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# SUPERVISOR BOOT CAMP

## LEADERSHIP FUNDAMENTALS

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# Manager Toolkit

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# Manager Toolkit: Purpose and How to Use

## A Note to Leaders:

Thank you for supporting your team members' growth and development by encouraging their participation in our Supervisor Bootcamp course! Your involvement plays a key role in ensuring that what they've learned translates into lasting behavior and success in their role as leaders.

This toolkit was created to help you guide meaningful follow-up conversations and reinforce the skills, concepts, and mindsets introduced in the program. By taking time to connect with your employee, you help bridge the gap between learning and application, showing that leadership development is not a one-time event, but an ongoing journey.

## How to Use This Toolkit:

Review the course summaries to understand what your employee learned during Supervisor Bootcamp.

- **Schedule a follow-up conversation** after each session.
- **Use the coaching** questions provided to reflect on what they've learned, celebrate progress, and find ways to apply new skills in daily work.
- **Check in periodically** to reinforce key concepts, give feedback, and acknowledge ongoing growth.
  - Refer to sustainability tactics on pages 9-10 which will provide you with guidelines to help reinforce and sustain the learnings.

## Workshop Agenda:

**Day 1:** Servant Leadership & Communication

**Day 2:** Everything DiSC Workplace

**Day 3:** Situational Leadership & Coaching

**Day 4:** Conflict Management & Emotional Intelligence

**Day 5:** Team Building & Change

## Meet our Facilitators:

Our team of facilitators brings a wealth of real-world experience, dynamic energy, and proven track records to every class. They are dedicated to making the learning experience practical, engaging and transformative, ensuring every participant walks away with immediately applicable skills.

**Learn more about our facilitators:**

<a href="#">Janelle Rabenold</a>   Director, Leadership Development and Training Strategy	<a href="#">Mitchell Roedema</a>   Leadership Development & Training Strategy Manager
<a href="#">Toni Reece</a>   Leadership Development Instructor	<a href="#">Craig Kasper</a>   Leadership Development Instructor

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# Day 1: Servant Leadership & Communication

## Course Description:

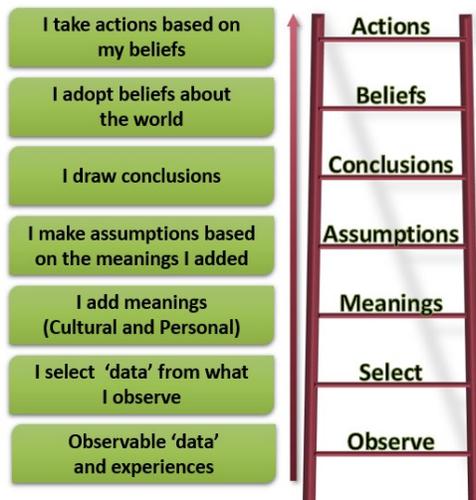
**The Role of the Leader:** Define leadership and distinguish between authority and power. Explore how to build credibility and how to demonstrate the characteristics of a servant leader.

**Communication Skills and Active Listening:** Examine verbal, vocal and non-verbal elements. Introduce the Ladder of Inference and how biases are inferred from observations, which affect communication. Practice active listening by incorporating clarifying questions and paraphrasing statements.

**Content Snapshot:** The 8 Servant Leadership characteristics were reviewed and learners identified strengths and development areas for each of them. Communication skills are broken down into verbal and non-verbal skills. Active and passive listening gets challenged through storytelling and various scenarios.

CHARACTERISTIC	DEFINITION
PATIENCE	Showing self-control
KINDNESS	To give attention, appreciation, and encouragement to people
HUMILITY	Displaying an absence of pride, arrogance, or pretense; behaving authentically
RESPECT	Treating people like they were important
SELFLESSNESS	Meeting the needs of others, even before your own
FORGIVENESS	Letting go of resentment
HONESTY	Being free from deception
COMMITMENT	Sticking to your choices

Challenging biases through the Ladder of Inference and questioning can redirect assumptions and improve communication.



