

Leadership Skills for New Maintenance Supervisors



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Welcome and Introduction



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- Certified Property Manager
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- Credential for Green Property Management
- OSHA, NFPA, and EPA Accredited
- Construction Supervisor License
- Certified Home Inspector

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Getting Started

Effective, high-quality management is key to an organization's success. In property management, your company or location needs to have a skilled maintenance supervisor in place to be the best it can be. But these professionals don't just appear out of nowhere, equipped with the skills to succeed. They need to be properly trained and developed.

The secret of winning is constant, consistent management.
Tom Landry

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Workshop Objectives

- Discuss strategies for developing new maintenance supervisors / managers.
- Determine core roles and responsibilities
- Strategically plan, teach and track new skills as needed
- Understand the importance of continuous development



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Managers Are Made, Not Born


While it may seem that management skills come naturally to many people, the reality is that management itself, is a set of skills that can and must be learned.

Every organization is different, but core skills are very similar regardless of business sector.

I think the best training a top manager can be engaged in is managing by example.
Carlos Ghosn

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Managers Must Be Developed



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graph LR; A[Prepare] --> B[Develop]; B --> C[Support]
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Management Skills Can Be Learned

- Time Management
- People Management
- Financial Management
- Interpersonal Skills
- Industry-Specific Skills



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Newly Minted Maintenance Supervisors Learn More when Managed Well

- Responsiveness
- Investment in employee development
- Personal accountability
- Speaking clearly and politely
- High standards

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Create a Management Track

- Start with employee's current skills
- Determine what new skills are needed
- Realize the value of prior experience
- Plan for additional training and development
- Track progress



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Case Study

David had been working at his company for over five years. He felt stuck and began questioning his own worth and abilities. Marsha, the property manager asked, “why didn’t you apply for the maintenance supervisor’s position?” David’s reply might surprise you.

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Create a Management Track

Creating a clear management track is a vital tool for developing new supervisors and managers. It provides employees who want to advance into management with a clearly defined pathway that helps to develop the required experience, training, skills, and professional development that they need.

*I got even with all the bad management I had by being a good manager.
Victoria Principal*

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Clearly Define Roles and Competencies

Interview managers and employees

Look and job descriptions

Create competencies

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Provide Tools


- Consult managers
- Consult others in similar roles
- Evaluate and measure competencies
- Determine necessary tools
- Provide guidance for training
- Be as focused as possible



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Clearly Define the Management Track


- Create management track plan
- Make the information accessible
- Inform people about the track plan



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Identify Candidates Early

- Discuss plans in employee reviews
- Discuss plans in meetings
- Ask managers to recommend candidates



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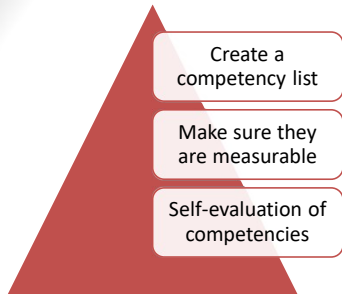
Define and Build Competencies

Taking the time to define the core competencies needed for maintenance supervisors, and then creating opportunities for them to deploy, build, and practice those competencies, is an invaluable investment with the development of new supervisors and managers.

A manager is responsible for the application and performance of knowledge.
Peter Drucker

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Clearly Define Competencies Needed



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Identifying Strengths

- Employee self-identifies strengths
- Other staff members identify strengths
- Identify their strengths yourself



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Identifying Development Needs

- Self evaluation
- Supervisor evaluation
- Personal evaluation
- Be realistic at all levels



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Provide Development Opportunities

- The supervisor and employee set the goals
- Evaluate progress – regular check-ins
- Provide information about resources, programs, and tools for success

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Case Study

In his annual review, Mario's supervisor, Charlie asked if he had ever considered moving into a supervisory position.



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**Supervisors Learn by Being
Managed Well**

Employees who are managed effectively tend to be happier and more productive. As a result, when they become supervisors themselves, entering management, they want and need to recreate that type of environment for their own employees or direct reports.

In most cases, being a good boss means hiring talented people and getting out of their way.
Tina Fey

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**Pair New Supervisors with
Top Mentors**

- Identify top managers to be mentors
- Match employees with mentors
- Encourage employees to seek out mentors

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Reward Effective Managers

Financial rewards
This includes bonuses, raises, etc.

Incentives
This includes additional vacation, PTO, etc.

Symbolic rewards
This includes plaques, certificates, etc.

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Emulate Effective Managers

Traits to Identify

- Qualities
- Behaviors
- Practices




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Create and Document Best Practices

Identify management practices that are engaging & motivating.

Review organizational policies to develop best practices.

- 1.....
- 2.....
- 3.....
- 4.....



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Provide The Tools

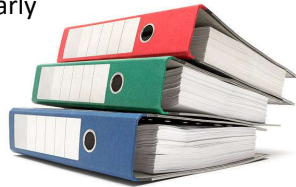
Take the time to create or locate the tools managers need to manage effectively, as well as to develop their skills and competencies. These might include technology, documents and policies, opportunities, and relationships.

