

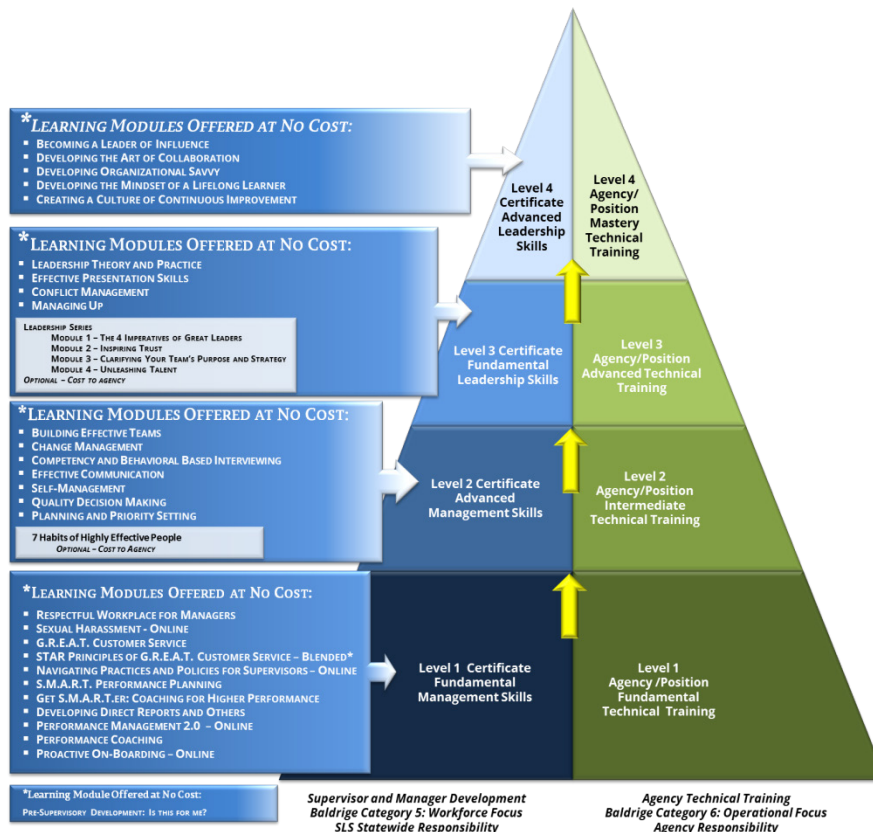
# Management and Leadership Learning Pyramid

## Executive Summary

The importance of supervisory training is sometimes considered secondary to priorities within an organization. Many times we promote people to positions without any preparation or because they are technically great at what they do. It is as if, by giving them the title, we have instilled in them all the skills they need to be an effective supervisor. Without the training what do supervisors fall back on? They look to past Supervisors as their model. Sometimes that is good and sometimes that is a disaster.

One of the most important reasons to train supervisors is to ensure the retention of top talent. Research supports the notion that one of the prime reasons someone leaves an organization is they do not have a good working relationship with their supervisor, as it is typically in the top five reasons for employee turnover. It is important to note that a healthy supervisor and employee relationship is grounded in respect and trust. Employees want to work with someone who has been equipped for success. Quite often we promote someone to a supervisory position because of their technical skills and hope that they have the personality for the job. Quite often we are wrong. It is important for organizations to train supervisors on hard skills and soft skills as well. It will pay dividends in keeping good employees and developing healthy respectful relationships in the workplace.

Training often gets pushed aside due to monetary or time considerations. However, training, especially delivered early in a supervisor's career, can be one of the best uses of time and money. Training supervisors in HR policy and procedure lessens exposure to law suits. Training supervisors in people skills in addition to technical skills will make employees more productive. Training supervisors in soft-skills will improve employee retention and the costs associated with turnover. The State of Tennessee's Management and Leadership Learning Pyramid is an innovative solution to equipping supervisors for success.



\*Blended learning workshop consist of an online prerequisite, followed by classroom.