The Active Listening Formula combined with clarifying questions and paraphrasing statements helps us confirm understanding and uncover root causes, thoughts or feelings.

### Active Listening Formula:



*Clarifying questions encourages the speaker to share more details and ensures mutual understanding.*

*Paraphrasing ensures clarity by summarizing the speaker's point in your own words.*

## Coaching Questions:

- What servant leadership skill(s) do you feel is a strength? Which is an opportunity?
  - As their leader, provide feedback on how you see these strengths or development areas present.
- How have you added clarifying questions or paraphrasing statements into your communication with staff?
- What was your key takeaway from day 1? How will the learning impact your role as a leader?

## Day 2: Everything DiSC® Workplace

### Course Description:

Everything DiSC® provides participants with techniques to improve self-awareness and awareness of others, to be more effective in the workplace and contribute to a positive workplace culture. The Workplace modules provide an in-depth understanding of participants' priorities and motivations, how they relate to those with different DiSC styles, and how they can use DiSC to build productive relationships.

 **Content Snapshot:** Participants reviewed their DiSC report and gained an understanding of the four basic DiSC styles and 12 regions within the styles. They explored how their preferences in communication, decision-making, and everyday interactions are driven by their style. The graphic below highlights key words associated with each style.

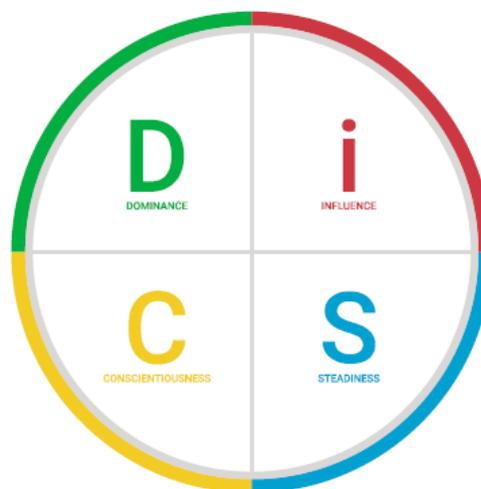
### OVERVIEW OF THE DiSC® MODEL

#### Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

#### Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



#### Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

#### Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

### Coaching Questions:

- What aspects of your style resonated with you and what felt like the biggest surprise?
- How can you use your knowledge of DiSC to be more effective when working with others?
- Are there areas where you feel you have to flex your style more often when...
  - Working with others? When working with me?
  - How might your approach differ with certain coworkers or direct reports, depending on what you believe their DiSC style is?
- As the leader, if you know your DiSC style...
  - Considering our two styles, what is the most effective way for us to collaborate on planning and decision-making?
  - Knowing my style and your style, what is the biggest potential communication hurdle we need to be mindful of, and how can we mitigate it?

# Day 3: Situational Leadership & Coaching

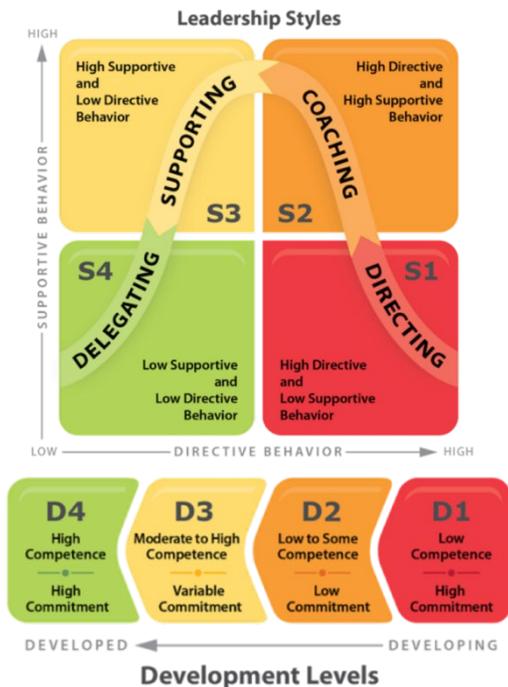
## Course Description:

**Situational Leadership:** Helps to accurately diagnose employee needs and evaluate an individual's readiness for a specific task by assessing two factors: Competence (skill and knowledge) and Commitment (motivation and confidence), and adjust leadership style accordingly to provide the right balance of direction and support.

