



# Associate Supervisor Training Program

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**The objective of this training program is to provide prospective supervisors with the technical, administrative, and leadership skills needed to achieve local goals and objectives and the overall mission and vision of the Postal Service.**

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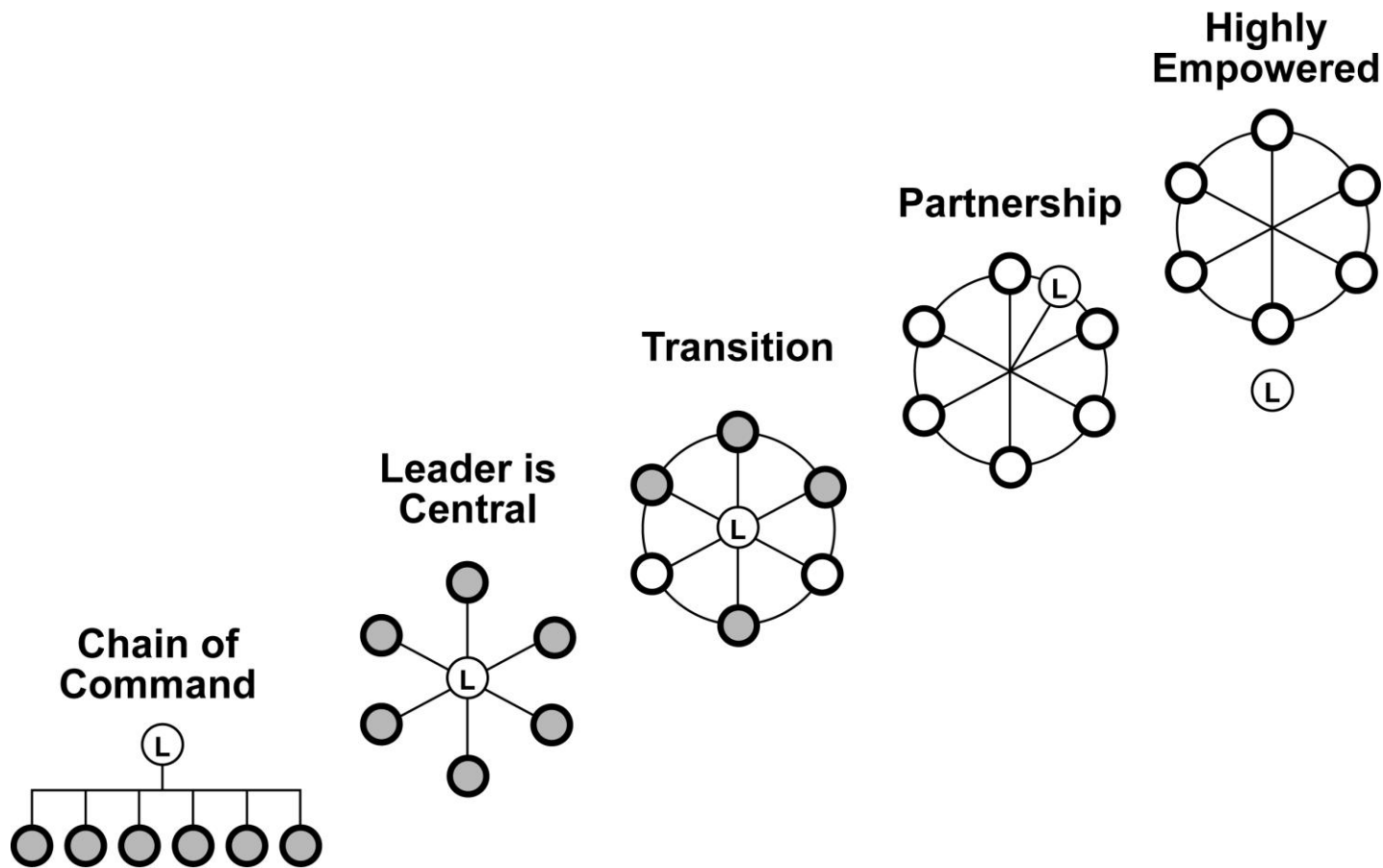
# **Coach-Trainee Contract**

