



Notes Template for Moderators - 2018 Business Round Tables
Committing to Continuous Improvement
Nashville, Tennessee; Friday, November 2, 2018, 3:20 to 4:45 PM

Table No. (1 to 13): 9 Topic: Supervisor Training (Management, not Technical)

Moderators: Martin Laroche & Matt Poirier

Number of participants at 1st session: 6 Number of participants at 2nd session: 2

Insert an abstract of the topic here.

In our business we have many supervisors who lead field, lab, geotechnical engineering, construction materials engineering and testing, and environmental project teams. They play a key role engaging the technicians and engineers to work safely, provide quality data, preparing calculations, etc. The supervisors also play a key role communicating the scope and requirements of the work to staff and monitoring its execution.

- What are the key management skills that a supervisor must have?
- Do we provide enough management training for our supervisors?
- How do you generate optimal engagement from the supervisors and how does that relate to staff engagement?
- How much safety in the field and in the lab is the responsibility of supervisors?
- How do you choose your supervisors?
- How do you expect supervisors to manage these significant staff errors?
- Are supervisors (i.e. people managers) as valuable to your firm's success as project managers? If so, do you compensate them the same?

Briefly summarize the ten things from the discussion that were of most interest. This might include points discussed, concerns expressed, lessons learned, advice given, solutions offered, case histories presented, or anything else related to the topic. Expand the boxes as needed.

| | |
|---|---|
| 1 | Both small and larger firms are implementing some type of people managers. They have separated people management from project management. |
| 2 | The main skills of an effective supervisor are emotional intelligence, selflessness, humility, etc. Supervisors also need to hold people accountable. |
| 3 | One firm uses Harrison assessment to try to quantify what people are naturally drawn to. They do this for all PMs and up. |

| | |
|---|---|
| 4 | Doing some type of DISC analysis during the hiring process really helps. There aren't any labor law related concerns with this approach during the hiring process as long as you have a policy that says when you're going to the surveys/questions and then follow the policy. |
| 5 | The very large companies have a formal supervisor training program, but the smaller firms really don't. It is really ad hoc for the smaller firms based largely on perceived people skills. |

Summarize the three most important items from the discussion that should be shared with GBA members:

| | |
|---|--|
| 1 | See items #1, #2 & #3 combined, and #4 above. These were the 3 main important items discussed. |
|---|--|