

Name:

Start Date:

Supervisor Workshop

Workbook

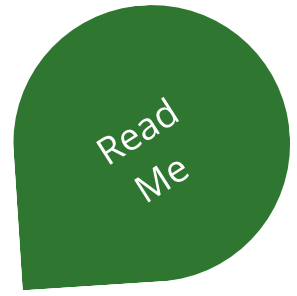


EFFECTIVE INFLUENCE



NZKGI

NEW ZEALAND KIWIFRUIT GROWERS



Welcome to the Supervisor Workshop

Your learning and development starts here.

Key learning outcomes are:

- Understand how you work as a Supervisor
- Understand how to get the best out of your team
- Understand best practice to be an effective Supervisor

Please work your way through this booklet, completing all tasks as you go. Instructions can be found in the top right corner of each page, like the one above.

Let's get started...



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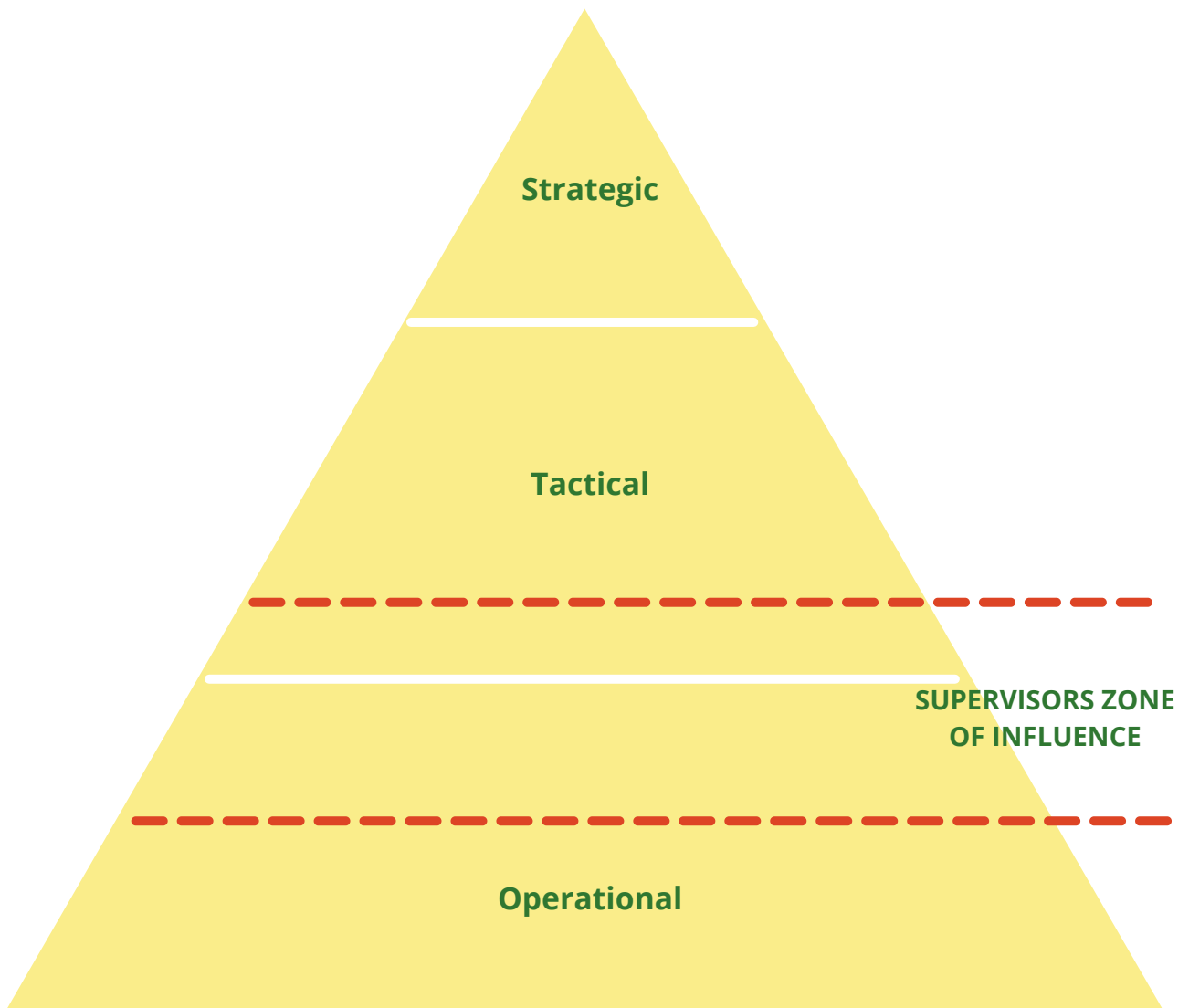
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Understand how you work as a Supervisor



WHAT IS A SUPERVISOR?

"A Supervisor ensures that work outcomes are fulfilled and align with the business requirements and objectives"



"Supervisors are responsible for People, Product and Process"



Understand how you work as a Supervisor

Read
Me

THE ROLE OF A SUPERVISOR

What does a Supervisor do?

- Setting goals for performance and deadlines in ways that align with companys plans and vision.
- Organizing workflow and ensuring that employees understand their duties or delegated tasks.
- Monitoring employee productivity, providing training, equipment, constructive feedback, and coaching.
- Ensure that responsibilities are fulfilled in relation to Hygiene, Health, Safety and Wellbeing

Understand how you work as a Supervisor

Read
and
Answer

What motivates you as a Supervisor?

