Essential Skills For Front Line Supervisors

Leadership Delivered By Leaders
Your front line supervisors are probably the most important people in your organization. They have the biggest influence over your employees, the responsibility to maintain the highest level of safety and probably the most face to face contact with your clients.

In sum, how they perform on the front line has a direct impact on your bottom line.

BUT ....... have you provided these key supervisors with the skills they need to be successful?

“This course was the best educational course I have taken. I have been through courses like this before with other companies but the way this one was laid out and presented was great.”

ABOUT US

The best people to design and deliver leadership training are those that have been successful leaders themselves. We have studied the academic theory, but it is our extensive practical knowledge gained from decades of hands-on leadership within many different environments (including manufacturing, education, oil and gas and the military) that makes us different and allows us to maximize your investment.

OUR VALUES

Accountability
We always do what we say we will

Client Focused
We will always put you the client first

Trust
Earning your trust and keeping it is more important to us than anything else
Calfrac Well Services has grown rapidly in the last few years, both in North America and elsewhere across the globe. One of the consequences of this rapid growth was that they had a large number of leaders promoted into front line supervisor positions who had not had the opportunity to conduct any formal leadership training.

Calfrac’s intent was to baseline and then enhance the skills and capabilities of their front line leaders. They knew that if done correctly, this would aid retention, increase safety performance and ultimately improve financial results. They were particularly keen that their supervisors understood their part in leading a positive safety culture within the company.

Finally, they were adamant that any training that took supervisors away from their day jobs, had to be focused and relevant, engaging and interesting for an audience not used to sitting in classrooms and with a measurable return on the investment.

“Even though I have been a Supervisor for Calfrac for six years, I was still able to take something valuable away from every section of the course. I really cannot say enough good things about the class.”
THE SOLUTION

Having listened to the requirements and conducted a rigorous training needs analysis, the content of the course was based on the SMARTCODE key skills. These were refined to ensure that they fitted seamlessly with the Calfrac culture and values. In conjunction with the HSE department, the responsibilities for Safety Leadership were woven into the entire course rather than a stand-alone entity. The emphasis was not so much on how to conduct various safety procedures, but more the understanding of why the procedures are in place and grasping both the legal and moral responsibility of safety that today’s supervisor has.

It was agreed that face to face training was the preferred solution and three days was the optimum length of the course for this particular audience. This seemed to strike the right balance between the investment return for removing people from their positions to attend and maintaining audience engagement.

The delivery was designed to be as interactive as possible and draw on the experience within the groups that could be shared widely. We also aimed to maximize the proportion of practical, relevant examples and case studies over the use of theoretical models. Plenty of supervisor tools and methods were also provided – ready to be put to use immediately on return to the workplace.

SAFETY LEADERSHIP

Without effective leadership, safety performance will be limited at best. The role of the leader in delivering world class safety threads its way through out all three days of the course.

FINANCIAL RESPONSIBILITY

Using a series of practical examples and discussion, supervisors now have a far greater understanding of the impact they can have upon the financial side of the business. The training they have received has returned tangible and significant operational cost reductions.
SMARTCODE

SMARTCODE has been developed as a result of decades of leading teams at all levels. It takes the muddle of competencies, skills and behaviors associated with leadership and rationalizes them into nine key areas an individual must exhibit if they are to be an effective leader.

Modular and customizable to meet your specific needs, SMARTCODE is aimed at aimed at the front line leader and seeks to break down the confusing terminology into something both understandable and easy to implement.

Always putting safety first is the non negotiable constant that underpins and is integral to all nine skills.