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- **Identify KSAs which the trainee feels could be enhanced by specialized experiences;**
- **Identify trainee and coach expectations of each other as they relate to the training course;**
- **Establish a schedule for the coach and trainee to meet to share information and provide feedback.**



# Empowerment Continuum



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# **Purpose**

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**To provide every household and business across the United States with the ability to communicate and conduct business with each other and the world through prompt, reliable, secure, and economical services for the collection, transmission, and delivery of messages and merchandise.**

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# Vision

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- **Our postal products will be recognized as the best value in America.**
  - **We will evolve into a premier provider of 21st century postal communications.**
  - **We will be the most effective and productive service in the federal government and markets that we serve.**
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# **Guiding Principles: People**

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- **Diversity is valued; everyone must be treated with dignity and respect.**
- **Training and information must be provided to employees. Preparation strengthens teamwork and participation in decision making which are essential to customer and job satisfaction.**



# **Guiding Principles: Customers**

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- **We will achieve the highest possible levels of satisfaction with every service encounter.**
- **Customer satisfaction is essential to the health and growth of our business.**



# **Guiding Principles: Excellence**

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- **We stand for continuous improvement, positive change and making breakthroughs in what we do and how we work.**
- **Each of us will bring our finest efforts to bear on each task and each endeavor, all the while looking for better, easier, faster and simpler ways to serve our customers, achieve our goals and improve our performance.**



# **Guiding Principles: Integrity**

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- **We will be worthy of the trust given us by the American people.**
- **We will act with integrity in every encounter and relationship with postal customers, business partners and each other.**



# **Guiding Principles: Community Responsibility**

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**We will build upon our legacy of more than 200 years of service to the nation by meeting the changing needs of the communities we serve into the next century.**



# Corporate Goals

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- **Improve Customer Satisfaction - VOC**
- **Improve Financial Performance - VOB**
- **Strengthen Employees/USPS Effectiveness - VOE**



# Improve Customer Satisfaction - VOC

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- **Provide timely delivery**
- **Make affordable**
- **Provide consistency**
- **Provide ease of use**
- **Provide accurate service**



# Improve Financial Performance - VOB

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- **Increase revenues**
- **Reduce cost/capital operating cost**
- **Reduce negative equity**
- **Create new products**