What's Supervising all about for you?

All about the people.

YES

NO

SOMETIMES

All about getting stuff done.

YES

NO

SOMETIMES

All about the career path.

YES

NO

SOMETIMES

All about the title.

YES

NO

SOMETIMES

All about the moolah.

YES

NO

SOMETIMES

Understand how you work as a Supervisor



A normal day Supervising

What does a normal day on the job look like?

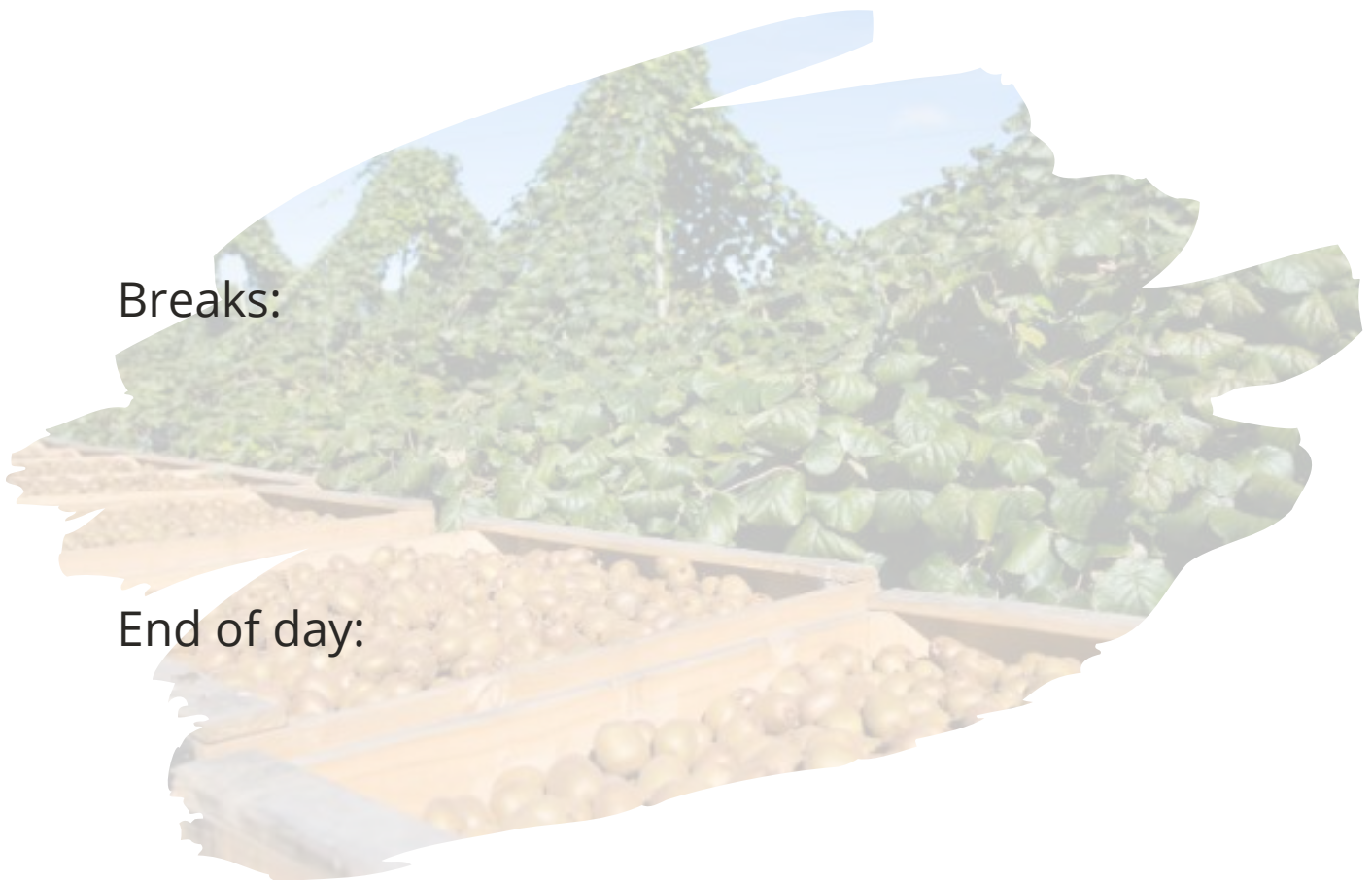
Arrive at work:

Starting team:

Supervising:

Breaks:

End of day:



Understand how you work as a Supervisor

Read
and
Answer

Your behaviour as a Supervisor

How are you doing so far?

My work is planned out the day before.

YES

NO

SOMETIMES

I get to site before my team.

YES

NO

SOMETIMES

I have suitable equipment ready.

YES

NO

SOMETIMES

I brief the team on work expectations daily .

YES

NO

SOMETIMES

I monitor the wellbeing of my team daily .

YES

NO

SOMETIMES

I discuss Health and Safety with my team daily.

YES

NO

SOMETIMES

I deal with issues and arrive at proactive solutions.

YES

NO

SOMETIMES

Do
Better



Doing
Great

Understand how you work as a Supervisor



The perfect Supervisor day

What does a perfect day on the job look like?

Arrive at work:

Starting team:

Supervising the job:

Breaks:

End of day:



Understand how you work as a Supervisor



Reflect
& Fill In

Changing how you Supervise

Do you have it right?

What do you think you need to change about how you supervise?

Understand how to get the best out of your team

Read
Me

The purpose and role of the team

How does a well led team deliver great results?

