Course Syllabus
Advanced Supervisor Development

Course Code	CEUs
12-100	1.2 CEUs

Course Introduction

This advanced course is designed for foundry supervisors with prior supervisory training or experience who are ready to develop the judgment needed when the answer isn't obvious. Participants will hone their leadership approach, manage performance with clear expectations and documentation, work through conflict and difficult conversations, make fair and consistent hiring and development decisions, recognize employment-risk situations, lead change they did not choose, and connect everyday supervisory decisions to their foundry's financial performance. The course concludes with a personal action plan for continued growth.

Benefits to Taking the Course

Benefits include practical tools supervisors can use on the floor right away. Participants practice the most important conversations: coaching, correcting, mediating, and communicating change. They will build the judgment to know when to act, when to involve Human Resources, and how to document what happened. They will read a profit and loss statement, build a department budget, and explain variances, so they can speak the language of business in terms that leadership understands.

Learning Outcomes

After completing this program, participants should be able to:

1. Apply advanced supervisory practices that support safety, quality, productivity, and employee engagement.
2. Use coaching and feedback techniques to address performance issues before they become larger problems.
3. Conduct difficult conversations in a respectful, factual, and results-focused manner.
4. Apply consistent supervisory practices to hiring, onboarding, retention, and employee development.
5. Identify employment-risk situations and describe the appropriate response according to company policy and escalation procedures.
6. Document workplace issues using clear, timely, factual, and objective language.
7. Communicate change to employees by explaining expectations, listening to concerns, and following up consistently.
8. Connect department decisions to cost, delivery, quality, scrap, rework, overtime, and overall foundry performance.
9. Build a personal action plan for continued growth as an established foundry supervisor.

Lesson Outline

- Introduction: Welcome, Course Expectations, and Participant Goals
- Module 1: From New Supervisor to Established Leader
  - Where You Stand Today
  - Adapting Your Leadership Approach
  - Influence, Credibility, and Servant Leadership
  - Emotional Intelligence and Communication Styles
  - Traps for Experienced Supervisors
  - Coaching Small Issues Early
- Module 2: Performance Management in Depth
  - Goals and Measurable Expectations
  - Coaching Versus Correcting

    - Documentation That Holds Up
    - Progressive Discipline and Improvement Plans
    - The Solid-but-Not-Strong Performer
    - Feedback Beyond the Annual Review
- Module 3: Conflict and Difficult Conversations
    - Sources of Workplace Conflict
    - When to Intervene
    - Preparing for a Difficult Conversation
    - Mediating Between Employees
    - De-Escalation and Pushback
    - Repairing Trust
- Module 4: Hiring, Retention, and Developing Talent
    - Defining the Job and Screening Fairly
    - Structured Interviewing
    - Questions You Cannot Ask
    - Onboarding the First 90 Days
    - Development Plans and Stretch Assignments
    - Stay Interviews and Succession
- Module 5: Advanced Employment Issues and Risk
    - Accommodation Requests
    - Leave Basics
    - Wage-and-Hour Traps
    - Harassment Complaints
    - Investigations and Retaliation
    - Remote and Hybrid Supervision
- Module 6: Leading Change
    - Change Is the Job Now
    - Understanding the Why
    - Communicating Change You Didn't Choose
    - Managing Resistance
    - Protecting Morale
    - Managing Up and Across
- Module 7: Business Acumen for Supervisors
    - Measures You Influence
    - Key Business Terms
    - Reading a Profit and Loss Statement
    - Building a Department Budget
    - Explaining Variances
    - Making the Business Case
- Course Wrap-Up: Review and Personal Action Plan

Instructional Methods

- Mini-lectures
- Class discussion
- Group and individual activities
- Role-playing
- Case study discussion and question-and-answer sessions

Assessment Methods

No formal assessment will take place in this course; however, attendees will participate in informal activities, such as group activities, role plays, case study discussions, and Q&A sessions with the facilitator, to verify that learning outcomes are being met. Assessment of successful achievement of learning outcomes will be included throughout the course to meet the ANSI/IACET 1-2013 standard for continuing education programs and for CEUs to be awarded.

Course Prerequisites

None. This course is designed for supervisors who have completed foundational supervision training, such as Introduction to Supervisor Development, or who have equivalent experience leading employees.

Attendee Requirements to Earn CEUs

1. Present at least 10.8 of the total 12 hours of direct instructional time, which does not include meals or breaks.
2. Active participation (can include asking questions, communicating with other attendees during group activities, providing responses during class or group discussions).
3. Successful achievement of learning outcomes.

Who Should Attend?

- Experienced front-line supervisors and team leads
- Supervisors who have completed foundational supervision training
- Shift and department leaders taking on broader responsibility
- Managers who develop and support front-line supervisors