**Coaching:** The coaching model is introduced, with an emphasis on establishing accountability by setting expectations on the what, why, and how a task should be accomplished. Participants use coaching scenarios to practice clarifying expectations, aligning behaviors and performance, and developing action plans for success.

**Content Snapshot:** Participants develop awareness of their leadership approach based on employee readiness and performance, apply coaching techniques to set expectations, provide feedback, and support ongoing growth.

The Situational Leadership model aligns our leadership style based on an employee's development need and boosts engagement and performance.



The Coaching Model guides performance conversations, exploring both directive and supportive styles to balance providing guidance with empowering ownership.

## Coaching Model:



**Directive** – the coach is the expert and tells the employee what needs to be done and how to do it.

**Supporting** – the coach and employee create a partnership to solve problems or develop skills. The coach is a facilitator, and the employee is involved

## Coaching Questions:

- In what ways can you replace telling with coaching? (Answer is around using questioning)
- Reflecting on your team, who is one person you now view differently through the lens of the Situational Leadership model? For a specific task, how do you now assess their competence or commitment?
- You are halfway through the training, what support or resources do you need from me to successfully implement the concepts thus far?

# Day 4: Conflict Management & Emotional Intelligence

## Course Description:

**Conflict Management:** Learn to recognize common reactions to conflict and uncover the potential benefits it can bring. Using the Thomas-Kilmann Conflict Mode Instrument (TKI), identify preferred conflict modes and adapt strategies for resolving conflict across different situations.

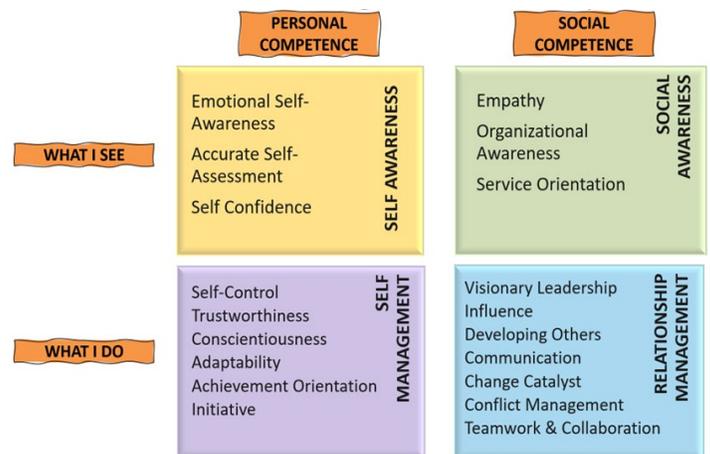
**Emotional Intelligence:** Explore the four key components of emotional intelligence: self-awareness, self-management, social awareness, and relationship management. Learn to recognize and manage emotions, understand and influence others, and strengthen relationships.

**Content Snapshot:** Participants identified their preferred conflict modes using the TKI assessment and explored strategies for managing differences effectively. Building on this, they examined the components of emotional intelligence and how it can enhance the ability to navigate conflict and foster collaboration.

The TKI Conflict Modes highlight preferred conflict approaches and shows how flexing our styles to different situations can improve team interactions.



The Emotional Intelligence framework consists of four quadrants: Two personal competencies, and two social competencies.