The purpose and role of a functional team is to:

- Work and fulfil their part of the company vision, objectives and goals
- Collaborate together
- Make decisions that benefit the teams function
- Contribute to solving problems
- Meet targets in terms of timing and quality
- Communicate effectively with each other and their Supervisor
- Be proactive in resolving conflict
- Hold each other to account
- Support and look out for each other
- Continually grow and improve
- Ensure each other is safe

Understand how to get the best out of your team

Getting the best out of your team

How do you do this?

What do you think you need to do to get the best out of your team?

Are their basic needs met?

- Adequate Pay
- Feel safe and secure
- Know what part they play in the company
- Know where they fit in the company structure

Is communication clear to them?

- Work rosters and start times/breaks
- Expectation of work, timing, accuracy and quality
- Where and how they can improve
- Told what they are doing well
- The importance of safety, wellbeing, and hygiene
- Where to park and where amenities are located

Are their tools and equipment provided?

- The right equipment is on site ready to go
- Free from defect or in need of maintenance
- Clean and sanitary
- PPE is suitable for the tasks

Understand how to get the best out of your team

Read
Reflect &
Discuss

Getting the best out of your team

How do you do this?

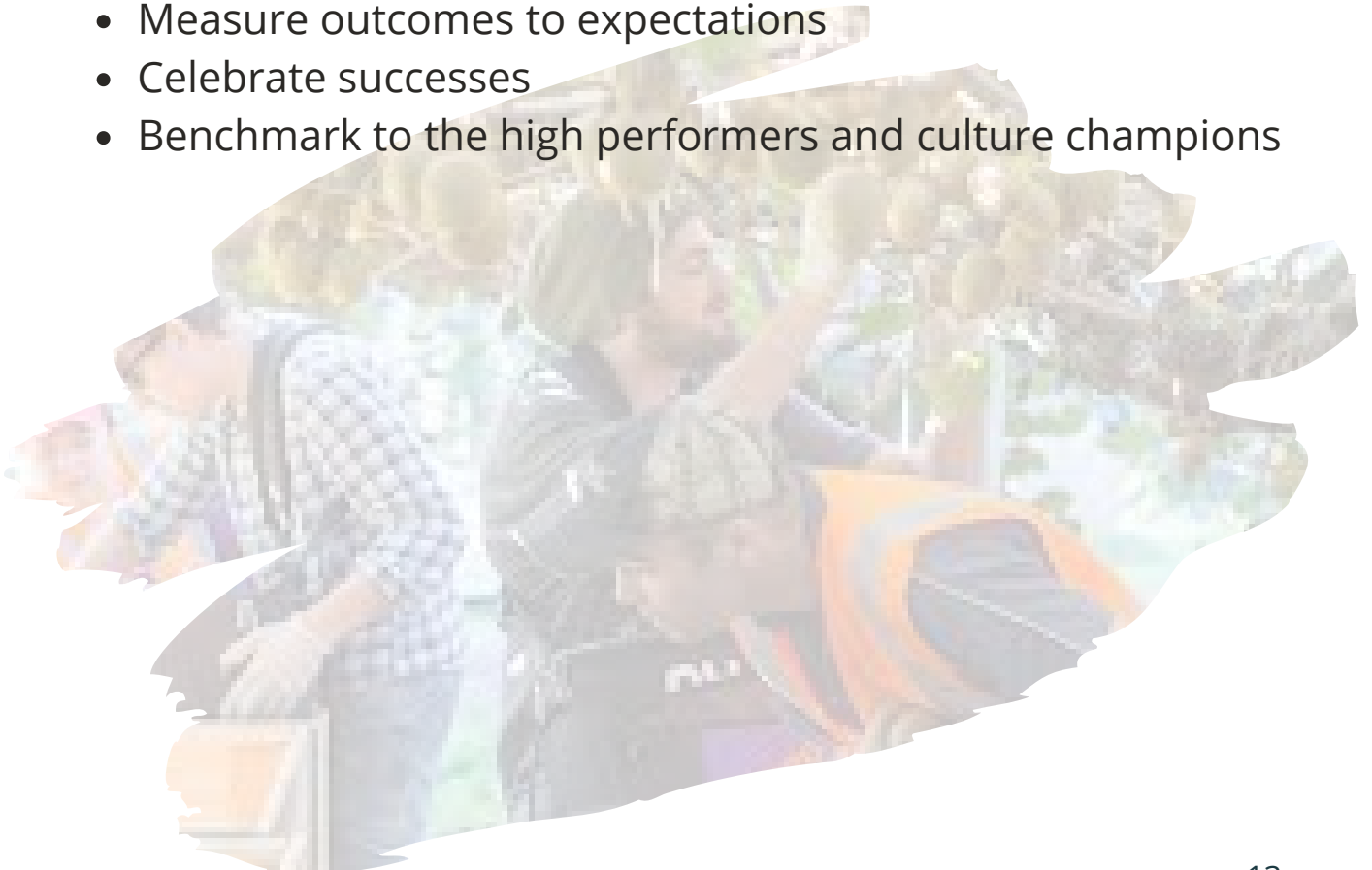
What do you think you need to do to get the best out of your team? (continued)

Is training provided?

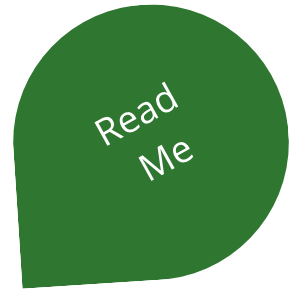
- Machinery, tools and equipment
- Specific tasks and roles
- Site inductions

Are behaviours managed?

