

Supervisory Skills for Success

An introductory session to the New Teleseminar Series
Ruby's Survival Guide for Managers



Enter Ruby's "Crystal Clear" Contest

Count how many times Ruby says "Crystal Clear" in this entire one-hour recording of this teleseminar and then submit your answer on the Feedback form on the last page of this handout to be eligible for a Significant Prize valued at over

\$1500 in services and product from RubySpeaks, Inc.

Every person who gives Ruby the correct number will be a winner.

presented by

Ruby Newell-Legner, CSP

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MEMBER
NSATM
NATIONAL SPEAKERS ASSOCIATION



Ruby Newell-Legner, CSP

Certified Speaking Professional • Trainer • Author

Making Customer Satisfaction Everybody's Business

Whether you are building a new team, or looking to rejuvenate your existing staff ... Ruby can help. She is considered the preeminent Customer Satisfaction Specialist for the Leisure World today. An industry icon in international arenas, her powerful trainings will leave your employees ready, willing and able to go that extra mile to leave your customers wanting more. Her expertise comes from over 20 years as a teacher, coach, and facility manager.

Since 1996, Ruby Newell-Legner has been the behind-the-scenes force fueling the dynamic advances in customer satisfaction trainings that turn everyday customers into raving fans. Serious organizations know that a loyal and devoted customer base provides the foundation that allows their organization to grow exponentially. Ruby has made it possible for hundreds of businesses in 7 countries to have professionally-trained service staff without paying the high salaries that it would take to hire such expertise.

As an award-winning, international speaker, Ruby works with organizations to build better relationships: from front-line employees to customers, from co-worker to co-worker, and from supervisors to the employees they supervise. She helps participants refine skills that make relationships work. She's recognized as a Certified Speaking Professional (CSP), a coveted designation awarded by the National Speakers Association to less than 400 speakers in the world. She helps clients like The Guest relations staff for Heinz Field, Ralph Wilson Stadium, Melon Arena, RCA Dome, Allen County War Memorial Coliseum, Holiday World, the United States Armed Forces and municipalities on five continents build rewarding relationships.

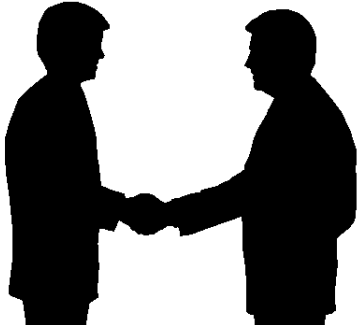
Her programs include:

- Secrets to Keeping Our Customers Happy! (Great for training seasonal staff)
- Supervisory Skills for Success
- How to Attract and Select Great Employees
- How to Develop an Effective Employee Training Program
- Encouraging Staff Development: The Performance Appraisal Process
- How to Run a Successful Meeting
- Closing the Generation Gap: Understanding the different Generations
- How to Create and Deliver Powerful Presentations
- Understanding and Dealing with Change
- How to Work Effectively with Your Boss
- How to Have a Successful Board - a program for non-profit Board of Directors
- Reenergizing Employees by Redefining Organizational Values *NEW*
- Networking Strategies: Building Professional Relationships *NEW*
- Raising the Bar in Guest Relations *NEW*
- Reflections from the Rear View Mirror: Study your past to create your future



Her schedule includes:

Mar. 2-5	Supervisory Skills Trainer - Dolphins Stadium, Miami, FL
Mar. 9-11	Keynote – 2005 Texas Rec. and Park Society Institute & Trade Show , Corpus Christi, TX
Mar. 15	Presenter – National Speakers Association Colorado Fast Track, Denver, CO
April-July	Ruby's Teleseminar Series with 8 -one-hour sessions - Ruby's Survival Guide for Managers
April 23	Keynote - USA Swimming, Olympic Training Center, Colorado Springs, CO
May 31	Keynote - Ice Skating Institute Annual Conference, Las Vegas, NV
June 5-7	Tentative– General Electric Info. Management Leadership Program, Mumbai, India
June 12-15	Presenter – Recreation Facilities Design and Management School, Denver, CO
July 10-12	Tentative – General Electric Info. Management Leadership Program, Danbury, CT
Sept. 29	Presenter - Excellence in Customer Service Awards, Colorado Springs, CO
Oct. 7-8	Keynote – South Dakota School Age Care Alliance , Sioux Falls, SD
Oct. 18-22	Presenter – National Recreation & Park Association Congress, San Antonio, TX
Dec. 1-3	Presenter – Athletic Business Conference, Orlando, FL