Goleman, D. (2000) Leadership That Gets Results, Harvard Business Review, March - April

## Coaching Questions:

- When you reflect on your conflict responses, what patterns stand out, and where do you see room for growth?
  - How can you create space for healthy disagreement while maintaining trust with your team? Your peers?
- As your leader, how can I support you in modeling this?
- Which component of emotional intelligence do you find most natural, and which requires more focus?
- What emotional intelligence strategies can you commit to action?

# Day 5: Team Building & Change

## Course Description:

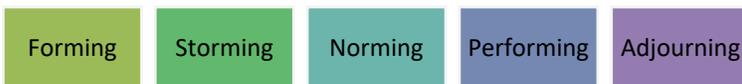
**Team Building:** Learners gain an overview of team development across the stages of Forming, Storming, Norming, Performing, and Adjourning to identify common challenges and apply strategies to overcome the Five Dysfunctions of a team to achieve high performance.

**Managing Change:** Explore the experience of the people side of change, common reactions, and key roles. Using the Bridges Transition framework, participants learn to identify roadblocks and support others through successful change.

**Content Snapshot:** Participants examined how teams operate, tackling real-world challenges to improve common team challenges. They explored the human side of change, reflecting on typical reactions along the change curve, and practiced approaches to guide themselves and others through change.

The Tuckman Model shows how teams form, evolve and enhance overall effectiveness. The Five Dysfunctions highlight the top challenges and how to sustain success.

### Tuckman Model: Team Cycle



### The Five Dysfunctions



Change Roles define how individuals drive and support change. Change Transitions show how people move through phases to adapt and succeed.

### Change Roles



### Change Transitions

Ending Stage	Neutral Zone	Beginnings Stage
Recognize emotions, reflect on changes, and show how skills and resources support success.	Discuss feelings, give feedback, set goals, and manage workload.	Connect goals to organizational objectives, share success stories, and celebrate achievements.

## Coaching Questions:

- Which stage of team development do you think we're in right now? If we're not yet performing, what specific actions or behaviors could help us move closer to that stage?
- Where do you see accountability present in the team? Where do you think it might be slipping?
- During times of change, which role do you naturally step into, and which role pushes you outside your comfort zone?
- As we navigate change, what kind of support or clarity would help you and the team transition more smoothly into the "new beginning"?

# What's Next?

## Tactics for post-training sustainability:

We want you to get the most out of the investment in your employees. Retaining knowledge and sustaining good leadership practice takes time and commitment. These tips will help keep the conversation going and allow for time to revisit areas for development.

**30 days post-training:** *The goal is to move from knowing the models/theories learned to deliberately applying them in low-stakes situations.*

Focus Area	Tactic & Leader Action	Supervisor Deliverable
<b>DiSC &amp; Communication</b>	<b>Style Spotting Check:</b> Ask the supervisor to identify a peer or team member's style and explain how they intentionally adjusted their communication approach (pace, detail, tone) this week.	<b>Deliverable:</b> A brief reflection on one difficult communication exchange, detailing their typical approach vs. their DiSC-informed approach and the resulting difference.
<b>Emotional Intelligence</b>	<b>Self-Awareness Reflection:</b> Ask the supervisor to track one moment where they felt their emotions rise. Discuss their "natural reaction" vs. their "trained response."	<b>Deliverable:</b> Share one instance where they successfully <b>paused</b> before reacting, linking their action to the EQ concept they learned.
<b>Leader Support</b>	Formally offer a space for the supervisor to practice or <b>process difficult conversations</b> without judgment. If multiple leaders attended the training together, <b>encourage peer support</b> /discussions.	<b>Action:</b> The leader publicly recognizes the supervisor for taking the first application steps.