<table>
<thead>
<tr>
<th>Solves Problems</th>
<th>“When people stop coming to you with their problems, you are probably doing something wrong.”</th>
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<tbody>
<tr>
<td>Motivates Others</td>
<td>“If you don’t motivate your team, who will?”</td>
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<td>Accountable at All Times</td>
<td>“Always do what you say you are going to do.”</td>
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<td>Represents the Organization</td>
<td>“You are now leading the guys - not one of the guys.”</td>
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<td>Team Builder</td>
<td>“The aim is to get people to do things for the good of the team rather than for themselves”</td>
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<tr>
<td>Communicates Effectively</td>
<td>“You can have the best idea or plan in the world – but if you can’t explain it to others it is probably useless.”</td>
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<tr>
<td>Organizes Tasks</td>
<td>“Look after the minutes and the hours will look after themselves.”</td>
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<tr>
<td>Decision Maker</td>
<td>“A problem clearly understood is a problem half solved.”</td>
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<tr>
<td>Example to Others</td>
<td>“They will always be watching – not only what you do, but also what you don’t do.”</td>
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Hey Dave,

I didn’t get an opportunity to thank you properly for the course last week. Bar none, that was the best course I have ever attended. I’m not sure if you were part of the team that developed the course, however, it is the most relevant, useful course available. Most courses are very generic, but this course is very CWS driven.

Aside from the course content, your presentation and leadership skills are second to none. I left with a strong sense of inspiration and fulfillment. I would gladly sign up for a Dave Harrison course in the future.

On a side note, your story about manufacturing probes for coordinate measuring machines was interesting to me. I spent the better part of three years operating a Mitutoyo CMM. I went through my fair share of probes during that time - we won’t say how many were due to operator error.

Thanks again, Dave. I thoroughly enjoyed that course.

Pat

THE RESULTS

In a tough economic climate there is always the temptation to cut back on investment in training. The Calfrac Board has been so impressed by both the positive feedback from the field and the tangible results from this course that they have insisted it continues to run.

The positive feedback has come from both course participants and their managers. Good feedback from end of course forms is fairly standard. However when the participants go out of their way in their own time to provide positive feedback to both their own management chain and the instructors – you know that the course has had a real impact.

THE FACILITATION

“Dave has a stellar ability to convey course material in a very practical way.”

“Excellent facilitation, would recommend to anyone.”

“I really enjoyed the real life stories and scenarios and also the instructor keeping everything upbeat and not boring and bland.”

“I was impressed with the fact that Dave had knowledge in the fracturing field. Enough to relate terms from their own experience to my own

THE CONTENT

“Definitely an eye opener to what really helps a successful company to improve and progress in time. Also, it will impact a big part of my personal thinking in and out of work.”

“This course was great. I came thinking it was going to be bullshit but there was a lot I did not know about.”

“The information presented in this class was “spot on”. It is easy to use the information because it is about our company. It isn’t some generic information that has been molded into something that you can relate to. It was awesome.”
WHAT WAS THE MOST USEFUL PART OF THE COURSE?

“All the group discussions because it got everyone involved.”

“The team discussions in seeing and hearing what other opinions were.”

“Decision making section gave me the most useful hints and concepts to take with me.”

“Financial responsibility section was a real eye opener to how much we can do to help Calfrac.”

“Being shown in many ways how important team work, leadership and good communication are through exercises, demonstrations and interaction.”

“The groups and changing them each day. It gave me the ability to casually see the presented situations from varying points of view.”

WHY WAS THIS A SUCCESS?

Primarily because we have people who are experienced leaders design and deliver a practical, hands on course that supervisors can relate to.

CANADA-ALBERTA JOB GRANT

This supervisors course is eligible for the Canada-Alberta Job Grant. This grant provides significant subsidies for conducting training.

Combined with the work already done by Sandhurst Consulting, it would permit any Alberta based company to provide the very best leadership training to it's employees at a significant saving. It will cover up to two thirds of direct training costs up to a maximum of $10,000 per student.

ELIGIBLE EMPLOYERS

♦ All private employers in Alberta

ELIGIBLE TRAINING PROVIDERS

♦ Must be third party unrelated to the employer

ELIGIBLE EMPLOYEES

♦ New or exiting employees (Canadian citizens or Permanent Residents)

ELIGIBLE TRAINING

♦ Minimum 25 hours within a 52 week period.