

## COURSE OVERVIEW TM1113 Foreman Roles, Leadership & Communication

### Course Title

Foreman Roles, Leadership & Communication

### Course Reference

TM1113

### Course Duration/Credits

Five days/3.0 CEUs/30 PDHs



### Course Date/Venue

Session(s)	Course Date	Venue
1	July 06-10, 2025	Safir Meeting Room, Divan Istanbul, Taksim, Turkey
2	October 26-30, 2025	Olivine Meeting Room, Fairmont Nile City, Cairo, Egypt
3	December 21-25, 2025	Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE

### Course Description



***This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.***



This course is designed to provide participants with a detailed and up-to-date overview of Foreman Roles, Leadership & Communication. It covers the duties and expectations, bridging the gap between management and workers and transitioning from Technician to Supervisor; the organizational structure and communication flow, daily routine planning and shift handover; the core soft skills for foremen, workplace ethics and responsibility; the leadership styles and field impact including autocratic versus participative leadership; the situational leadership application, adapting style to worker skill levels and leading with emotional intelligence; building trust and respect, delegating by skill and experience and motivating a diverse workforce; and applying conflict resolution techniques by identifying early signs of conflict, de-escalating tensions constructively, managing personal versus work-related disputes and conflict mediation process.



Further, the course will also discuss how to handle difficult conversations and toolbox talks and pre-job briefings; the active listening, clear communication and radio and control room communication; the report writing skills, delivering feedback effectively and performance and evaluation discussions; and the work planning and team scheduling, monitoring and adjusting field activities and site safety briefings and instructions.

During this interactive course, participants will learn the interdepartmental coordination, managing fatigue and shift changeovers and time and priority management; assessing communication effectiveness and personal development planning; the time for self-reflection and review and creating a 30/60/90-day plan; and the leadership goals at work, commitment to behavioral change and tools for tracking progress.

### **Course Objectives**

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on foreman roles, leadership and communication
- Define duties and expectations, bridge the gap between management and workers and transition from technician to supervisor
- Carryout organizational structure and communication flow, daily routine planning and shift handover, core soft skills for foremen, workplace ethics and responsibility
- Illustrate leadership styles and field impact including autocratic versus participative leadership, situational leadership application, adapting style to worker skill levels and leading with emotional intelligence
- Build trust and respect, delegate by skill and experience and motivate a diverse workforce
- Apply conflict resolution techniques by identifying early signs of conflict, de-escalating tensions constructively, managing personal versus work-related disputes and conflict mediation process
- Handle difficult conversations and apply toolbox talks and pre-job briefings, active listening and clear communication and radio and control room communication
- Carryout report writing skills, delivering feedback effectively and performance and evaluation discussions
- Employ work planning and team scheduling, monitoring and adjusting field activities, site safety briefings and instructions
- Implement interdepartmental coordination, manage fatigue and shift changeovers and apply time and priority management
- Assess communication effectiveness and apply personal development planning and time for self-reflection and review
- Create a 30/60/90-day plan, define leadership goals at work, discuss commitment to behavioral change and apply tools for tracking progress

### **Exclusive Smart Training Kit - H-STK®**



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

### **Who Should Attend**

This course provides an overview of all significant aspects and considerations of foreman roles, leadership and communication for site foremen and construction foremen, assistant foremen, field supervisors and crew leaders, project engineers and junior project managers, safety officers, quality control inspectors, construction managers and site superintendents, human resources and other technical staff.

### Course Certificate(s)


Internationally recognized certificates will be issued to all participants of the course completed a minimum of 80% of the total tuition hours.

### Certificate Accreditations

Certificates are accredited by the following international accreditation organizations: -

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

### Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

### Course Instructor(s)



This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Mr. Douglas Robinson**, MBA, BSc (Honors), Dip, is currently the **President** of **DSR Consulting** and the **Professor of Business Studies Unit (BSU)** at **Durban Institute of Technology (DIT)**, where he is lecturing at **MBA level** in **Quality Management, Quality Control Systems and Standards, Legal Compliance and Corporate Governance Responsibilities, Corporate Valuation & Capital Restructuring, Managing Production Operations, Strategic Planning, Human Resources Management (HRM), Leadership & Change Management, Presentation Skills, Negotiation Skills, Interpersonal Skills, Communication Skills, Adaptability & Flexibility, Learning & Self Development, Industrial Relationships, Driving Performance, Performance Measurement, Performance Goal Implementation, Time Management Techniques, Organizing Daily Activities, Handling Difficulties & Pressure, Productivity & Feedback Management, Problem Solving & Decision Making, ISO 9001 Lead Auditor, Commercial Negotiation & Legal Aspects, Logistics & Supply Chain Management, Quality Management, Project Financial Planning, Financial Management, Materials Inventory Management, Budgeting & Cost Control, Project Accounting, Project Management, Contract Management, Operations Management, Procurement Management, Entrepreneurship and International Business.**

Mr. Robinson has over **30 years** of international experience in **Contract Management, Quality Management, ISO Standards, Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing Strategies, Project Management, Business Systems, Operations Management and Business Re-Organization.** Further, he is a **Registered Assessor of Quality Management, Logistics, Supply Chain Management, Procurement Strategies, Purchasing and Outsourcing.**

As a leader in the **Quality, Procurement and Logistics** fields, Mr. Robinson facilitated in-house skills development programmes in a lot of companies worldwide and has **extensive consulting experience** in both the public and private sectors. His experience includes implementing SAP system in Procurement, financial, sales, distribution, materials management and costing.