3 Reasons Supervisors Fail

1. Being a poor role model

Ask yourself -

Do I abide by all _____ guidelines?

Do I adhere to the _____ without exception?

Do I treat staff members like I expect them to treat our _____?

In training sessions, do I set an example of someone who can always learn something new?

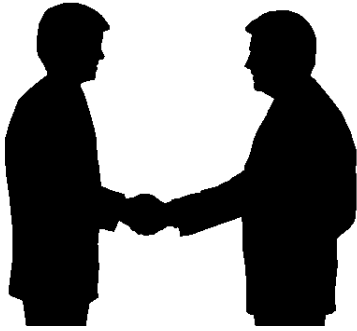
In an emergency situation, do I remain calm and _____?

Do I reinforce positive performance with attention or ignorance?

Do I demonstrate my vision for the organization by focusing on my day to day tasks to meet long term goals?

Do I demonstrate teamwork with and _____ for other employees and other departments?

Do I go by the same _____ that I expect staff members to go by?



3 Reasons Supervisors Fail

2. Not clarifying expectations

Three words to describe Ruby's expectations of her staff as a facility manager

- 1.
- 2.
- 3.

**Another example from the
Amish Furniture Dealers**

Differentiate
Educate
Facilitate

What three words describe your expectations for your staff?

- 1.
- 2.
- 3.

When should expectations be clarified?

How are they clarified?

Who creates the standards?

Greeting the Customer

Do I introduce myself and show pride that I am proud to be a member of our staff?

Do I take every opportunity to call the customer by name?

When repeating a reservation or ticket order on the phone

When repeating information to confirm accuracy

When a person calls and offers their name at the beginning of the conversation

Do I acknowledge every customer's presence when they enter the facility?

Do I say: "Hello", "Good Morning", "Good Afternoon", or "Good Evening!"?

Do I ask, "How may I help you"? Do I say "Thank You!" to every person as they leave?

If I am with a customer or on the phone do I let them know that "someone will be right with you!"

When talking with co-workers, do I interrupt our conversation immediately when a customer approaches so that the customer knows that they are the first priority?

Do I wear a nametag or staff uniform so that I am easily recognizable to the customer?

Is my attire neatly pressed and within the dress code?

Communication

Do I appear approachable?

Do I use the appropriate communication style when interacting with various age groups?

Is my voice tone, body language and the words I choose, positive, fun, energetic and enthusiastic?

Do I explain rules, policies, and procedures to our guests' satisfaction?

Do I ask questions, listen and then repeat back what I think I heard to make sure I understand?

Do I demonstrate respect for and show interest in the lives of the patrons using our service?

Do I promote a professional relationship without trying to be their best friend?

Do I discuss appropriate topics with our patrons?

Telephone Etiquette

Do I answer the phone "(Full name of facility), this is (your name), How may I help you?"

Do I place someone on hold by using the HOLD function of the phone instead of just lying the phone down?

Do I refrain from personal phone calls while on duty?

Dealing with Upset Customers or Complaints

Do I listen to the complaint, without interrupting and then repeat back the details to the customer before addressing their concern?

Do I use the **SOFTEN** technique to ease the tension: **S**mile, **O**pen Posture, **L**ean Forward, Use a friendly **T**one of voice, **E**ye Contact, **N**od to acknowledge?

Do I say, "I'll be happy to get that information for you or have someone call you" and then follow up and return their call promptly? Or do I hand out the supervisor's business cards when appropriate?