**60 days post-training:** *The goal is to handle more complex situations and start internalizing the models/theories, so they become semi-automatic.*

Focus Area	Tactic & Leader Action	Supervisor Deliverable
<b>Situational Leadership</b>	<b>Diagnose and Commit:</b> Identify three direct reports and a specific task that can be developed for each. Diagnose their <b>Development Level (D1-D4)</b> and plan the corresponding <b>Leadership Style (S1-S4)</b> you will use.	<b>Deliverable:</b> A documented summary, noting their current <i>Development-Level</i> for a single, high-priority task, and the corresponding <i>Leadership-Style</i> they committed to use.
<b>Conflict Management</b>	<b>Conflict Deconstruct:</b> Review a real, active conflict the supervisor is experiencing. What conflict mode are they using, what is the other person using? What mode would be most effective?	<b>Deliverable:</b> Discuss an action plan for resolving the conflict using the modes learned from the training.
<b>Coaching Skills</b>	<b>Structured Coaching:</b> Have the supervisor use the coaching model with one significant employee development challenge this month. <b>Set expectations</b> by establishing the what, why and how a task should be done. This sets the stage for accountability.	<b>Deliverable:</b> A summary of the conversation, detailing the questions asked in the steps, and the employee's final commitment.

**90 days post-training:** *The goal is for the supervisor to use the skills reflexively, to coach their own team members on the learned behaviors, and to identify future learning needs.*

Focus Area	Tactic & Leader Action	Supervisor Deliverable
<b>Situational Leadership</b>	<b>Full Delegation Review:</b> Identify a D4 Self-Reliant Achiever and review how the supervisor has used minimal oversight (S4 Delegating) to empower them and free up the supervisor's own time.	<b>Deliverable:</b> Report on the time savings achieved through effective delegation, and how that time was reallocated to higher-value supervisory tasks.
<b>Long-Term Planning</b>	<b>Future-Proofing:</b> Discuss how the learned skills will help them manage expected challenges in the next year (e.g., team growth, new technology).	<b>Deliverable:</b> A personal 6-month development goal for a specific leadership competency, with clear metrics.
<b>Leader Support</b>	<b>Formalize Mastery:</b> Conduct a final formal review of the 90-day progress and discuss the next advanced leadership course to support continuous development.	<b>Action:</b> The leader shares a piece of positive feedback from a direct report or a peer about the supervisor's noticeable change in leadership approach.

### Additional Training:

**Supervisor Bootcamp Level II:** Allows participants to demonstrate and grow their leadership potential through an engaging fusion of activities, exercises, and small group work. New or aspiring team leaders will be equipped to comfortably transition from working in a team to leading a team, while more experienced leaders will be challenged to examine existing opportunities for leadership success. [Learn more here.](#)

**Supervisor Boot Camp in Spanish:** Our flagship course is also available in Spanish! Visit our website for upcoming public course dates [mrcpa.org/events](http://mrcpa.org/events) or [contact us](#) to inquire about private, onsite offerings.

**Leading Leaders – Core Practices for Mid-Level Managers:** Peers share insights and strategies in a collaborative setting to strengthen their management skills. The cohort format encourages networking, different perspectives, and shared problem-solving, empowering managers to apply key leadership principles. Graduates return to their organizations ready to inspire change, lead confidently, and enhance team performance. [Learn more here.](#)

**Additional leadership and people development courses can be found on our website:**

<https://www.mrcpa.org/training-certifications/leadership/>

### Coaching with MRC:

MRC provides 1:1 coaching to support professional and leadership development. Coaching provides leaders with a confidential, reflective space to sharpen their self-awareness, identify blind spots, and ultimately enhance their leadership presence and decision-making capabilities. Crucially, it serves as a critical follow-up to training programs, ensuring new skills are integrated into daily practice and maximizing the return on development investment.

By fostering accountability and exploring new perspectives, a coach empowers leaders to strategically address complex challenges, effectively navigate organizational change, and re-spark the focus of established leaders who may be facing stagnation. This targeted development accelerates personal and professional growth, enabling leaders to maximize their impact and drive sustainable success for their entire organization.

[Contact us](#) for more information about coaching and how it can help your leaders succeed.