



# FIRSTLINE SUPERVISION

## A SUPERVISORY/MANAGEMENT PROGRAM OF MINNESOTA MUNICIPAL UTILITIES ASSOCIATION

**MMUA** continues to provide **FirstLine Supervision**, a performance-proven program designed around a solid core of interpersonal skills to provide the first line supervisor with leadership skills needed in today's competitive market. Modules, unique to municipal utilities, have been developed and blended with selected modules from Achieve Global Leadership programs to present a supervision program for MMUA members.

### A NEW APPROACH

Today's first line supervisors and managers experience increasing demands for higher performance. At the same time, they must master complex new rules that require collaboration, innovation, and quick solutions to sudden changes. Firstline Supervision gives managers, supervisors, team leaders, and individual contributors the basic understanding and skills they need to interact with others in organizations where employee involvement is increasing.

This program includes the basics, yet goes beyond the traditional supervisory-management program. The format uses behavior modeling, which stresses realistic examples, discussion, practice, feedback and planning, with emphasis on the practice. It stresses working with people.

### MANAGEMENT SUPPORT IMPORTANT

Management support for program participants is critical. Staff from Central Lakes College is available upon request to meet or consult with the participant's supervisor to coordinate skills developed by training with the on-the-job skill opportunities. Cooperation between the employer, the employee and the training institution ensures maximum results. Supervisors receive a description of the expected skill development plus a ready reference to the skills learned after the training session.

### EVERYONE WINS

The payoffs are enormous for a supervisor who masters the skills in Firstline Supervision.

**For the supervisor**, it includes the satisfaction of being involved in building stronger people, stronger teams, and stronger systems, all of which are needed in these challenging times. There is also the knowledge that they are making a major contribution to the organization while also growing both personally and professionally.

**For employees** who work for such a supervisor, the payoffs include being associated with a leader who is a builder. It means having greater opportunity to make a worthwhile contribution and to have pride in their work. It means developing in skills and confidence as a part of a winning team.

**For the organization**, the chance to build increasing strength in its people, its services and its systems has great payback over the long term. It means meeting strategic objectives that can help ensure economic survival.

### *Minnesota Municipal Utilities Association*

3025 Harbor Lane North, Suite 400  
Plymouth, MN 55447

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# FirstLine Supervision

## **PRESENTATION AND MATERIALS**

Class size is limited to provide maximum opportunity for participants to benefit from the instructor-led multi-media activities. Each participant receives a binder containing workbooks for each skill unit, including observation and planning forms.

## **THE PROGRAM**

The program includes seventeen (17) individual modules designed to be completed by attending four consecutive three-day sessions (1 full day + 2 half days). These sessions are offered twice each year over a two-year period. Because the modules need not be taken in sequence, a participant may stop or miss a session if an emergency prevents regular attendance, and re-enter when space in the program is available.

The first module, Building Trust Under Pressure: The Basic Principles is a pre-requisite for all other modules. Subsequent modules may be taken in any sequence. This is scheduled prior to each session to allow new participants to begin the program at any semi-annual session on a space available basis.

## **Achieve Global Modules**

Fourteen modules, selected from Achieve Global Leadership programs, provide the central theme:

### CORE INTERPERSONAL SKILL UNITS

- Building Trust Under Pressure: The Basic Principles
- Providing Constructive Feedback
- Understanding Yourself and Others
- Speaking to Influence Others
- Addressing Emotions at Work
- Giving Recognition
- Listening in a Hectic World

### PERFORMANCE APPLICATION UNITS

- Identifying Work Priorities and Setting Expectations
- Delegating for Shared Success
- Correcting Performance Problems
- Resolving Conflict
- Activating Change
- Generations in the Workplace: Leveraging Age Diversity
- The Hallmarks of Supervisory Success

## **Unique Municipal Utility Modules**

Three topics have been developed with special application to municipal utility operations:

### SPECIAL MUNICIPAL UTILITY UNITS

- Finance for Municipal Utilities
- Customer Relations
- Personnel Relations/Employment Law

The Minnesota Municipal Utilities Association, under contract with the Custom Training Services of the Central Lakes College, has developed this program for employees of their member utilities only. All inquiries pertaining to registration, program and records should be directed to MMUA, 3025 Harbor Lane North, Suite 400, Plymouth, MN 55447-5142; phone 763-746-0707.

Registration fees are payable to MMUA. Registration fees include tuition, program materials (ring binder and workbooks) and refreshment breaks. Participant lodging and meals are not included.