# Strengthen Employees/USPS Effectiveness - VOE

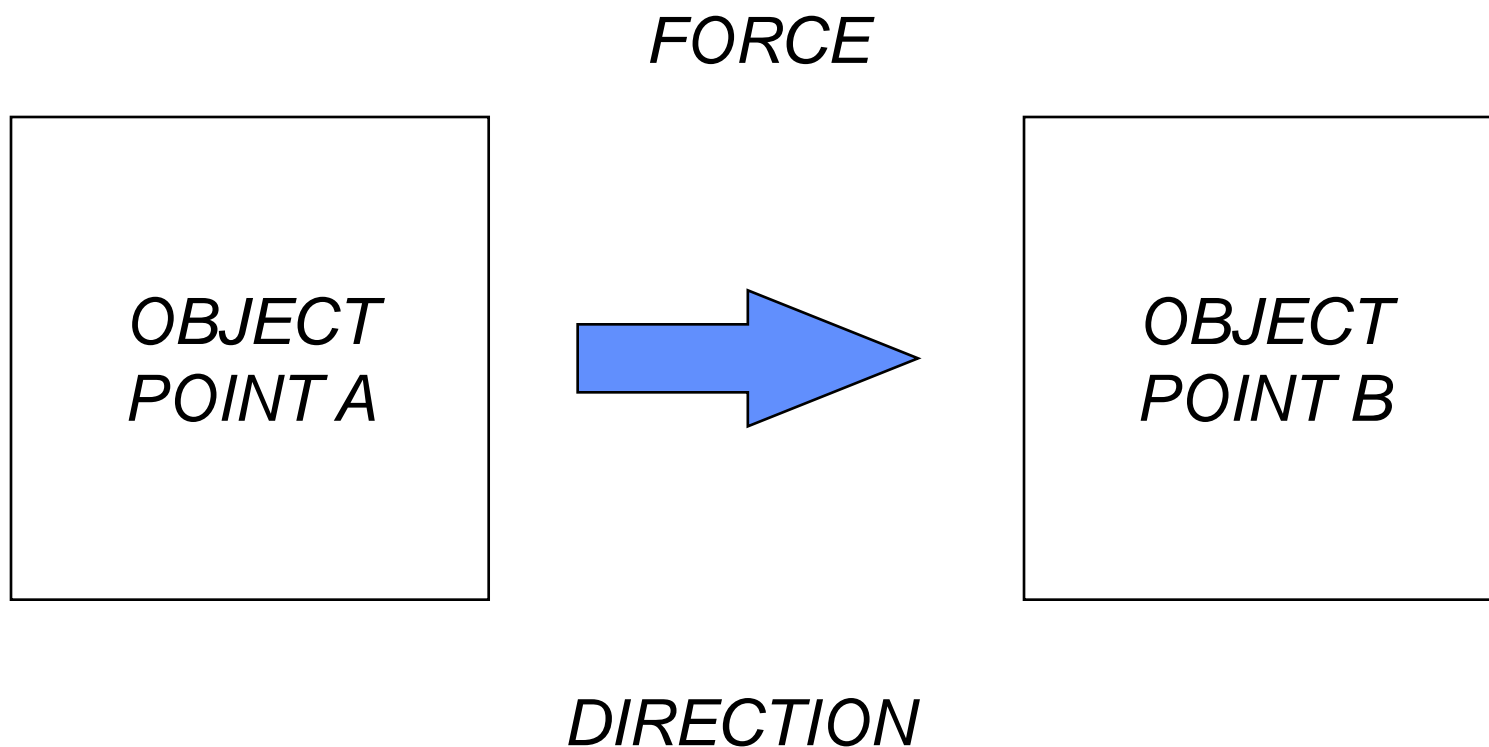
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- Deal with poor performance and recognize good performance
- Ensure safety
- Demonstrate commitment
- Enhance workplace environment