Effective management means always asking the right question.
Robert Heller

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Provide Manuals and Policy Documents

- Provide resource manuals and policies
- Make them easily accessible
- Update them regularly



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Empower New Managers

Clear Roles

- Managers know what authority they have

Independence

- Allow managers to make mistakes and fix problems

Initiative

- Encourage managers to voice ideas and opinions

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Provide Support

- Do not second guess managers
- Address questions privately
- Inform about other support systems



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Provide Training and Development Opportunities


- Internal Training
- External Training
- Informal Training



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Case Study

Working with his supervisor Laura, Manny started on the management track at his company.



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Provide Support

When creating a plan to develop new supervisors and managers, be sure to build in some support systems.

When there are support systems in place, and those systems are readily accessible, employees are much more likely to access them.

Management is above all a practice where art, science, and craft meet.
Henry Mintzberg

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Encourage Peer Networking

Formal

- Employees meet regularly at planned events

Informal

- Employees meet on their own

Inter-departmental

- Employees from other departments meet

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Establish Resource People

- Identify subject matter experts
- Create a list
- Provide the list to managers



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Encourage Mentor Relationships


- Identify possible mentors/mentees
- Explain role of mentor/mentor
- Encourage mentoring relationships



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Establish Regular Check Ins

- Check Progress
- Answer Questions
- Provide Feedback



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Identify Strong Candidates Early

Identifying strong candidates for management roles should be an ongoing process. Employees with management aspirations and show potential should be identified as early as possible.

This allows the organization and the employee to invest time and resources in developing that potential.

*Hard work turns talent into genius.
Anna Pavlova*

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Development Begins Early

Company Initiatives

- Training
- Workshops

Individual Development

- Begin early
- Continue development

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Identify Candidates Early

- Employee expresses desire
- Reviews/Evaluations
- Ask supervisors



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Identify Candidates through Reviews

Review

- Evaluate skills quickly

Discussion

- Ask about employment goals

Development

- Introduce management track

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Develop Those with Management Goals

- Explore management track in relationship to the employee
- Determine strengths and areas that require development
- Create a plan

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Case Study

Eric just didn't understand it. It seemed like every time he needed to fill a management position, he found that he had an internal candidate who was almost perfect for the job but was lacking one or two key competencies or related experience.



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Clearly Define the Management Track

Having a clearly planned management track in place is an invaluable tool when developing new supervisors and managers.


When employees can see the path into management, including the expectations and competencies needed, they can map out their professional development accordingly.

Success in management requires learning as fast as the world is changing.
Warren Bennis

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Make the Path to Management Clear

- Clear expectations
- Clear requirements
- Clear benchmarks

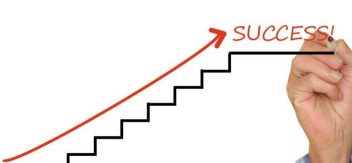


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A Clear Track Is a Guidepost

Benchmarks

- Strengths
- Needs
- Goals



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A Clear Track Ensures Quality Training and Support

- Training/education
- Support
- Development



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Succession Planning and Change Management

Someone leaves

- New supervisors have already been groomed for the position

Expansion

- Employees from the management track are prepared to advance

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Empower New Supervisors and Managers

One of the most important things you can do to develop new managers is to empower them. New managers may be hesitant or nervous to take on new responsibilities and authority. It is not enough to simply put someone in a managerial position, they must be empowered to do the job.

Confidence and empowerment are cousins in my opinion.
Amy Jo Martin

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Making Decisions

Be a Sounding Board

- Give advice, but not decisions

Support

- Support the manager and the decisions made

Start Small

- Encourage managers to begin making small, less important decisions

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Asking for Help

Culture

- Create a culture where people ask for help

Help

- Help employees who ask

Offer

- Offer to help employees

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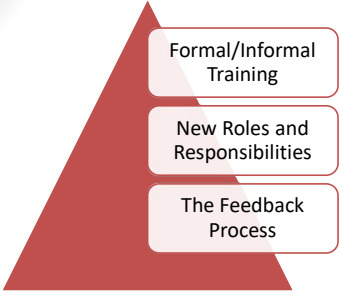
Support. Don't Micromanage!

- Do not double check everything
- Do not sign off on everything
- Adjust for each manager



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Continuous Growth and Development



- Formal/Informal Training
- New Roles and Responsibilities
- The Feedback Process

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Provide Growth Opportunities

Employees who feel they cannot grow in their current position or organization are likely to be unhappy and may ultimately not stay.

New supervisors need to be given opportunities to grow and develop within their managerial role, whether this is to eventually move into even higher positions or simply become a skilled leader at managing people.

Growth is the best separator between those who succeed and those who do not.
John C. Maxwell

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Provide Continuous Growth Opportunities

- Internal Training
- External Training
- Special Projects



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Create a Development Plan


- Strengths
- Development Opportunities
- Goals



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Provide Regular Feedback

- Weekly
- Bimonthly
- Monthly



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Encourage Mentoring

- Find skilled mentors
- Develop networks
- Mentor others



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Wrapping Up

Although this workshop is coming to an end, we hope that your journey to improve your skills continues.

We wish you the best of luck in your future endeavors!

In every business, in every industry, management does matter.
Michael Eisner

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Words from the Wise

Guy Kawasaki: *When I finally got into a management position, I learned how hard it is to manage people.*

Henry Kissinger: *The task of a leader is to get his people from where they are to where they have not yet been.*

Colin Powell: *There are no secrets to success. It is the result of preparation, hard work, and learning from failure.*

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Thank You!

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