

# Skills for Successful Supervision

## A Primer of Basic Supervisory Skills and Techniques

### DAY ONE



# Introduction

## **Congratulations!!**

### Fundamental Supervisory Skills Class

- Some Review & Some New
- Group & Individual Exercises/Assessments
- Information/Discussion (& some practice)

### Participant Expectations Exercise

### Pre-Test



# Agenda - Day 1

"After All, You're the Supervisor!"

Elements of Successful Supervision

Transition & Establishment Skills

Planning and Prioritizing

Problem Solving and Decision Making

Delegation and Motivation

Training and Team Building



# Agenda – Day 2

Ethics and Values

Progressive Discipline

Fact Finding

Grounds for Disciplinary Actions

Employment Law

Employee Relations Policies

Employee Relations Best Practices

Case Studies

# Agenda Day 3

## Performance Management Process

- E-Performance Web Site
- PMF Format

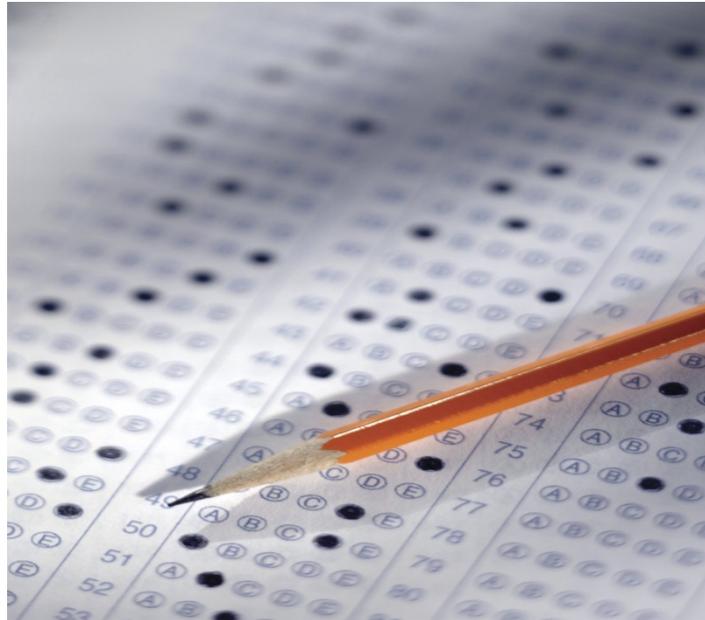
## Performance Management Process Timeline

- Core Competencies
- Rating Scale

## Coaching and Development

## Employee Recognition

# PRE-TEST



20 Questions  
Multiple Choice

# Exercise



Why do you want to be a supervisor?

- Please take 5-8 minutes to complete the questionnaire
- Participate in discussion

# Video

## After All, You Are the Supervisor



Leaders think and talk  
about the solutions.  
Followers think and talk  
about the problems.



# Transition and Establishment

# Transition/Establishment

## Going from buddy to boss

- Hard decisions / Hard circumstances
- Can't: Always please, Have answer, Meet needs

### – What is most difficult?

- Confronting employees
- Setting Limits



# Transition/Establishment

## Assessing staff members

### ❖ Learning styles

- ❖ Visual
- ❖ Auditory
- ❖ Kinesthetic/Tactical

### ❖ Interpersonal styles

- ❖ How we deal with other people

### ❖ Motivators

- ❖ Something to keep them working



# Transition/Establishment

## Maintaining accessibility

- Managing by Walking Around

## Giving up old tasks

- Getting things done through others!