## **COST AND COMMITMENT**

The total investment for development of the supervisor/manager includes releasing the employee for eight and one-half days of training over a two-year period, cost of travel and lodging with meals, plus registration fees. Maximum benefit to the utility will be realized with the interest and support of the participant's supervisor.

# FirstLine Supervision

## SESSION 4

October 7 - 9, 2015 — Central Lakes College, Brainerd, MN

October 21 - 23, 2015 — MMUA Office, Plymouth, MN

November 18 - 20, 2015 — MMUA Office, Plymouth, MN

## Program Agenda

### **WEDNESDAY, October 7, October 21 or November 18**

**7:45 AM — Registration (for NEW students only)**

**8:00 AM — Building Trust Under Pressure: The Basic Principles (for NEW students only)**

New challenges are constantly placing pressure on today's leaders whether they have formal positions or are the "go to" person. Now more than ever, everyone in the organization needs a deep understanding of leadership principles and help in tailoring those principles to their own work realities.

### **WEDNESDAY, October 7, October 21 or November 18 (Returning students start here)**

**1:00 PM — Listening in a Hectic World**

Good listening skills grow in importance as it becomes less clear what information will be critical in the rapidly changing global market. This unit promotes a heightened awareness of how important listening can be and models a variety of verbal and non verbal techniques to enhance listening skills. Participants learn to look for opportunities to listen, make the most of those opportunities, and find ways to apply what they learn.

### **THURSDAY, October 8, October 22 or November 19**

**8:00 AM — Activating Change**

Change is, and will continue to be, a constant in today's organizations. The effective first line leader uses change to make things better, gets people involved in changes, and leads them through change by personal example. The Key Actions and planning questions in this unit build the skills supervisors need to gain commitment to a change within the group they lead, as well as get positive participation from others in the organization that may be affected by the change.

**1:00 PM — Personnel Relations**

This session examines the content and intent of an employee handbook, labor relations, safety and employee benefit programs. An understanding and appreciation of these personnel matters provide the basis for support when explaining them to subordinates. An instrument used in this module by participants coordinates the supervisor's role with strengths identified in Personal Relations.

### **FRIDAY, October 9, October 23 or November 20**

**8:00 AM — Resolving Conflict with Your Peers**

Changes in the workplace are placing new emphasis on the importance of effective collaboration. Organizations are expecting employees at all levels to work together, often across functions, to make decisions that were formerly the exclusive responsibility of management. This type of collaboration can bring out new potentials for conflict, thus creating a need for employees at every level of an organization to have the skills to deal successfully with conflict. This unit gives participants the skills they need to turn conflicts into opportunities to achieve positive, productive results.

## THE INSTRUCTOR

**Eloise Thorson** is a graduate of the University of Minnesota with a B.S. in Foods and Business and an MA in Organizational Leadership from the University of St. Catherine. She has twenty some years experience training in industry for the Central Lakes College. Her training experience has been with personnel in government agencies, healthcare facilities, manufacturing and service organizations.

## WHO SHOULD ATTEND

- A lead person whether they are a lineworker dealing with several people, or an administrative secretary, managing office procedures and policies.
- This program is ideal for the newly promoted manager or supervisor. Supervising people that were once your friend and counterpart on the job will require a whole new set of skills and solid leadership training!
- The experienced manager or supervisor. They need training just as much as the new manager or supervisor! Often times they never had any previous training and can use new insights and perspectives on the essentials of leadership skills.

## PROGRAM COST

The program fee of \$585 member/\$735 non-member provides instruction, refreshment breaks, and participant supplies, including binder and workbooks. There is a \$25 per person cancellation fee.

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### Session 4

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### Registration Form

Check here if first-time student.

Name \_\_\_\_\_ Utility \_\_\_\_\_

Address \_\_\_\_\_ City/State \_\_\_\_\_ Zip \_\_\_\_\_

Email Address \_\_\_\_\_

Name of Participant's Supervisor \_\_\_\_\_

Participant's Job Title \_\_\_\_\_

Years of Supervisory Experience (if any) \_\_\_\_\_ Number of Persons Supervised (if any) \_\_\_\_\_

Indicate which session you plan to attend: \_\_\_\_\_ **October 7 - 9, 2015 (Brainerd)**  
\_\_\_\_\_ **October 21 - 23, 2015 (Plymouth)**  
\_\_\_\_\_ **November 18 - 20, 2015 (Plymouth)**

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Phone: 763-746-0707  
Mail: Minnesota Municipal Utilities Association  
3025 Harbor Lane North, Suite 400  
Plymouth, MN 55447-5142

#### Registration Deadlines

Sept. 23 for Brainerd session  
Oct. 7 for 1st Plymouth session  
Nov. 4 for 2nd Plymouth session