- Addressing conflict/hard conversations
- Remedy/remove toxic behaviours
- Measure outcomes to expectations
- Celebrate successes
- Benchmark to the high performers and culture champions



Understand best practice to be an effective Supervisor



Best practice towards great Supervision

What is best practice?

There are 3 key factors that drive best practice.

Motivating your team towards a common purpose.

Communicating with intention and purpose.

Equipping and Supporting your team.

Towards a common purpose. **How to define a common purpose.**

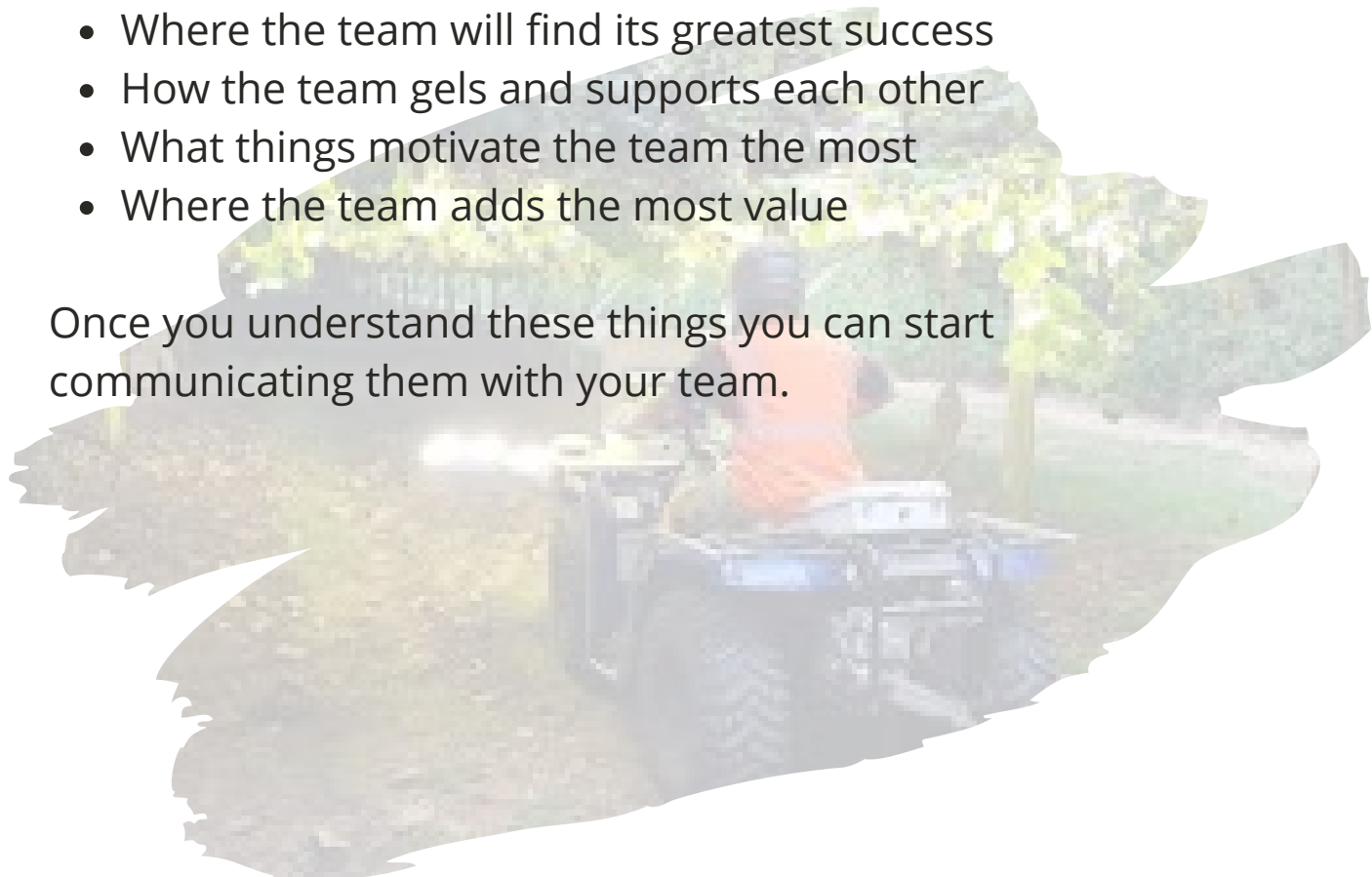
A common purpose is a statement of purpose. It will be aspirational, relevant and important to what you do as a team. It could sound like:

- The best (team function) team in industry that delivers quality results for our owners/clients

Break down the statement into agreed terms. These terms will consider things like.

- What the team culture is or needs to be
- Where the team will find its greatest success
- How the team gels and supports each other
- What things motivate the team the most
- Where the team adds the most value

Once you understand these things you can start communicating them with your team.





Define a common purpose.

How does your team contribute to common purpose?

How would you like your team to behave and what words would you use to describe these behaviours?

eg: Reliable, Happy, Helpful, Motivated, Committed

How would you like your team to respond to instructions and execute on tasks, what words would you use to describe these actions?

eg: Effectively, Timely, Willingly, Accurately, Honestly

What is the most important thing you need to do to be successful as a team and what does that sound like?

eg: Do a quality job for the best outcome.

What would you like your team to be known for when others talk about you and what does that sound like?

eg: They are the best in industry. They are so reliable.