When it is necessary to complete a patron concern form, do I fill it out for the customer and then repeat back the concern to be sure the information is correct?

If a patron completes a comment card or program evaluation form, do I thank the patron and let them know we appreciate their suggestions?

Program Registration

Do I provide options or alternatives if a class is full?

Do I tell the patron positive aspects about the instructor or the class beyond what is in the brochure, whenever possible?

Do I check every registration before the customer leaves by repeating the information back to the patron and asking, Mrs. "So and So", is this correct?

Do I say, "Thank you for registering with us, Hope you enjoy your class!"?

Safety and Cleanliness

Safety #1, Cleanliness #2 Do I pick up trash on the floor and do whatever I can to help the facility be safe and look neat and tidy?

Do I alert maintenance or housekeeping staff to cleaning or supply needs immediately?

Do I report it if something is broken by including specific details of the problem and its location?

Do I maintain an alert sense of safety awareness by observing all areas of the facility?

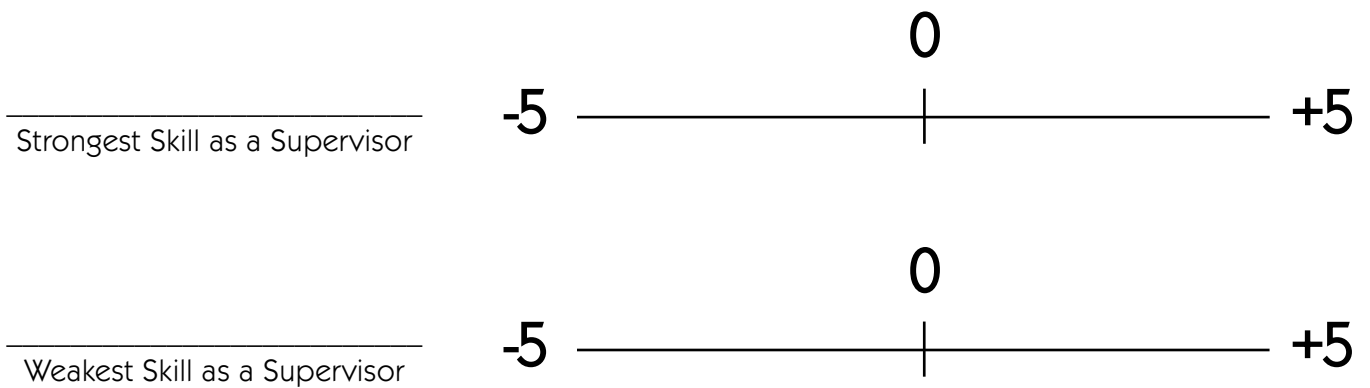
Teamwork

Do I demonstrate support of my fellow employees through positive actions and comments?



3 Reasons Supervisors Fail

3. Failing to develop staff



Book Resource: “Enlightened Leadership: Getting to the Heart of Change” by Ed Oakley and Doug Krug



RUBY NEWELL-LEGNER, CSP

Certified Professional Speaker ♦ Trainer ♦ Author

This is the form I shared with Lisa

Making Customer Satisfaction Everybody's Business

Skills that she needed to develop to move to the next level in her career

Problem Solving -

- Anticipate problems and solve them proactively before they happen
- Plan goals around the future - figure out what you don't know so you can develop your skills
- Put out fires in the infant stage
- Focus on the "Big Picture" approach to handling problems when your supervisor is unavailable
- When there is a crisis - deal with it calmly and demonstrate positive leadership
- Bring two possible solutions and a recommendation with every problem or situation
- Develop alternative approaches to problems and pinpoint solutions that appeal to everyone

Organization -

- Work smarter not harder - set priorities - plan your day and live it - stay focused
- Become a "Power Planner" and improve productivity by spending 10 minutes a day planning
- Identify time-wasters and evaluate how to eliminate them
- Determine specific routines that smooth out peak and slack periods and help you get more control over your workday, every day
- Control interruptions
- Predetermine intermediary deadlines to insure meeting deadlines and demands
- Prioritize the workload - even when everything needs to be done right now
- Handle multiple projects by prioritizing - Smooth out the workload
- Say "yes" only when it is reasonable and realistic

