



Supervising and Managing People for Front Liners – Master Class

1.0 Programme Overview

Knowing how to supervise and manage people is not always black and white. Challenges and situations arise from day-to-day that require attention and often supervisors are not always equipped with the tools to take the appropriate action. Supervisors and front line managers direct employees to achieve common job functions in the workplace. As well as being able to manage a diverse workforce supervisors are forced to take on many different roles, challenges, and responsibilities. Indeed, managing people is a form of art with many different styles. One may find that one style works best in one situation while not in another or that people react differently to various styles. As a supervisor one needs to be able to use several different styles for different individuals. This takes practice but in time it almost becomes second nature. Therefore this programme addresses the overwhelming job description of supervisors and front line managers and offers to participants, plausible concepts and strategies to help them carry out their responsibilities successfully.

2.0 Participants Profile

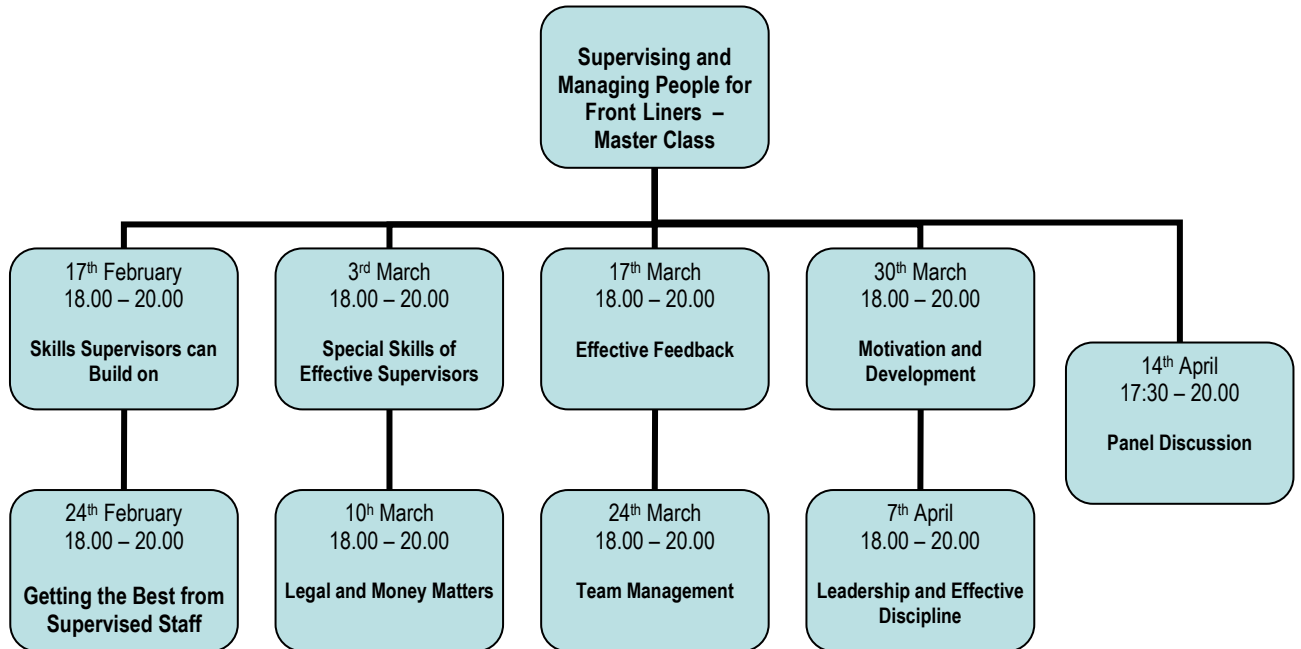
- New, potential and experienced front line managers and supervisors from the public and private sector; and
- Managers of relatively small departments or organisations.

3.0 Key Benefits

The programme aims to help participants improve their skills to carry out their responsibilities in a more effective manner by means of:

- Practical activities and exercises; and
- Guidelines to manage and address challenges.