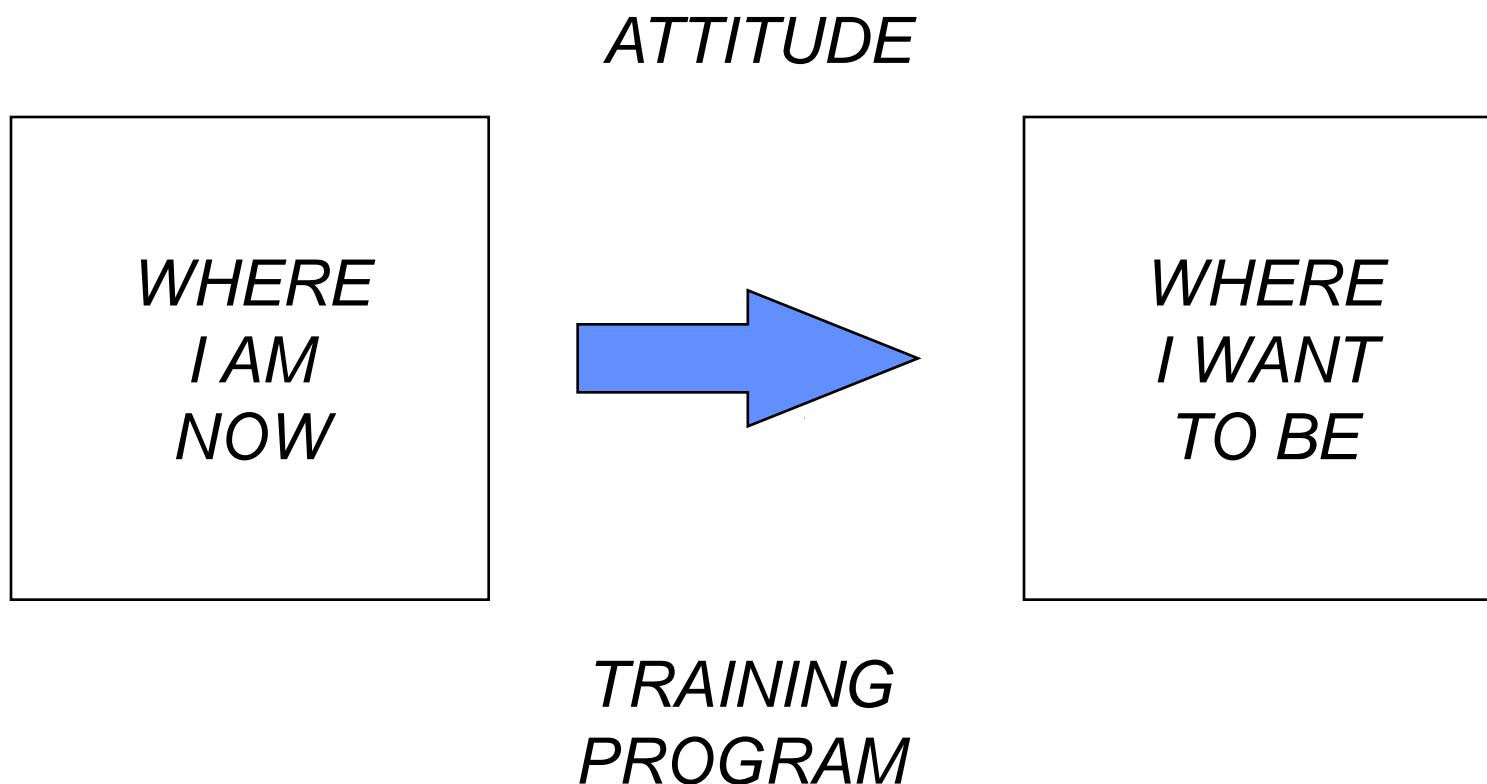
# Transitioning to Supervision

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# Transitioning to Supervisor (cont.)