Communication -

- Select the best response when others criticize your supervisor or your organization
- Become a "buffer" between adversaries without being trapped in the middle
- Communicate when you are ready for more responsibility
- Present your problem solving ideas in a way that earns credibility and respect
- Keep your supervisor informed without being a gossip or a tattletale
- Relay constructive criticism without it being taken personally
- Leave professional impressions throughout the organization
- Deal with Office Politics and avoid being caught up in it
- Be discrete in sharing information and handling confidential material

Customer Service -

- Get to know your customers - Demonstrate an interest in their lives
- Take every opportunity to call the customer by name
- Acknowledge a customer's presence by the time they get within two feet
- Interrupt any conversation if you are talking to a co-worker so the customer knows that they are their first priority
- Listen and acknowledge that you are listening to the customers
- Double check orders for accuracy
- If delivery is not going to be when you promised, call the customer immediately to inform them
- Assist customers in learning about how a product or service works
- Look for the opportunity to add value to each transaction

Manage/Supervise -

- Take charge and demonstrate initiative without appearing overbearing and pushy
- Identify difficult employees and redirect them with swiftness and ease
- Prevent misunderstandings and increase efficiency by giving clear instructions and having staff repeat back information to make sure that they understand it

Notes

Discussion Topics for after the Teleseminar:

10

What specific strategies can we implement to be better role models?

What specific steps can we take to clarify expectations for our staff?

How can we be more effective in developing our current employees?

Additional Resources - Ruby's Recommended Reading List

Execution: The Discipline of Getting Things Done

by Larry Bossidy, Ram Charan, Charles Burck

Publisher: Crown Business; 1st edition (June 15, 2002)

ISBN: 0609610570

Good to Great: Why Some Companies Make the Leap... and Others Don't

by Jim Collins

Publisher: HarperBusiness (October 1, 2001)

ISBN: 0066620996

101 Biggest Mistakes Managers Make and How to Avoid Them

by Mary Albright, Clay Carr

Publisher: Prentice Hall Press; 1st edition (January 9, 1997)

ISBN: 0132341700

The First-Time Manager

by Loren B. Belker

Publisher: American Management Association; 4th edition (January 1, 1997)

ISBN: 0814479405

First, Break All the Rules: What the World's Greatest Managers Do Differently

by Marcus Buckingham, Curt Coffman

Publisher: Simon & Schuster; 1st edition (May 5, 1999)

ISBN: 0684852861

Ruby Newell-Legner, CSP, providing customized training for *Everybody's Business* 303-933-9291

Title and Date	Topics to be covered:
<p>1. How to Attract and Select Great Employees</p> <p>April 2005</p>	<ul style="list-style-type: none"> • Gain awareness of basic laws and regulations as they apply to hiring employees, including EOE and ADA • Understand how to ask the right questions to find out the information you need to know • Handle the face-to-face interaction—from start to finish • Learn how to effectively get references to filter out the wrong applicants • Slash employee-turnover costs and hassles by using specific hiring and interviewing techniques
<p>2. How to Develop an Effective Employee Training Program</p> <p>May 2005</p>	<ul style="list-style-type: none"> • Build your credibility with trainees and management • Create excitement with music, visual aids, movement—even room setup • Boost retention using the latest techniques in adult and accelerated learning • Engage your audience and leave your trainees praising you as a trainer • Design and prepare a training outline to set your employees up for success • Adjust your training style to different training situations and content • Assess your training resources to train your employees most effectively
<p>3. Time Tactics to Make you Successful</p> <p>May 2005</p>	<ul style="list-style-type: none"> • Recognize key components of effective goal setting through time management • Redirect your efforts to the most important and suitable tasks • Gain control over your time, tasks and priorities • Identify ways to deal with distractions and eliminate interruptions • Implement tools and techniques for effective multi-tasking and scheduling even with long work days and stress-filled schedules <p>If you're too busy to attend enroll today – for you, this teleseminar should be a top priority!</p>
<p>4. How Effective Leaders Communicate</p> <p>May 2005</p>	<ul style="list-style-type: none"> • Choose the most appropriate words to send clear messages that maximize employee understanding • Improve your communication skills—and every aspect of your relationships at work • Learn specific tools to become a visionary, a strategist, a coach, a diplomat and a politician • Become a more effective communicator – and leader • Identify common mistakes to avoid in building a positive work climate and dealing with negative attitudes • Build a leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit • Discover how to empower your staff to improve performance...and integrate your organizational vision into your daily work life
<p>5. How to Run a Successful Meeting</p> <p>June 2005</p>	<ul style="list-style-type: none"> • Set up meetings to be more productive • Spark and enhance critical synergy and creative energy • Build consensus, handle conflict and keep meetings on track • Bring out the best in individual and team performance • Match room setup with meeting objectives • Maximize employee involvement and improve your results • Gain knowledge and skills you can apply to all group and meeting situations