During his long career life, Mr. Robinson worked for many **International companies** such as Tiger Brands, Nestle's, Mondi Manufacturing, Mondi Forests, Masonite Africa Ltd., Frame etc. He worked as **General Manager, Quality Manager, Procurement Manager, Logistics Manager, Logistics Superintendent, Project Manager, Purchasing Supervisor, SAP Facilitator**, etc.

Due to his thorough and long experience and knowledge, Mr. Robinson is **recognized internationally** as an **Expert** in **Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing, Strategic planning, business wellness analysis, Contract management, Project Management, feasibility studies, financial analysis, cash-flow forecasting, Capital investment analysis, risk analysis, Business process analysis, and Quality Management Systems.**

Mr. Robinson has a **Master** degree in **Business Administration (MBA)** from the **University of Durban-Westville**, a **Bachelor** degree with **Honors** in **Business Management and Administration** and **Diplomas** in **Medical Technology, Marketing Management, Business Management and Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management (ILM)**, an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.

### Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

### Course Fee

Istanbul	<b>US\$ 6,000</b> per Delegate + <b>VAT</b> . This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.
Dubai/Cairo	<b>US\$ 5,500</b> per Delegate + <b>VAT</b> . This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

### Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

#### **Day 1**

0730 – 0800	<i>Registration &amp; Coffee</i>
0800 – 0815	<i>Welcome &amp; Introduction</i>
0815 – 0830	<b>PRE-TEST</b>
0830 – 0930	<b>Introduction to the Foreman Role</b> <i>Defining Duties and Expectations • Bridging the Gap Between Management and Workers • Influence on Project Execution and Team Safety • Key Traits of an Effective Foreman</i>
0930 – 0945	<i>Break</i>
0945 – 1030	<b>Transition from Technician to Supervisor</b> <i>Mindset Shift: Doing versus Leading • Gaining Respect from Former Peers • Balancing Authority and Approachability • Establishing Credibility</i>
1030 – 1130	<b>Organizational Structure &amp; Communication Flow</b> <i>Reporting Lines and Authority Levels • Role within the Operations Hierarchy • Liaising with Engineers, Planners, and Safety Officers • Interpreting Job Roles Across Departments</i>
1130 – 1215	<b>Daily Routine Planning &amp; Shift Handover</b> <i>Preparing and Reviewing Work Schedules • Conducting Pre- and Post-Shift Briefings • Using Checklists for Effective Handovers • Ensuring Job Continuity and Safety</i>
1215 – 1230	<i>Break</i>

1230 – 1330	<b>Core Soft Skills for Foremen</b> <i>Accountability and Ownership • Integrity and Leading by Example • Initiative and Proactive Problem-Solving • Reliability and Punctuality</i>
1330 – 1420	<b>Workplace Ethics &amp; Responsibility</b> <i>Ethical Decision-Making in Field Operations • Promoting Fairness and Inclusivity • Handling Confidential Information • Preventing Favoritism or Bias</i>
1420 – 1430	<b>Recap</b> <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	<b>Lunch &amp; End of Day One</b>

## Day 2

0730 – 0830	<b>Leadership Styles &amp; Field Impact</b> <i>Autocratic versus Participative Leadership • Situational Leadership Application • Adapting Style to Worker Skill Levels • Leading with Emotional Intelligence</i>
0830 – 0930	<b>Building Trust &amp; Respect</b> <i>Earning Respect Through Consistent Actions • Building Credibility with Senior Staff and Crew • Ensuring Fairness and Transparency • Trust-Building Through Communication</i>
0930 – 0945	<b>Break</b>
0945 – 1100	<b>Effective Task Delegation</b> <i>Delegating by Skill and Experience • Setting Clear Expectations • Avoiding Micromanagement • Following Up without Nagging</i>
1100 – 1215	<b>Motivating a Diverse Workforce</b> <i>Recognizing Individual Motivators • Non-Financial Incentives and Appreciation • Keeping Morale High During Tight Deadlines • Creating a Positive Work Culture</i>
1215 – 1230	<b>Break</b>
1230 – 1330	<b>Conflict Resolution Techniques</b> <i>Identifying Early Signs of Conflict • De-Escalating Tensions Constructively • Managing Personal versus Work-Related Disputes • Conflict Mediation Process for Foremen</i>
1330 – 1420	<b>Handling Difficult Conversations</b> <i>Approaching Poor Performance Tactfully • Addressing Safety Violations • Managing Interpersonal Issues • Documenting Disciplinary Discussions</i>
1420 – 1430	<b>Recap</b> <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	<b>Lunch &amp; End of Day Two</b>