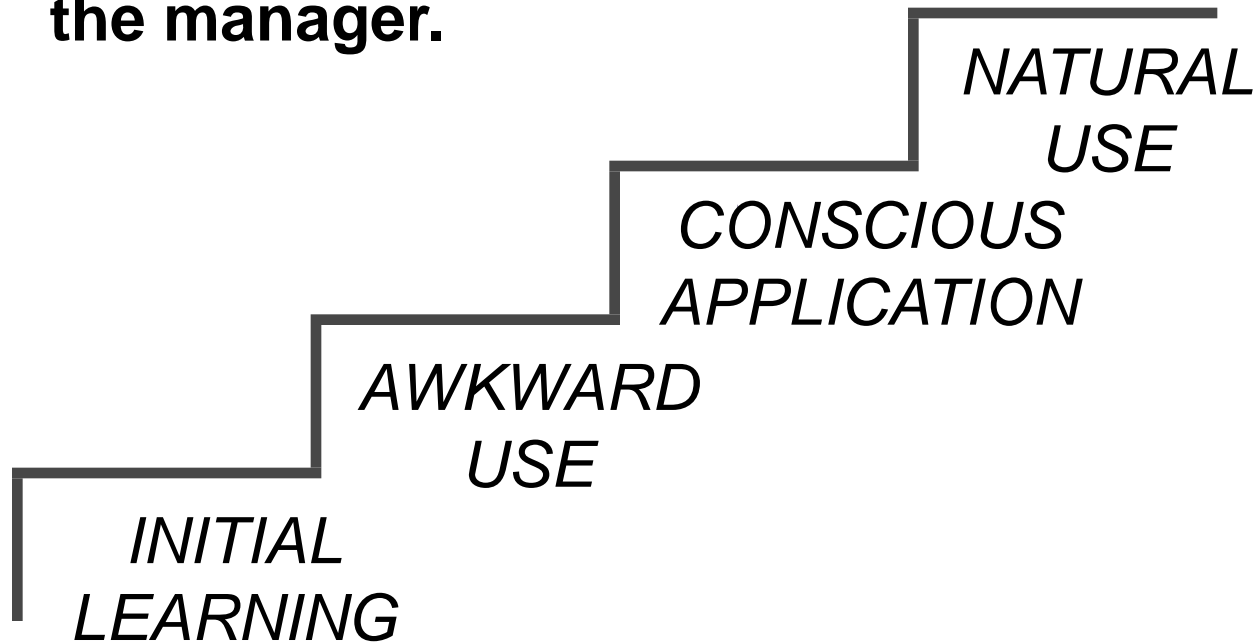


# Learning Model

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Training can only get participants to the awkward use stage.

To get to the natural use stage, participants must practice on the job with the support of the manager.





# **'50s, '70s, '90s Views**

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**'50s**

**Mickey Mantle**

**Inkspots**

**Ozzy and Harriet**

**Rosa Parks**

**Suits and Ties**

**'70s**

**Roberto Clemente**

**Jackson Five**

**Three's Company**

**Angela Davis**

**Leisure Suits**

**'90s**

**Ken Griffey Jr.**

**Boyz 2 Men**

**Full House**

**Carol Mosley Braun**

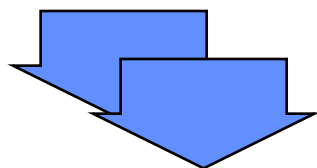
**Dress Down Day**



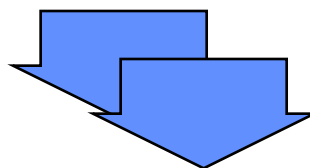
# Values/Behavior Model

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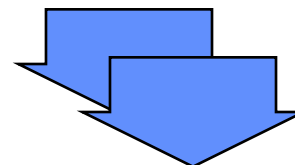
*Experience/Perception*