This series will be repeated throughout the year. For more information regarding this teleseminar series – call 303-933-9291

<p>6. Encouraging Staff Development: The Performance Appraisal Process</p> <p>June 2005</p>	<ul style="list-style-type: none"> • Outline steps to set up an appraisal meeting that sets the ground work for open communication • Recognize strategies to help employees overcome interpersonal obstacles to performance • Identify resources to make it easy to write a difficult-to-create performance evaluation • Learn how to write helpful, legally-sound performance appraisals • Implement a feedback system that answers the 7 questions every employee wants answered during their performance review • Develop framework and competencies to challenge employees, promote performance ownership and provide constant feedback • Enhance your coaching skills: the essential components for performance management • Create a coaching partnership between you and every one of your employees
<p>7. Facing the Challenge of Challenging Employees</p> <p>July 2005</p>	<ul style="list-style-type: none"> • Outline a process to implement a feedback program and coach uncooperative employees • Effectively provide high level of feedback on employee's behaviors • Provide guidance as a coach to help your employees grow • Outline guidelines to give feedback effectively to improve working relationships • Review critical steps of coaching as an effective intervention • Discuss what to do in difficult coaching situations
<p>8. Raising the Bar in Guest Relations</p> <p>July 2005</p>	<ul style="list-style-type: none"> • Communicate professionalism, gain respect, enhance customer relationships and secure an overall competitive advantage. • Learn how to gain repeat business • Identify what customers expect - Recognize and respond effectively to specific customer behavior • Increase your credibility with customers—and your value to your organization • Manage stressful situations more effectively • Recognize the signals of customer irritation—and how to respond appropriately • Understand how customer service creates revenue • Summarize steps to dealing with difficult customers • Expand your communication skills to get along easily with every customer • Use persuasive language patterns to avoid creating negative impressions with words • Turn an angry customer into a happy repeat customer • Learn how to remain calm during interactions with angry customers
<p>Each Teleseminar includes</p>	<p>A handout to follow along during each session A discussion guide for your group to determine how you will implement the new tactics after each session</p>
<p>Investment Breakdown</p>	<p>Series = \$497 divided by 8 teleseminars = \$62.13 each teleseminar shared by 6 attendees = \$10.35 per person per session</p>
<p>Special Discount ** for attendees in today's session</p>	<p>Series = \$_____ divided by 8 teleseminars = \$_____ each teleseminar shared by 6 attendees = \$_____ per person per session</p>

** To get your Special Discount, you must register by clicking on the link in the "Special Discount" e-mail Ruby will send you after you submit your Feedback form..