## Day 3

0730 – 0830	<b>Toolbox Talks &amp; Pre-Job Briefings</b> <i>Structuring Effective Toolbox Talks • Using Job Hazard Analysis (JHA) • Encouraging Worker Participation • Documenting Discussions</i>
0830 – 0930	<b>Active Listening &amp; Clear Communication</b> <i>Barriers to Active Listening • Asking Open-Ended Questions • Clarifying Assumptions • Avoiding Miscommunication</i>
0930 – 0945	<b>Break</b>

0945 – 1100	<b>Radio &amp; Control Room Communication</b> Using Clear, Concise Language Over Radio • Communicating During Emergencies • Protocols for Control Room Interaction • Logging Radio Communications
1100 – 1215	<b>Report Writing Skills</b> Writing Accurate Daily Activity Logs • Incident and Near-Miss Reporting • Maintenance and Work Order Entries • Formatting and Clarity Tips
1215 – 1230	Break
1230 – 1330	<b>Delivering Feedback Effectively</b> Giving Real-Time Constructive Feedback • Using Feedback as a Coaching Tool • Receiving Feedback Gracefully • Feedback Do's and Don'ts
1330 – 1420	<b>Performance &amp; Evaluation Discussions</b> Conducting Informal Performance Check-Ins • Recognizing Achievements • Setting Improvement Targets • Coaching Underperformers
1420 – 1430	<b>Recap</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Three

#### **Day 4**

0730 – 0830	<b>Work Planning &amp; Team Scheduling</b> Daily and Weekly Planning Tools • Managing Shift Rotations • Forecasting Manpower Needs • Dealing with Absenteeism
0830 – 0930	<b>Monitoring &amp; Adjusting Field Activities</b> Checking Work Progress Against Plans • Identifying and Removing Bottlenecks • Reacting to Site Condition Changes • Updating Supervisors and Stakeholders
0930 – 0945	Break
0945 – 1100	<b>Site Safety Briefings &amp; Instructions</b> Pre-Task Safety Reviews • Hazard Identification Walkdowns • Safety Communication Techniques • Encouraging Stop-Work Authority
1100 – 1215	<b>Interdepartmental Coordination</b> Aligning with Engineering and Maintenance • Coordinating Shutdowns and Logistics • Managing Material Deliveries and Storage • Preventing Task Overlaps and Interference
1215 – 1230	Break
1230 – 1330	<b>Managing Fatigue &amp; Shift Changeovers</b> Recognizing Signs of Fatigue • Fatigue Risk Management Practices • Effective Shift Briefing and Logging • Ensuring Alertness and Handover Accuracy
1330 – 1420	<b>Time &amp; Priority Management</b> Distinguishing Urgent versus Important Tasks • Adapting to Changing Worksite Priorities • Using Schedules and Visual Boards • Managing Interruptions
1420 – 1430	<b>Recap</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Four

### Day 5

0730 – 0830	<b>Practical Leadership Role-Plays</b> <i>Field-Based Leadership Simulations • Emergency Scenario Responses • Conflict and Motivation Exercises • Toolbox Talk Demonstrations</i>
0830 – 0930	<b>Assessing Communication Effectiveness</b> <i>Self-Evaluation Checklists • Peer Feedback and Reflection • Simulated Communication Drills • Supervisor Evaluations</i>
0930 – 0945	Break
0945 – 1100	<b>Personal Development Planning</b> <i>Identifying Individual Strengths and Gaps • Setting SMART Development Goals • Aligning Goals with Career Progression • Building a Personal Learning Roadmap</i>
1100 – 1215	<b>Time for Self-Reflection &amp; Review</b> <i>Reflective Journaling Exercises • Group Discussion on Learning Outcomes • Sharing Lessons Learned • Feedback from Facilitators</i>
1215 – 1230	Break
1230 – 1345	<b>Developing Action Plans</b> <i>Creating a 30/60/90-Day Plan • Defining Leadership Goals at Work • Commitment to Behavioral Change • Tools for Tracking Progress</i>
1345 – 1400	<b>Course Conclusion</b> <i>Using this Course Overview, the Instructor(s) will Brief Participants about Topics that were Covered During the Course</i>
1400 – 1415	<b>POST-TEST</b>
1415 – 1430	Presentation of Course Certificates
1430	Lunch & End of Course

### Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-



### Course Coordinator

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