Understand best practice to be an effective Supervisor



Create a common purpose.
What is your Purpose Statement?

OUR TEAM PURPOSE STATEMENT IS:



Understand best practice to be an effective Supervisor



Read
& Discuss

Communicating with purpose.

How do you communicate to your team?

Great Communication starts with a purpose and a plan.

What do you need to consider when communicating to your team?

- Is it planned and timely?
- Is it clear and understandable?
- Is it relevant and helpful?

Understand best practice to be an effective Supervisor

Discuss
and Fill In

Communicating with intention
and purpose.

What are you communicating to your team?

What do you need to communicate to your team?

How do you communicate to your team?

What are some communication frustrations you
experience?

Understand best practice to be an effective Supervisor

Communicating with intention
and purpose.



Reflect
& Fill In

What needs to change?

**What do you think you could do better when
communicating to your team? Why?**

Understand best practice to be an effective Supervisor
Equipping and Supporting
your team.

Discuss
and Fill In

How do you set up your team for success?

WHY: Be clear about why you are here.
(Common Purpose Statement)

WHAT: Be clear about what you do and how it adds value.
(what is important for the team to know)

HOW: Be clear about how things are done and why they
need to be done that way (how to behave, work, and
celebrate)



Understand best practice to be an effective Supervisor



Reflect
& Fill In

The team needs to know.

What are some simple actions to get started?

What does delivering success to your team look like?

1. Be in a work ready state yourself
2. Pre communicate roster requirements, tasks, start/ finish times and locations as soon as possible.
 - Set up a team chat
3. Turn up to site at least 15mins before your team
4. Have all equipment and information ready to go
5. Communicate all important information from a template start up list such as:
 - Why we are here
 - Breaks
 - Amenities
 - Rates/Pace/Timekeeping
 - Hygiene
 - Work Expectation
 - Required behaviours and non tolerances
 - Health, Safety and Wellbeing
 - Questions and Answers
6. Work with your team to get them started and in a rhythm
7. Correct non conformance, encourage success, motivate good behaviours
8. Align the team for the best work outcome, pair new people with experienced people and train and equip to the desired outcomes.

Understand best practice to be an effective Supervisor

Reflect
& Fill In

Planning for success.

What does your successful day look like?

Plan out a day sheet that will give you the best success in supervising teams:



Optional SELF ASSESSMENT

Complete the assessment to understand more about your role and use it to identify areas of growth

The Assessment covers:

- Communication
- Team Building
- Health & Safety
- Conflict Resolution
- Critical Thinking
- Planning and Organising
- People Engagement
- Quality
- Vision & Values

A: Communication

Read
Me

What is Great Communication?

A key aspect of an effectively functioning business is great communication. In some companies the "C" word has become taboo because it threatens positional control and influence. It can also be perceived as weakness, deemed as a waste of time and unnecessary.

THE BELOW HIGHLIGHTS SOME INSIGHTS ON GREAT COMMUNICATION

Team members need ongoing communication about expectations, goals and priorities. When team members know what they are supposed to be doing, they are more likely to do it – and to do it well.

ENSURE THAT YOU CLEARLY COMMUNICATE ABOUT THE AVAILABILITY OF INFORMATION.

People need to be listened to and listen themselves, share information and ideas that matter. Effective communication requires conveying information and advice that is compellingly, engages people in dialogue, and leads to informed action. The transfer of information from one person to another is essential and something that meaningfully occurs at every level in the organisation. Leaders communicate to their markets, stockholders, and workforce, managers listen to and address each other and their direct reports, and workers share vital information with each other constantly.

THERE IS NO ROLE WHERE COMMUNICATION DOES NOT MATTER.

Communicating is central to gathering and sharing information, generating ideas, asking questions and simply maintaining ongoing connections within the group. Information, be it fact or feeling, based is the blood of an organisation; keeping each other updated through continuous back and forth exchanges helps keep life in the body of the organisation. Mode does not matter greatly but the conveyance of purpose, meaning, value, detail and accuracy through any means is essential and is everyone's job.

Communication enables collaboration but is even critical to the simple additive effects of each person performing their own job in a competent and aligned fashion. It means that people can stay current and adjust to changing circumstances. Everyone needs to feel connected and part of what is going on around them, communication assures this will happen. At every level in an organisation there is something to know, to share and is worth listening to.

(ref gallup).

A: Communication (cont)



Questions

What are the 4 types of communication?

What do you need to do to ensure that the team is getting the information they need and that they understand?

What information do you need to communicate daily to your team?

With your team how do you change your communication to be relevant and understood?

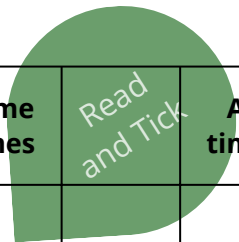
What tools/techniques do you use to be intentional and effective in your communication to others within the business?