*Values*



*Motivation*

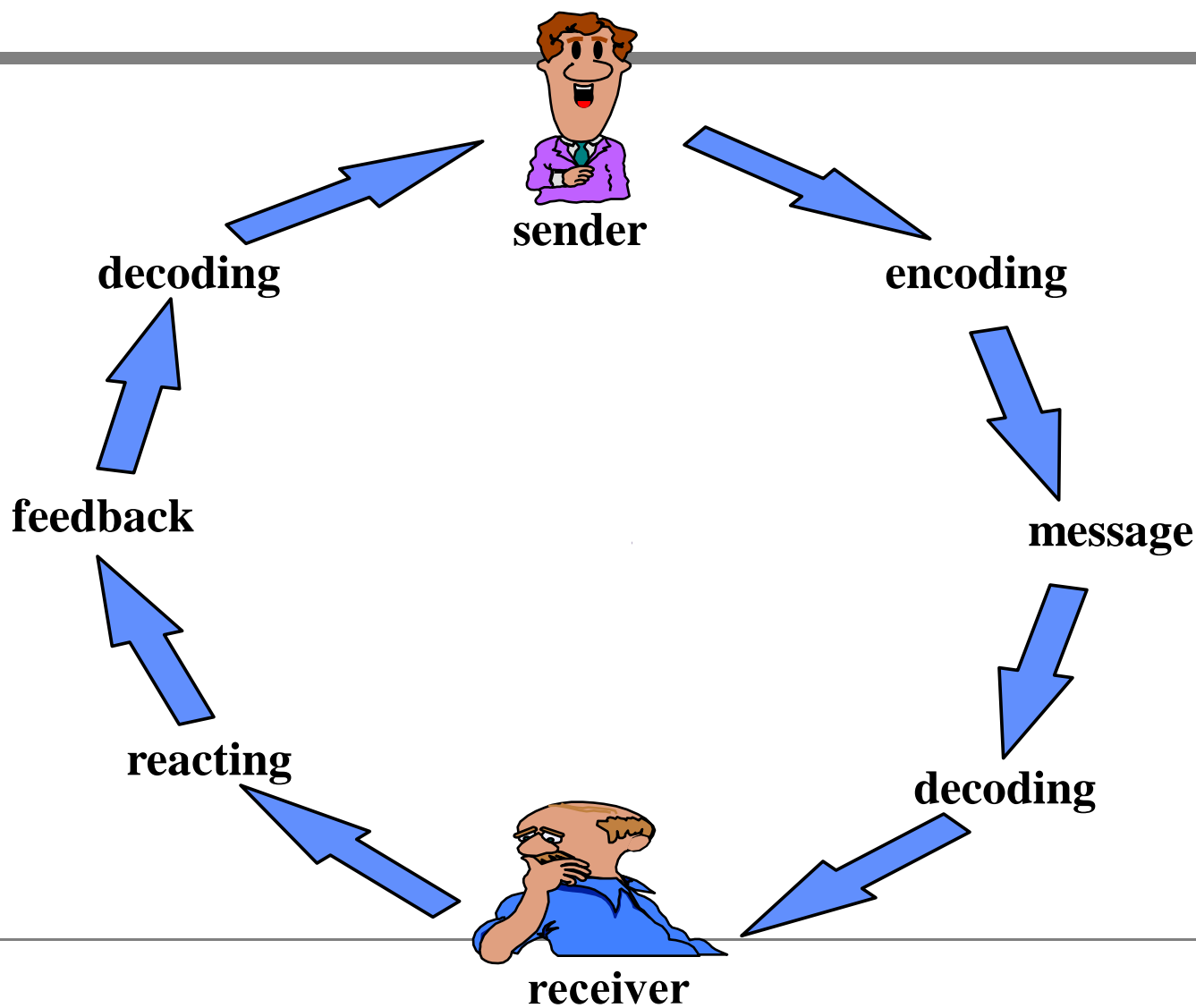


*Behavior*

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# Communication Model





# **Factors Affecting Listening**

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- **There's no such thing as an objective listener. Listening is interpretive.**
  - **Power and position can be barriers to effective listening.**
  - **Mood changes our listening. Listening changes our mood.**
  - **Listening for others' concerns, alerts us to new opportunities.**
  - **Each of us has a habitual way of listening and observing.**
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# **Paraphrasing Advantages**

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- **Tells the speaker you're listening.**
- **Forces you to concentrate on speaker's message.**
- **Allows speaker to clarify message.**
- **Assures that both speaker and listener have the same understanding.**



# **Set the Stage for Listening**

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- **Remove distractions or**
- **Find a place free from distractions.**
- **Be aware of personal space.**



# Consider Taking Notes

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- **Ask permission**
- **Don't overdo**



# **Listen With Your Eyes**

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- **Maintain comfortable eye contact.**
- **Be aware of speakers non-verbal cues.**



# Pay Attention to Your Body Language

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- **Transmit positive facial expressions or**
- **Ask questions with facial expressions.**
- **Minimize indicators of impatience, disagreement, boredom, etc.**



# **Ask Questions for Clarification**

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- **Open ended questions encourage more information.**
- **Closed questions elicit specific information (too many can signify impatience).**
- **Avoid questions that may convey challenge or result in defensiveness.**



# **Paraphrase and Summarize**

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- **Restate (paraphrase) in your own words.**
- **Reiterate key words.**
- **Ask for confirmation or correction of your interpretation.**



# **Stop Talking!**

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- **“You can’t learn with your mouth open.”**
- **When you interrupt, you’re telling someone that what you’ve got to say is more important than what they’ve got to say.**



# **“You” vs. “I” Message**

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## **“You” Message**

- **Judgmental**
  - **Evaluative**
  - **Critical**
  - **Blameful**
  - **No information about your needs or feelings**
  - **Assumes guilt or fear will change others behavior**
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# **“You” vs. “I” Message (cont.)**

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## **“I” Message**

- **Focuses on your feelings/unmet needs**
- **Shares concerns with others**
- **Is honest and open**
- **Others learn effects**
- **Keeps responsibility for behavior change with the other person**
- **Ventilates feelings**