4.0 Programme Content





17th February

Module 1: SKILLS SUPERVISORS CAN BUILD ON

High quality management and leadership are vital in achieving successful organisations. The key to truly effective leadership lies in mastering a wide range of skills. However, this process is not easy. For supervisors and front line managers the first important thing to understand is that now they are part of management and must act accordingly. For those who have been promoted from lower levels the challenge is to take advantage of the knowledge gained before being promoted a supervisor and constructively contribute to the achievement of corporate goals by acting as a more credible 'bridge' between top management and staff. This module provides participants with guidelines that illustrate how to make the most of opportunities. It provides a thorough grounding in the essential techniques and shows how to put them into action in a variety of situations. The following are the module contents:

- Understanding the Manager's Role and the Related Challenges
- Establishing Credibility with Top Management and Staff
- The First weeks at a New Job
- Valuing the Employees within the Supervisor's Responsibility

Tutor: Philip Zammit

Philip Zammit MSc. (Anglia), DMS, LCGI, has been working within industry occupying various posts for the last 30 years. For the last two and a half years he has occupied the post of a Training manager at Lufthansa Technik Malta having previously worked in the area of Human Resource for the last 15 years. He also lectures on a part time basis management, leadership and human resource subjects at the University of Malta, the Employment and Training Corporation and MCAST. A specialist in adult learning, Mr. Zammit has also served as a member on a number of boards concerned with the local VET system. He has also served as an external verifier for City & Guilds of London Institute from 1999 to 2003. Mr Zammit is an approved lecturer at MIM.



24th February

Module 2: GETTING THE BEST FROM SUPERVISED STAFF

Delegation is an essential element of any supervisor's job. Used effectively it provides real benefits for everyone involved. This selection will enable you to achieve the best possible results from each delegation one makes – from small everyday tasks to major appointments. This module covers every aspect of this process in a practical manner, from deciding and prioritising which tasks to delegate and choosing the right person for the job, to recognise and overcoming barriers and anticipating risks. Practical advice on how to motivate and develop staff, build loyalty, and give and receive feedback will increase your confidence and help participants to become a skilled delegator. The following are the module contents:

- Effective Delegation
- Avoiding 'Reverse' Delegation
- Job Evaluation
- Preparing Accurate Job Descriptions
- Writing a Performance Review
- Placement Analysis

Tutor: Nathan Farrugia

Nathan Farrugia is a MBA graduate from a leading international business school, specialising in strategic management. He has a first degree in Health Science and regularly contributes to business journals, university publications, articles and training programmes on leadership and management. In his capacity as CEO and a Trustee of Inspire, Malta's leading non-profit provider of educational, therapeutic recreational and services, he has developed a number of entrepreneurial projects that have helped pave the way for the organisation to become a prime mover in improving the quality of life of disabled persons in Malta. Through his private business (CharityWorks), he is extending that leadership and knowledge to other non-profits with the aims of raising the overall leadership and management quality of the Third Sector in Malta. Nathan is also active in supporting UK and International NGOs with capacity building and project work. He is passionate about leadership in practice, ultra-endurance sports, golf and sailing. He is married with two young children. Mr.Farrugia is an approved lecturer at MIM.



3rd March

Module 3: SPECIAL SKILLS OF EFFECTIVE SUPERVISORS

Excellence in today's highly competitive workplace demands more than a thorough knowledge of one's specialist field. People skills, such as the ability to inspire others, foster a sense of cooperation, and recruiting are of critical importance. Equally vital is the mastery of a range of practical skills – from effective analytical skills to time management – and a confident, determined attitude towards one's career. A balanced mix of all these elements is what differentiates a competent supervisor from an outstanding one. The following are the module contents:

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- Running Better Meetings
- Juggling Multiple Priorities
- Setting Goals
- Using Temps Effectively
- When Employees Discuss Sensitive Matters
- Interviewing and Hiring
- Firing
- Compensation

Tutor: Anita Attard

Anita Attard has over 10 years experience in Senior Management with an extensive background in the following core activities: Customer Service, Quality and Environmental Systems, Human Resources, Training, Safety, Operations and Public Relations. Ms.Attard has developed and implemented a variety of business programs, including those that must comply with corporate and international guidelines and has led various developments and implementations of Business Process re-engineering. In addition, she has an excellent experience in drafting policies and procedures and experienced in drafting and delivering high profile presentations. She is currently the Business Development Director of AG Design one of Malta's leaders in the field of interior design and project management. Ms.Attard is an approved lecturer at MIM.