(ref gallup)

**"Hearing is listening to what is said. Listening is hearing what isn't said."
- Simon Sinek**

	Unsure			Neutral			Very Confident		
A- Communication									

B: Team Building



	Never		Some times	Read and Tick	All times
When faced with a performance problem, I take care to establish whether it is caused by lack of resource, lack of motivation, lack of skills, or lack of understanding.					
I establish clear performance standards and expectations.					
The rewards and correction I use are clearly linked to performance and defined behavioural objectives.					
I structure work so that it is interesting and challenging, and allows for appropriate autonomy.					
When I encourage, I make sure it is genuine and heart felt.					
I am consistent in the way that I correct people for sub-standard performance.					
When I see good work, I praise it immediately.					
I make sure people have the tools, resources and training to achieve the results I expect.					
I try to understand what motivates each individual member of my team.					
To be fair, I use the same rewards for everyone when recognising good performance.					
I help people establish performance goals that are challenging and specific, and that are linked to organisational objectives.					
I encourage people to set their goals, make their achievements realistic and to challenge them fairly.					
I try to combine and rotate job assignments so that people can learn and use a variety of skills.					
I take responsibility for building my team into an effective unit to deliver results.					
I actively seek out opportunities to develop my team building and leadership skills.					

	Unsure	Neutral	Very Confident
B- Team Building			

D: Conflict Resolution



7 Conflict Resolution Strategies

What do you do?

1. Don't Ignore Conflict

If you're someone who dislikes dealing with conflict, it might seem tempting to just put your head in the sand and pretend it doesn't exist, hoping it will resolve itself on its own. While this sometimes can happen, the truth is this will only cause the situation to get worse. Ignored conflicts tend to fester over time and reappear at inopportune moments. Better to confront it and get it resolved.

Confident Ignore Not Sure

2. Remove Emotion

It can be difficult to resolve conflict if emotions are running high. Avoid trying to deal with the core issues if an individual/s are upset, angry or aggrieved. Ensure they are safe and won't harm themselves or others. Inform them that this will be dealt with when things have calmed down.

Immediately Wait Not Sure

3. Clarify what the Issue Is

If you're dealing with a conflict between two members of your team, it's important that you get all the facts. Sit down with each individual involved and find out exactly what the issue is. How is each individual perceiving the situation? What needs are not being met? What does each party see as an appropriate resolution? Make sure that all parties involved understand that you are acting as an impartial mediator and let them know they can feel comfortable to share sensitive information.

Get Facts Go with what I know Not Sure

4. Seek advice

When you are clear on the information seek advice from trusted people and sources, like HR or your up line. It is important that you feel supported through the process and don't risk crossing any employment law boundaries.

Seek Advice Go alone Not Sure

5. Bring Involved Parties Together to Talk

Once you've had a chance to talk to all involved parties separately, bring them together in a meeting so that they can hash out their differences in a neutral environment. This is a time for brainstorming, active listening, and being open to different perspectives - the goal is to come to a common understanding of what the problem is, what role each individual is playing in the conflict, and what some possible solutions might be. Be clear that resolution is the pathway forward.

Bring Together Manage separate Not Sure

D: Conflict Resolution (cont)



6. Identify a Solution

After both parties have had a chance to discuss the situation at hand, it's time to identify what a satisfactory resolution might be - and how to get there. Ideally, by this point, both parties will understand the other's side, and oftentimes the conflict will be resolved just through facilitated, open dialogue. However, if the situation requires further resolution, you will need to step in and help them negotiate a reasonable solution. This phase can require some time and effort, as it requires both parties to set aside their differences and preferences and find some common ground to work towards (which may involve not getting everything they want out of the situation). Then, work with both individuals to come up with a concrete list of steps that will result in the solution being achieved.

Find Solution Do Nothing Not Sure

7. Continue to Monitor and Follow Up on the Conflict

Just because a solution has been identified and addressed doesn't mean it will just go away. As a manager, it's your responsibility to check in with both parties to ensure that the conflict has truly been dealt with, and that the steps identified to reach a solution are being followed. If all seems to be going well, simply remember to stop and observe from time to time, just to see if things really are going smoothly or if there are still lingering tensions under the surface that need to be handled. If it's clear that the solution didn't work, or wasn't the right resolution for the situation, make sure to be proactive in working with both parties to readjust expectations, identify alternative solutions, and continue their dialogue to create a positive and healthy work environment.

Revisit Leave It Not Sure

Think about a time you had to deal with conflict. What was it?

What did you do?

What was the outcome?

How many of the 7 Conflict strategies did you use?

	Unsure			Neutral			Very Confident		
D- Conflict Resolution									

E: Critical Thinking



List of Critical Thinking Skills, Do you do this?

Analysis – Analysis refers to the ability to examine something, and then understand what it means, or what it represents.

YES NO SOMETIMES

Clarification – Clarification is the ability to comprehend information, and communicate it in a way that is easy to understand.

YES NO SOMETIMES

Evaluation – Evaluate the effectiveness of an idea.

YES NO SOMETIMES

Explanation – Explanation is like clarification, and refers to the ability to clearly state information, and even add one's own perspective to that information.

YES NO SOMETIMES

Interpretation – Interpretation is the understanding of information. Often, it refers to communicating the meaning of the information in a way that is clear for an audience.

YES NO SOMETIMES

Objectivity – Being objective means that you evaluate an idea fairly, without bias.

YES NO SOMETIMES

Problem Solving – Problem solving is another important skill that involves analysing a problem, finding a solution, and implementing a plan.

YES NO SOMETIMES

Reasoning – Reasoning refers to thinking logically about a question or problem and provide a sensible and logical answer.

YES NO SOMETIMES

Unsure

Neutral

Very Confident

E- Critical Thinking										
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F: Planning and Organising

Read
& Answer

What is planning?

Planning is minimising surprises and grey areas, creating contingencies, and developing plans. This includes prioritising, organising and managing resources to accomplish business goals within a defined timetable.

