

## Registration information

**Course fee for each part:** \$350 per person, or \$300 per person if three or more from the same company register together. Payable to Goshen College. Fee includes all study materials.

**Continuing education credits earned for each part:** 1.2 CEUs.

**To register (three options):**

1. Call (574) 535-7451. Credit cards accepted.
2. [goshen.edu/dsl](http://goshen.edu/dsl)
3. Mail registration form and check to:

CBEE  
Goshen College  
1700 S. Main St.  
Goshen, IN 46526

Customized in-company versions of these programs, with flexible dates, are also available. Please contact Jonathan Geiser, business development director: **574.535.7135**.

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## Registration form

I am most interested in:  Part 1  Part 2

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_

State/ZIP: \_\_\_\_\_

Email: \_\_\_\_\_

Work phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Check enclosed for \$ \_\_\_\_\_

P.O. # \_\_\_\_\_



Center for Business  
and Entrepreneurial Education  
1700 S. Main St.  
Goshen, IN 46526

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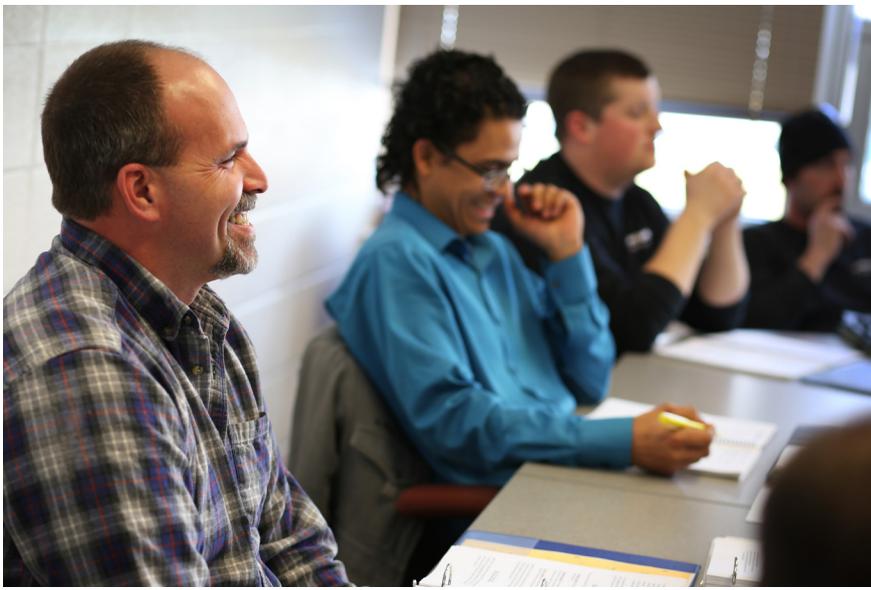
# Developing Supervisory Leadership

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*You may receive a duplicate brochure. If so, please pass it along to an interested colleague or associate. Thank you.*



## Developing Supervisory Leadership

*Newcomer Center, Goshen College*

**Classes: 3:30 – 5:15 p.m.**

**Part 1:** 7-week course each fall and spring

**Part 2:** 6-week course each fall and spring

For course starting dates, or more information go to:

[goshen.edu/dsl](http://goshen.edu/dsl)

If you are a newly appointed supervisor or if you have had years of supervisory leadership experience and just want to sharpen your skills, you will want to participate in this special class. You will meet with other supervisors to learn how to improve leadership skills and enhance your contribution to the success of your organization.

As a supervisor, your primary concern is building human relationships by leading your work group, department, division or company to accomplish the mission, vision, goals and objectives. This must be done by understanding the human dynamics of organizations and then applying the functions and principles of management to daily operations. The most challenging and difficult aspect of your position is the consistent application of sound principles to build relationship with your superiors, your peers and your people.

Customized in-company versions of these programs, with flexible dates, are also available. Please contact Jonathan Geiser, business development director: [574.535.7135](tel:574.535.7135).

## Course outline

**Part 1:** *These sessions focus on principles supervisors must understand to contribute to organizational success. They answer, "What must we know?"*

### Introduction

**Origin of the Enterprise:** Why are organizations formed and how do their belief systems and values contribute to the attainment of their mission, vision, goals and objectives?

**Functions and Principles of Management:** How does goal setting, planning, organizing, leading and controlling in everything lead to success at work and at home?

**The Organization:** Why and how do effective leaders organize materials, equipment, space and people to create synergy?

**The Art and Science of Leadership:** Leadership is rooted in character. One must "live" and "sell" the philosophy, mission, vision, goals and objectives, policies and procedures through effective communication.

**Controlling Safety, Quality and Productivity:** Profits flow from continuous improvement in safety, quality and productivity. How is effectiveness in each area measured and achieved?

**Business Simulation – My Department is my Company:** Participants are led on a guided tour of their area as if it were an independent business to answer the question, "If this were my capital at risk, could I afford to continue to operate as I do? What changes are needed?"

**Part 2:** *Deals with the specific techniques that leaders use to develop and maintain the competence and commitment of people. Now that we know; what must we do to improve safety, quality and productivity?*

**Motivation:** The drive to satisfy our needs comes from within. Supervisors must learn to build relationship to focus the drive of others to reach organizational goals through team work.

**Training and Education:** Employees will learn whether they are taught properly or not. Supervisors must establish goals and use proven methods to teach more than the job itself.

**Counseling:** What are the four categories of complaints? How can they be identified and dealt with? When can a supervisor counsel effectively, and when must he refer?

**Appraisal:** How does one appraise performance and behavior effectively? What are the methods that work?

**Discipline:** Dealing with negative behavior is a challenge. How does one work with people to eliminate the problem while developing the employee? What if you fail? What are the danger areas you must avoid to protect your employer from legal action?

**Career Planning:** How does one develop and achieve career goals? Self evaluation, organizational savvy and continuous personal development are examined.

### Previous participants say:

*Working together in groups with problems and coming up with resolutions was most helpful.*

*Problem solving with real problems was helpful.*

*Helped me to understand how to be a better lead person.*

*I truly enjoyed this class.*

*Everything I do as a supervisor was covered here. Areas of improvement were given in this class.*



## Who should attend:

The program is appropriate for **newly appointed supervisors of non-management employees, experienced supervisors wanting to update and sharpen their skill, and the managers to whom they report.**

More than 400 Elkhart County organizations have benefited from Goshen College Management Development Programs, including: NIBCO, Berry Plastics, Veada Industries, Gunite, Mid-City Supply, NoBi Corp., Omega National, KMC Controls, Yoder Department Store, Plastic Components, RSM McGladrey, Shrock Homes, Stoutco, Weiland Design, The Papers, KemKrest, Flair Interiors, Jessen Mfg., Aluminum Trailer, Challenger Door, Kountry Wood Products, Newmar Corporation, Essenhaus, Goshen Community Schools and several community service organizations.



### Instructor:

**Dave Bontrager** is a human resources manager and consultant with over 30 years of management experience. He started as an hourly employee in foundries and machine shops before moving into supervision and human resources. He is a graduate of Hanover College (B.A.) and Ball State University (M.A.). He has taught management courses for Purdue University, Goshen College, Ivy Tech and Indiana Tech as well as for a number of area companies.