10th March

Module 4: Legal Matters

The supervisor wears many hats... disciplinarian, counsellor, coach, motivator, decision maker, problem solver, and even mediator. No matter what goes wrong, it's up to the supervisor to make it right. Apart from understanding organisational and human resource techniques, the successful supervisor needs to have a good understanding of the legal responsibilities related to the decisions taken by virtue of his/her role. This module will provide participants with guidelines how to avoid legal action through the presentation of practical case studies and case law of the legal responsibilities with specific reference to the following fields;

- Health and Safety
- Discrimination
- Misleading Information
- Consumer Rights
- Recruitment and Selection
- Violence and Drugs at the place of work
- Industrial law

Tutor: Karol Aquilina

Dr.Karol Aquilina LL.D. (University of Malta), is a legal consultant to a number of private companies involved in the following areas: general retailing, textile industry, property development, TV productions, media and entertainment business. Dr.Aquilina is also a legal advisor to foreign and local clients on immigration and EU law. He also represents individual clients in cases brought before the Court of Magistrates as Court of Criminal Judicature, the Court of Magistrates as Court of Criminal Inquiry, the Court of Criminal Appeal and the Inferior and Superior Civil Courts of Justice. Dr.Aquilina also represents corporate and individual clients in a wide variety of cases brought before boards and tribunals which include the Public Contracts Appeals Board, the Broadcasting Authority, Local Tribunals, the Malta Arbitration Centre, the Ombudsman, the Social Security Umpire and the Income Tax Department. He is also Member, Nationalist Party (PN) Executive Committee and Deputy Mayor, Siġġiewi Local



Council Responsible for the environment, EU affairs, law enforcement, youth and sport.
Dr.Aquilina is an approved lecturer at MIM



17th March

Module 5: EFFECTIVE FEEDBACK

The art of getting your message across effectively is a vital part of being a successful supervisor. Whether one wants to make presentations with confidence or to negotiate with ease, this training programme will help participants improve their communication skills. From understanding body language to writing reports and proposals – all the key aspects of business communication are clearly explained. The following are the module contents:

- Giving feedback
- Using Praise to Get Results
- Distributing Nonmonetary Rewards
- Trimming the Power of the Grapevine
- Supervising and Managing Diverse Group

Tutor: Andrea Agius

Andrea Agius, is a BA Hons graduated in 2002 from the Institute of Tourism Studies in Hospitality Management and furthered his studies at the University of Malta where he graduated with a BA Honours degree in Tourism Studies. His studies included an internship at one of the world's most prestigious resorts; Gleneagles Hotel in Scotland. Mr Agius's experience focused on the hospitality industry where he occupied positions from operational to management. In 2004, Mr Agius joined Chef's Choice as a Customer Relations Executive and later promoted to Sales Manager. In 2006 he joined Nectar Group of Companies as Quality Manager taking care of the ISO9001 requirements adopted by the Group. A year later Mr Agius was given the responsibility to lead one of the sales teams within the Group in preparation for the post that he currently occupies since 2008, that is Group Sales and Marketing Manager. This role sees Andrea in charge of developing a marketing strategy and leading a sales team of more than 35 people, responsible for the distribution of Nectar Group's products in leading outlets all over Malta and Gozo. Today Mr Agius is reading for a M.Sc. in Strategic Innovation and Future Creation offered by the University of Malta in collaboration with the University of Potsdam, University of Teesside and Turku School of Economics. Mr Agius is an approved lecturer at MIM.