Key Behavioural Indicators

Focuses activities to achieve desired results

- Uses knowledge of general business to help build plans.
- Uses project management methods, including estimates of outcomes, budget, staff, and resources needed for target achievement.
- Pays attention to the important details.
- Prioritises, co-ordinates, and organises resources to maximise all opportunities. Filter the interruptions “an enquiry is not necessarily the most important task.”
- Takes all important issues into account when making decisions.
- Follows through on commitments. Reject non committed actions.
- Takes quick action to identify and resolve the cause of any problem.
- Is flexible in changing plans if needed. Not set ‘n’ forget.

The next section on planning is broken into three parts

- Goal setting
- Budgeting
- Forecasting

S.M.A.R.T Goal setting

S - specific, significant, stretching

M - measurable, meaningful, motivational

A - agreed upon, attainable, achievable, acceptable, action-oriented

R - realistic, relevant, reasonable, rewarding, results-oriented

T - time-based, time-bound, timely, tangible, trackable

Example:

- Not a SMART Goal: Read a book
- SMART Goal: Read one personal growth book by May 30, 2022

“Many people fail in life, not for lack of ability or brains or even courage, but simply because they have never organised their energies around a goal.” Elbert Hubbard

F: Planning and Organising (cont)



S.M.A.R.T Goal

This broader definition will help you to be successful in both your work and personal life.

When you next run a project take a moment to consider whether your goals are SMART goals.

Specific

- Well defined
- Clear to anyone that has a basic knowledge of the project

Measurable

- Know if the goal is obtainable and how far away completion is
- Find out when you have achieved your goal

Agreed Upon

- Agreement with all the stakeholders what the goals should be

Realistic

- Within the availability of resources, knowledge and time

Time-Based

- Enough time to achieve the goal
- Not too much time, which can affect project performance

Also think about:

Things that might hinder the progress of your goals.

Share your goals with someone and be accountable to them.

It will help to break large goals into smaller goals.

Use planning tools like:

- Dairies
- Calendars
- Planners
- Whiteboards
- Spreadsheets
- Goal setting sheets



Do you use a dairy?

YES

NO

Have you used other tools to do planning?

YES

NO

What did you use?

F: Planning and Organising (cont)



Forecasting

What is forecasting?

Forecasting consists of tools and techniques used to predict changes in business, such as work load, staff, resources, revenue, expenditures, profits and losses. The goal of forecasting is to develop better strategies based on these informed predictions; helping to eliminate potential failure or losses before they happen.

Why is forecasting important?

Forecasting is valuable because it gives the ability to make informed decisions and develop data-driven strategies. Financial and operational decisions are made based on current market conditions and predictions on how the future looks. Past data is gathered and analysed to find patterns, used to predict future trends and changes. Forecasting allows you to be proactive instead of reactive.

Three ways forecasting can help your organization excel:

1. Helps set goals and plan

Forecasting allows the setting of reasonable and measurable goals based on current and historical data.

2. Helps budget

Having visibility into potential trends and changes help you to know where to allocate budget and time spent on certain offerings such as products, services, or areas internally such as hiring and adjusting strategy.

3. Helps anticipate change within the market

Having insight into not only current data but projections of what could happen in the future helps businesses to make adjustments to business strategy and alter current operations in order to change their outcome.

Do you have a way of knowing what work you have ahead of you?

YES NO

Do you have regular discussions with your team about what work is coming up and how many people you will need?

YES NO

Are you confident that the team always have everything they need to start the job before they get to site?

YES NO

	Unsure	Neutral	Very Confident
34. F- Planning & Organising			

G: People Engagement



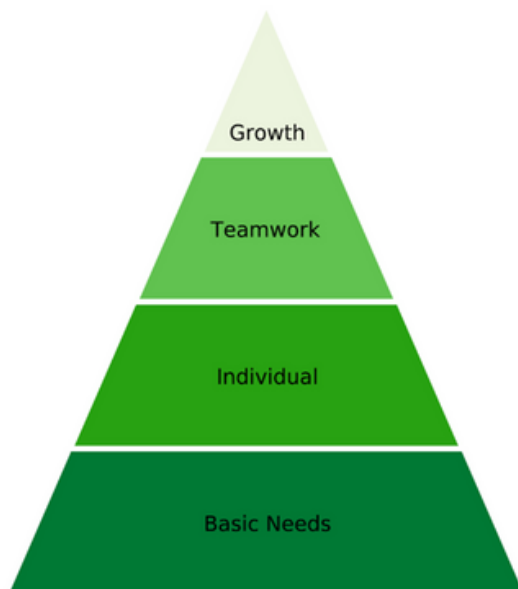
UNDERSTANDING ENGAGEMENT:

- Engagement is not a buzz word, it's fuel for hardcore business results.
- There is a difference between engagement and satisfaction.
- Engagement is made up of 4 parts in succession. Basic Needs, Individual, Teamwork, Growth. It is a hierarchy that helps people

How would you describe your teams engagement? (circle one)

Engaged, Not Engaged, Actively Disengaged.

Engagement Hierarchy



Growth — How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork — Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual — What do I give?

Employees want to know about their individual contributions and their worth to the organisation. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

What Employees Need to Be Engaged and Successful

Focus me.			Challenge me.
Free me from unnecessary stress.	BASIC NEEDS	GROWTH	Help me review my contributions.
Know me.	INDIVIDUAL	TEAMWORK	Hear me.
Help me see my value.			Help me see my importance.
Care about me.			Help me feel proud.
Help me grow.			Help me build mutual trust.

