming and Project Planning, and Measure Your Results”

This session focuses on the essential skills to effectively lead a project; to assess the results; and to make thoughtful and informed changes to the plan – a sharing of practical and transferrable tools that can make an immediate difference within your role, with an eye also to future application.

Learning objectives:

- Develop your foundation for creative problem-solving (diverging and converging skills – using what we learn from Kolb)
- Understand how to minimize group think while improving the quality of ideas for resolving a problem.
- Know when to ask for help versus when to run on your own with an issue.
- Practice new techniques for brainstorming and planning.
- How to plan – outcome based planning to meet the needs of the “customer” (your dept., students etc.)
- How to institute results-oriented checks to ensure your plan is effective.
- How to act - initiating problem solving to address deviation in the success of your plan.

DAY THREE: March 20, 2012 (9am-4pm), DTC 2nd Floor

“Walk this Way, Please: Meeting and Communicating with Stakeholders”

What is your message, and how will you get buy-in and participation from all those that influence the success of your projects? Learn to communicate positively and effectively with stakeholders, inside and outside of complicated reporting structures, and adapt your speaking styles depending on the audience and the situation. Learn how to meet effectively with the right people, at the right time and with effective messaging to support your project agenda.

Learning objectives:

- Establishing clear directions to stakeholders.
- Understanding when and how to change communication styles as a project lead.
- Techniques for managing project participation and staying on track.
- Negotiating tricky working relationships.

- Planning and leading effective meetings - who to invite, how to approach an agenda, how to deliver the message

DAY FOUR: March 27, 2012 (9am-4pm), DTC 2nd Floor

“Mindful Delegation, Coaching & Feedback”

This highly interactive session will help you to develop a mindful approach to those you supervise in your role. You will understand when and why it is important to let go of tasks and to delegate them, and how to do this effectively. And you will also add valuable coaching and feedback “speak” skills to your toolkit.

Learning objectives:

- Understand the value of delegation
- Develop strategies for delegating effectively
- Apply the critical skills necessary for a coaching conversation - self-awareness; empathy; collaborative communication
- Learn the steps for building coaching relationships
- Adopt the key principles in delivering feedback
- Learn the approach for delivering feedback - including difficult messages

DAY FIVE: April 10, 2012 (9am-4pm), DTC 2nd Floor

“Sticky Ideas that Stay the Course: Putting it all into Action”

This is a very important session that focusses on a few final “tricks” for your supervisory/project work, and pulls the “sticky” ideas together so you know how you intend to apply them when you leave. Where will your talent take you at McMaster? And how will you get there?

Objectives:

- Connect the dots with what you have learned about projects and people.
- Test your progress – what have you learned? And where are you going?
- Develop a plan to immediately apply what you have learned in your role.