24th March

Module 6: TEAM MANAGEMENT

Working with teams, whether as leader of a single team or manager of several, is an essential part of a supervisor's remit. Teamworking is rapidly becoming the preferred practice in many organisations as traditional corporate hierarchies give way to flat, multiskilled working methods. This section is an indispensable and practical guide to leading teams with expertise, covering subjects such as defining the skills required to complete a project, establishing trust between individuals within a team and maximising the performance of that team. The following are the module contents:

- Building Team Spirit
- Give Team Members More Effective Roles to Play
- Handling The Problems of Downsizing
- Maintaining Output With Minimal Staff
- Handling Decentralised and Flexible Work Groups
- Reducing Turnover and Absenteeism
- Principles of Project Management

Tutor: Michael Ferry

Michael Ferry, is an MBA graduate from Henley Management College. He has various experiences in planning and developing operational strategies. He has been involved in control cost-efficiency of projects by negotiating and communicating with independent consultants and building / finishes contractors and services providers. Mr.Ferry has overseen and managed projects from feasibility report stage up, to their commissioning to clients. He is sensitive to the local economic situation and to Government's financial constraints, priorities and targets oriented in managing human resources effectively brought by various experiences in the public sector. Mr.Ferry is currently Head of Projects at Playmobil Malta Ltd.



30th March

Module 7: MOTIVATION AND DEVELOPMENT

Today's increasingly competitive business world means that a highly motivated workforce is vital for any organisation seeking good results. Therefore, learning how to motivate others has become an essential skill for supervisors. This module shows participants how best to put effective motivational theories into practice to create and sustain a positive environment in the workplace. The following are the module contents:

- The Advantages of Mentoring
- Fighting Burnout
- Effective Training Practices
- Skills Transfer
- Reducing Stress Levels

Tutor: Nataline Mifsud

Nataline Mifsud is an occupational psychologist by profession and currently employed as Senior Manager for Training, Development and HR Strategy at GO plc. Ms.Mifsud has previous experience within managerial roles with various companies within sectors such as the international prepaid card industry to local NGO's running specialised disability services for the intellectually disabled. Her experience covers a wide range of learning environments, having developed, delivered and evaluated training programmes pertaining to brand management, team building and product management, among others; to teaching individuals with special learning requirements. Her Education background –consists of a Bachelor of Psychology (Hons) from University of Malta and a Masters of Science in Occupational and Organizational Psychology from Birkbeck College, London. She is also a graduate member of the British Psychological Society. Ms.Mifsud is an approved lecturer at MIM.



7th April

Module 8: EFFECTIVE LEADERSHIP AND DISCIPLINE

The key to truly effective leadership lies in mastering a wide range of skills, from implementing and administering processes to inspiring others to achieve excellence. This module shows participants how to make the most of opportunities to learn to lead, whether by observing others, through formal training, or through careful evaluation of practical experience. It provides a thorough grounding in the essential techniques, and shows participants how to put them into action in a variety of situations including instance where disciplinary action is required. The following are the module contents:

- Empowering Employees
- Effective Decision Making
- Making and Meeting Deadlines
- Creative Problem Solving
- Managing Necessary Changes
- Handling Rebellious or Negative Employees
- When an Employee is caught in a Lie
- Taming the Bully
- Managing Workplace Anger
- Resolving Conflicts Effectively

Tutor: Claude Frendo

Claude Frendo is the Appointed Chief Officer Human Resources at Lufthansa Technik Malta , reporting to the Chief Executive Officer with a prime objective to restructure the H. R. Function in a strategic manner so as to set the company in a position to cope with the massive requirement of specialised Human Resources to keep pace with set growth business objectives that have come about with the extended new Aircraft Maintenance facilities. He has had various appointments in Human Resources related posts and also as a Managing Director of an export orientated company.