H: Quality



Quality is the action that defines how much you care

Quality Management empowers people to take ownership for their responsibilities and allows them the freedom to execute them to not only the desired expectation, but beyond.

Quality will take into consideration the following factors:

Accuracy:

- Have in place clear expectation of the quality standard
- Ensure the team are equipped with the tools and equipment to deliver quality

Timeliness:

- Understand the tension between time it takes and accuracy of execution
- Always consider the opportunity cost

Collaboration:

- Ensure that the whole team knows how they contribute to the quality of the outcome.
- Team member should treat each other as internal customers

Communication:

- Ensure that the team are clear on what they need to do and why they do it
- Encourage the team to hold each other to account for quality

Do you communicate the quality expectation?

YES

NO

NOT SURE

Is there anything in place for you to empower your team to increase quality?

YES

NO

NOT SURE

Do you talk about quality regularly?

YES

NO

Are you committed to on time and correct first time?

YES

NO

NOT SURE

Does your team have the tools they need for a quality outcome?

YES

NO

NOT SURE

Is your team committed to quality?

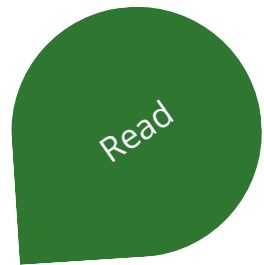
YES

NO

NOT SURE

	Unsure			Neutral			Very Confident		
H- Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I: Vision and Values



What is Vision? Unconstrained dreaming/ Future focus/Blue sky thinking.

“the ability to think about or plan the future with imagination or wisdom.”

Synonyms: imagination, creativity, creative power, inventiveness, innovation, inspiration, intuition, perceptiveness, perception, breadth of view, foresight, insight, far-sightedness, prescience, discernment, awareness, penetration, shrewdness, sharpness, cleverness.

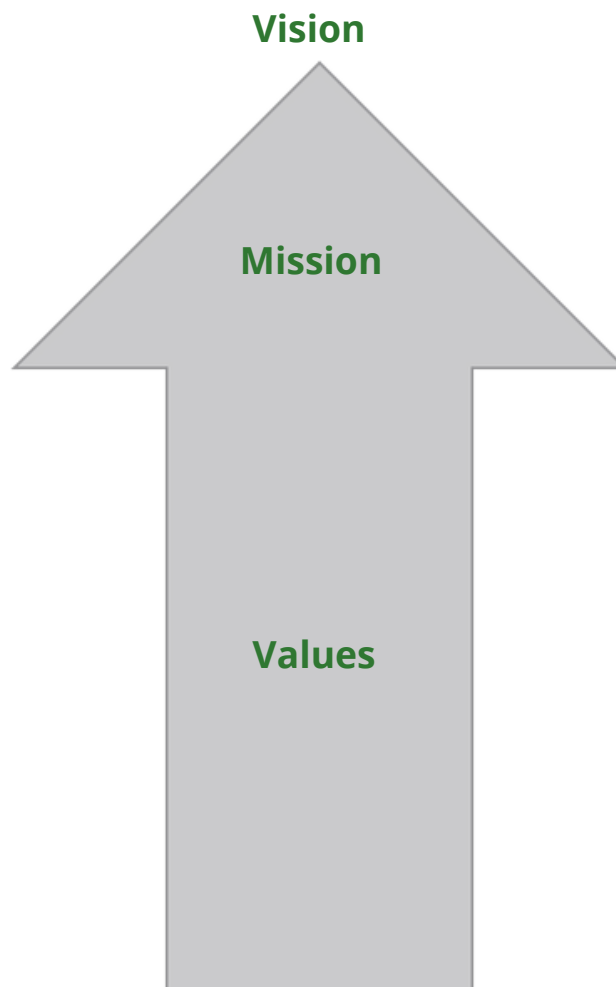
What are Values? Boundaries of behaviour for achieving outcomes.

“principles or standards of behaviour; one's judgement of what is important in life.”

Synonyms: principles, moral principles, ethics, moral code, morals, moral values, standards, moral standards, code of behaviour, rules of conduct, standards of behaviour.

Vision is the catalyst from where direction is derived; Values is a building block of Vision.

They go hand in hand, good vision is born of values and values are maintained because of good vision. Tension will occur if they are misaligned.



I: Vision and Values (cont)



Vision:

What is the organisation Vision?

What does this mean to you?

How will you communicate this to your team?

Mission:

What is the organisation Mission?

How do you see where your role fits into the Mission?

Values:

What are the organisation Values?

How do they make you feel about the organisation?

	Unsure			Neutral				Very Confident		
I- Vision & Values										

Only you Supervise like you



What sort of Supervisor will you be?

Only you supervise the way you do.

List 5 words or phrases that you think best describe you as a manager/people leader:

1:

2:

3:

4:

5:

40.



Assessment

Learning Needs Analysis and Assessment Rating

Below is a Learning Needs Analysis chart. Before you fill this out you must have read carefully the supporting information on each topic. This process is to help you understand what needs prioritising in relationship to your learning and development and what needs more attention based on the company objectives. If you are an inexperienced incumbent, most likely you will sit somewhere between unsure and neutral. Transfer your scores from the relevant pages.

Self Assessment Chart Overview

	Unsure			Neutral				Very Confident		
	1	2	3	4	5	6	7	8	9	10
A- Communication										
B- Team Building										
C- Health & Safety										
D- Conflict Resolution										
E- Critical Thinking										
F- Planning & Organising										
G- People Engagement										
H- Quality										
I- Vision & Values										