Can you identify 16 Discriminatory Interview Questions from the ones listed below? 13
Circle L for Legal and D for Discriminatory

- L D Do you have any responsibilities that conflict with the job attendance or travel requirements?
- L D Are you married?
- L D What is your spouse's name?
- L D What is your maiden name?
- L D What are your childcare arrangements?
- L D What is your religion?
- L D What are your religious holidays?
- L D What is your address?
- L D Do you own or rent your home?
- L D Who resides with you?
- L D Are you male or female?
- L D If hired, can you offer proof that you are at least 18 years of age?
- L D How old are you?
- L D What is your birth date?
- L D Have you ever been convicted of a crime?
- L D Have you ever been arrested?
- L D Can you show proof of your eligibility to work in the U.S.?
- L D Are you a U.S. citizen?
- L D Are you fluent in any languages other than English?
- L D Where were you born?
- L D Are you able to perform the essential functions of this job with or without reasonable accommodation?
- L D Are you disabled?
- L D What is the nature or severity of your disability?

During the teleseminar, Ruby made reference to her 2-hour program of "Supervisory Skills for Success" available on audio cassette tape which shares 5 reasons supervisors fail. For more information about Ruby's audio tape series, visit our Success Store at www.RubySpeaks.com Here is the list of all 5:

Reasons Supervisors Fail

1. Being a poor role model
2. Not clarifying expectations
3. Poor communication skills
4. Poor time management and delegation skills
5. Failing to develop staff

Action Plan to improve as a Supervisor

- Be a better role model
- Clarify expectations
- Improve communication
- Delegate and use time wisely
- Develop your employees

Ruby referenced the book, "Execution: The Discipline of Getting Things Done" Here is Larry Bossidy's List of **The Leader's Seven Essential Behaviors**



- Know your people and your business
- Insist on realism
- Set clear goals and priorities
- Follow through
- Reward the doers
- Expand people's capabilities
- Know yourself

Ruby shared a concept from Jim Collins' book, "Good to Great: Why Some Companies Make the Leap... and Others Don't"



Jim Collins says – "First get the right people on the bus, the wrong people off the bus, and the right people in the right seats ... and then figure out where to drive the bus."

How to Get Your Special Discount

15

Thank you so much for joining us for this Teleseminar! For listening today, we'd like to offer you a special deal on our Upcoming Teleseminar Series, **Ruby's Survival Guide for Managers**. We will be offering the series throughout the year.

To receive a special link for a discounted price for the upcoming series, complete the following feedback form and fax it to us at 303-904-2966. Then we will send you a special link so you can get your discount. **The discount will be calculated automatically when you check out!**

Ruby's Survival Guide for Managers

Teleseminar Series - 8 hours of training over the next four months

Regular price	\$497
Your Discount	- \$50
Special Anniversary Discount for the First 10 people who sign up	<u>- \$50</u>
Your Final price	\$397

If you choose to add on Special "Gold Level Mentoring Option" to the "Ruby's Survival Guide for Managers" Teleseminar Series

Regular Price	\$77
Your new total price will be	\$474

Thanks again for listening.

Sincerely,



Ruby Newell-Legner
Certified Speaking Professional

Feedback for Ruby's Teleseminar

Supervisory Skills for Success

16

Please complete this form and fax it to RubySpeaks, Inc. at
fax number 303-904-2966. No cover page necessary.

Name: _____

Agency: _____

Phone Number: _____

E-mail: _____

Check this box if you would like to receive our FREE electronic newsletter.

1. How many times did Ruby say "Crystal Clear" in this recording?

(Submit your answer to be eligible for the Big Prize worth over \$1500 in
services and product. Each correct answer is eligible to win.)

2. How did you find out about this free teleseminar? Check all that apply
 Friend Coworker Ruby's web site Ruby's newsletter
 Other _____

3. How much of the teleseminar did you get to hear? Please choose one
 All of it More than half Less than half None

4. What do you wish there had been more time to discuss?

5. Would you please provide a testimonial about your experience? If you
were to recommend this teleseminar to a friend or colleague what
would you say to them?

6. Do you have any questions regarding Ruby's Teleseminar Series
"Survival Guide for Managers"?

For Answers to your Questions or to schedule training for your group -
Please call our office at 303-933-9291 Fax the Feedback form to 303-904-2966