14th April

Panel Discussion

The aim of this panel discussion is to bring together the subjects addressed during the whole training programme through discussions spearhead by a select of management practitioners from different industries. The participants will quickly be geared to the subject by showing them a particular management film which will trigger the values of team spirit and accordingly will encourage participants to strive to reach higher performance goals. This part of the workshop will aim to achieve the following goals:

- Illustrate the power of vision;
- Demonstrate true teamwork; and
- Strengthen leadership skills.

Following the film, the key characteristics for successful teams are identified and discussed. This approach will challenge the participants' ability to work together in an effective and ethical manner. The workshop will be monitored by an experienced facilitator who will also facilitate a discussion of each section of the course to help team members identify the learning which will be relevant to their personal and the team's development. This workshop will result in a different learning style as well as identifying useful and practical ways which the participants can continue to work on building closer working relationships.

The panel will consist of 3 seasoned individual's in the related subject.

Confirmed panel:

Antoinette Caruana

Ms.Caruana MSc (Trg & Dev), BA (Hons), FCIPD, is currently Group HR Manager of the Farsons' Group and a member of the Group Executive Board. She has held a number of positions in the private sector including the posts of Chief HR Officer of Lufthansa Technik Malta and General Manager, HR of the Brandstaetter Group. She was also Chief Executive of a newly incorporated government agency, Heritage Malta between 2003 and 2006. She has specialized in human resource management and development and has also been actively involved in local



industrial relations. Antoinette has consulted with various local organizations and lectured at the Faculty of Economics, Management and Accountancy, University of Malta. She is currently a director of the Central Bank of Malta, serves as employers' representative on the Industrial tribunal, a trustee of the Richmond Foundation and a director of the Foundation for Human Resources Development. She was chairperson of the Malta Professional and Vocational Qualifications Awards Council, director of the Employment and Training Corporation, and served as a core member of the Malta-EU Steering & Action Committee. She has addressed and presented papers for international as well as national conferences and contributed to local journals and publications.

Stefania Camilleri

Ms. Camilleri, graduated with an MSc in Human Resources and Performance Management from the University of Leicester. Employed with MaltaPost p.l.c for the last 16 years out of which 9 years in the capacity of Human Resources & Corporate Security Manager. With years of experience in the Public Sector and the Postal Services being directly involved in various restructuring processes, continuous change management, collective agreement negotiations, and the administration of HR function within MaltaPost p.l.c. which lately was awarded Excellence in Training and Development and Excellent HR Initiative awards. Proud member of MIM since 2005.

Joshua Zammit

Mr. Zammit MSc (Hull) is currently Deputy Vice President for HR & OD with Actavis Group and also holds the position of Division Manager – HR for Actavis Malta and a member of the Malta management team. He has extensive international experience in the area of human resources, organisational development, strategy, post M&A integration and leadership development among other things. Prior to working with Actavis, he has held other positions in both the public and private sectors. An industrial psychologist by training, Joshua has provided consultancy services to various local organisations and lectured at the University of Malta. He has been invited to speak at various local and foreign conferences. He is also involved in the Malta Employers Association and the Malta Chamber of Commerce, Enterprise and Industry and was involved in the Malta Institute of Management and the Foundation for Human Resources Development. Joshua is an avid reader and enjoys photography, and following technology innovations.



5.0 Methodology

The program consists of intensive “class-based” learning programmes of which 8 sessions of two hours will be held. With a 2.30-3 hour panel discussion in the final session.

Class-based learning will be complemented by the use of case studies and audiovisual equipment. The case method learning emphasizes practical solutions to business problems and sharpens the participant’s ability to focus on significant issues. Modules will be lectured by seasoned experts in the various fields discussed. The final three hours of the programme will be dedicated to a workshop in which participants will be invited to engage in an active discussion.

6.0 Feedback

All participants are provided with access to the online feedback form at [LINK](#), this can be filled in without having to indicate their personal details. The form provides MIM with valuable information on the overall feeling of participants on the course and will also serve as a guideline on which areas we need to improve and as a source of ideas we can make use of in other courses.

7.0 Registration and Fees

The cost for the Master Class is of Euro 250 per participant. Registrations are done by filling the online form at [LINK](#).
