

# SYLLABUS

## SUPERPERFORMING SUPERVISOR CERTIFICATION

### Lesson 1

- 1.0: Class Objectives and Overview
- 1.1: The Superperforming Supervisor
- 1.2: The Supervisors Role in Superperformance
  - 1.2.1: Systems Thinking
  - 1.2.2: Servant Leadership
  - 1.2.3: Transformation
- 1.3: 21<sup>st</sup> Century Leader-Manager
  - 1.3.1: A Universe of Polar-Complements
  - 1.3.2: Manage Process, Lead People
  - 1.3.3: From Boss to Coach
  - 1.3.4. Growing Others
- 1.4: Power of Habit
  - 1.4.1. 10 Habits of Management and Leadership
  - 1.4.2: Habit Strength Instrument
- 1.5: 15 Distinctions
- 1.6: Supervisor as Oscillator
- 1.7: Influencing Environments
  - 1.7.1: Cultural
  - 1.7.2: Political
  - 1.7.3: Operational
- 1.8: Issues and Challenges
  - 1.8.1: Discussion

## **Lesson 2**

- 2.0: Class Objectives
- 2.1: The People Side of Superperformance
- 2.2: From Boss to Coach: Implications
- 2.3: Superperformance Coaching Model
- 2.4: Super Coaching Skills for Supervisors
  - 2.4.1: Tacking
  - 2.4.2: Thriving in Uncertain Environment
  - 2.4.3: Creating Self Awareness
  - 2.4.4: Unlearning and Relearning
  - 2.4.5: Influencing Skills
  - 2.4.6: Motivating Others Positively
  - 2.4.7: Listening Skills
  - 2.4.8: Conflict Resolution
  - 2.4.9: Engaging Others
  - 2.4.10: Creating Accountability
  - 2.4.11: Developing Others
  - 2.4.12: Delegation Skills
- 2.6: Shackleton Case Study
- 2.7: Superperformance Habit Strength
- 2.9: Issues and Challenges
  - 2.9.1: Discussion

## **Lesson 3**

- 3.0: Class Objectives
- 3.1: The Process Side of Superperformance
- 3.2: What is Systems Thinking?

- 3.3: The Five Systems Thinking Activities
  - 3.3.1: Purpose
  - 3.3.2: System
  - 3.3.3: Measurement
  - 3.3.4: Planning
  - 3.3.5: Continual Improvement or Transformation
- 3.4: Organization as a Living System
  - 3.4.1: Linkage of Process
  - 3.4.2: The Intangible System
- 3.5: Driver, Mainstay, Support Processes
- 3.6: Example Systems of Work
- 3.7: SIPOC
- 3.8: Improvement vs Transformation Defined
- 3.9: Fire Fighting vs Improvement
- 3.10: Examples from Your Industry
- 3.11: Improvement vs Transformation Methodologies
- 3.12: Difference Between Process and Product Improvement
- 3.13: Keys to Successful Performance Improvement
- 3.14: Basic Model for Improvement
- 3.15: DMAIC Methodology
- 3.16: Elimination of the 8 Sources of Waste
- 3.17: Lean Tools and Terminology
- 3.18: Role of Project Sponsor
- 3.19: Elements of an Improvement or Transformation Campaign
- 3.20: Charters
- 3.21: Matching Teams, Projects, and Team Processes
- 3.22: What's the Output We Desire

3:23: Issues and Challenges

3.23.1: Discussion

## **Lesson 4**

4.0: Class Objectives

4.1: Unleashing Super Change

4.2: First vs Second Order Change

4.3: Kaizen vs Kaikaku

4.4: Physics of Transformation

4.5: Super Change Model

4.5.1 Preparation

4.5.2. Incubation

4.5.3. Swarming

4.5.4. Tipping

4.5.5 Stabilizing

4.6: Critical Mass: Tipping Point of Phase Transition

4.7: Adaptive vs Generative Change

4.8: A Formula for Super Change

4.9: Todco Case Study

4.10: Issues and Challenges

4.10.1: Discussion

## **Lesson 5**

5.0: Class Objectives

5.1: Agility and Super Teams

5.4: Agile and Operations Excellence

5.4.1: PDCA and Scrum

5.4.2: What vs How

5.5: Agile Manifesto

5.6: Why Super Agile: Advantages

5.7: Value Optimization and Delivery

5.8: True North of Superperformance

5.9: Acceleration of Enterprise Agile

5.10: Scrum Artifacts

5.10.1: What makes Scrum Adoptions Succeed

5.11: Super Teams

5.11.1: Small (less than 10)

5.11.2: Self-organized (no formal roles)

5.11.3: Empowered and Enabled (Tools and Support)

5.11.4: Collaborative (co-located or virtual teaming)

5.12: Super Team Model

5.12.1: Five Attributes of a Super Team

5.12.2: How to Coach a Super Team

2.3 Stages of Super Team Growth

2.4.1 Forming

2.4.2 Informing

2.4.3 Transforming

2.4.4 Superperforming

2.5 Issues and Challenges

2.5.1 Discussion

## **Lesson 6**

6.0: Class Objectives

6.1: The Science of Superperformance

6.1.1: Machine View

6.1.2: Organism View

6.1.3: The New Biophysics of Optimization

6.2: Superperforming Supervisor Derailers

6.2.1: Selfish Leadership

6.2.2: Micromanaging

6.2.3: Lack of Interpersonal Communication Skills

6.3.4: Unclear Goals and Strategy

6.3.5: Failure to Engage Others

6.3.6: Fixed vs Growth Mindset

6.3.7: Activity vs Results Mentality

6.3.8: Silo Mentality

6.3.9: Lack of Critical Thinking Skills

6.3.10: Reluctance to Delegate

6.4: Integration

6.5: Issues and Challenges

6.5.1: Discussion

6.6: What Comes Next (Support for Practicum)

6.6.1: Fieldwork

6.6.2: Implementation within Your Organization

6.6.3: Coaching calls and Slack Meetings

6.6.4: Community of Practice Development