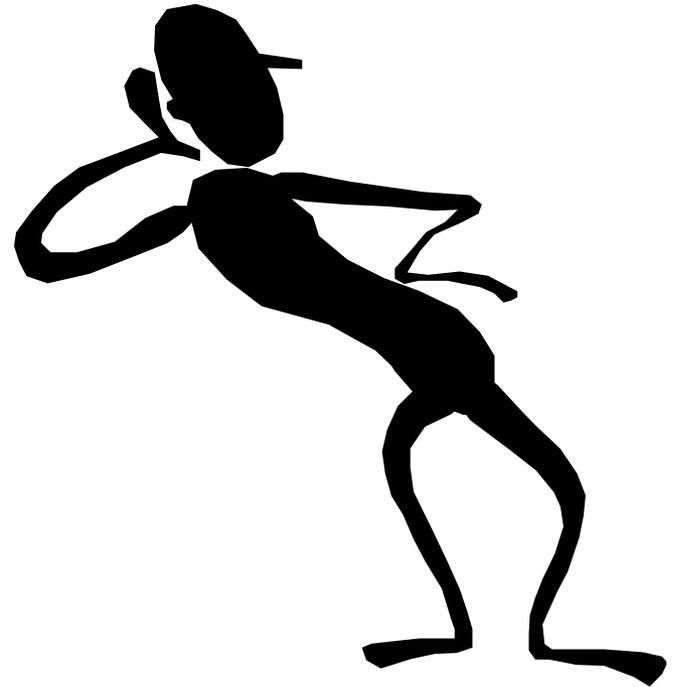


# Transition/Establishment

- Demonstrating a can-do approach
- Learning the facts & Making your own decisions
- Confronting challenges & Accepting responsibility
- Be consistent

# Earning Respect

Listen to staff concerns



# Passive/Active Listening Skills

- Listening for the content
- Listening for the feelings
- Responding to the feelings
- Noting the speakers verbal and nonverbal cues
- Reflecting back what you think you are hearing



# Earning Respect

- Stand up for your staff
- Show confidence & express appreciation
- Make expectations clear and be honest
- Do not tolerate poor performance
- Do not apologize for being the boss
- Do not bluff employees
- Anticipate being “tested”

# Communication

## Activity: Just For Fun

- Review of handout
- What are the implications of this?



# Communication Mediums

## Face-to-face

Advantages: Opportunity to see non-verbal cues, body language & reactions.

## Telephone

Advantages: Tone of voice  
Immediate feedback

## Written communication

- Memos and letters
- Email

## Group or Staff Meetings



# Supervisor Loyalty Priorities

**The Agency – DHS:** Support mission

**Your Supervisor:** Support your boss & upper level management

**Your staff members:**

- Show positive concern and recognition
- Give developmental feedback
- Encourage innovative ideas

# Vision, Mission and Core Values

## *Vision*

Stronger Families for a Stronger Georgia.

## *Mission*

Strengthen Georgia by providing Individuals and Families access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.

## *Core Values*

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect. Manage business operations effectively and efficiently by aligning resources across the agency.
- Promote accountability, transparency and quality in all services we deliver and programs we administer.
- Develop our employees at all levels of the agency.

# Relating to Your Manager

Supportive and positive

Keep up the good work

Willingness to learn

Cooperation with others

Even temperament

Say "No" appropriately



# Relating to Peers

- Deal directly with the people you need
- Spread requests around
- Don't pressure, guilt or bully peers
- Return the favor



# Relating to your Staff

*Choose to lead* - Be the person others choose to follow

- Provide vision for the future
- -Provide inspiration
- Make staff feel important and appreciated
- Live your Values & Behave ethically

# Relating to your Staff

- Set the pace through your expectations and example
- Establish an environment of continuous improvement
- Provide opportunities for people to grow, both personally and professionally
- Care and act with compassion

What you do  
has far greater impact  
than what you say.  
—Stephen Covey

# Conflict Resolution

1. Meet with both and give assignment
2. Parties meet and discuss assignment with each other and resolve conflict
3. Supervisor holds joint meeting and processes their meeting and action plan
4. Supervisor follows up to ensure compliance



# Benefits of Boundaries

- Maintains focus on goals and objectives
- Reduces risk of favoritism and harassment charges
- Facilitates objective decision-making
- Earns respect and credibility
- Creates foundation for building trust



# Exercise

## Defining Boundaries

What Would You Do?



Review and complete the questionnaire in your packet and then we will discuss

# Recruiting Staff



# You have a new vacancy...Now what?

If refilling the **Same** position – complete a Critical Hire Form.

If **Different**, consult with Compensation Analyst with changes. Then submit Critical Hire:

- Hiring Manager will submit to Talent Acquisition for processing. It will be reviewed for accuracy. Then forwarded to OHRMD Director for signature.
- Submitted to the Commissioner's office for approval.
- Once approved – the Hiring Process begins.

# Recruiting Staff

Your vacancy will be posted by Talent Acquisition.

You will be asked:

If you would prefer Internals Only or preference to internal applicants who meet the Preferred Qualifications.

For names of candidates you would like considered?

Is a certain Degree required?

# Recruiting Staff

Position Closing Dates: (effective 8/1/2013):

This is a Guideline:

- Most positions at Pay Level 14 or below after 5 business days.
- Many Positions on Pay Levels 15-19 after 10 business days.
- Positions on Pay Levels 18 and above after 20 business days or until filled by Manager request.



# Your Role in the Process

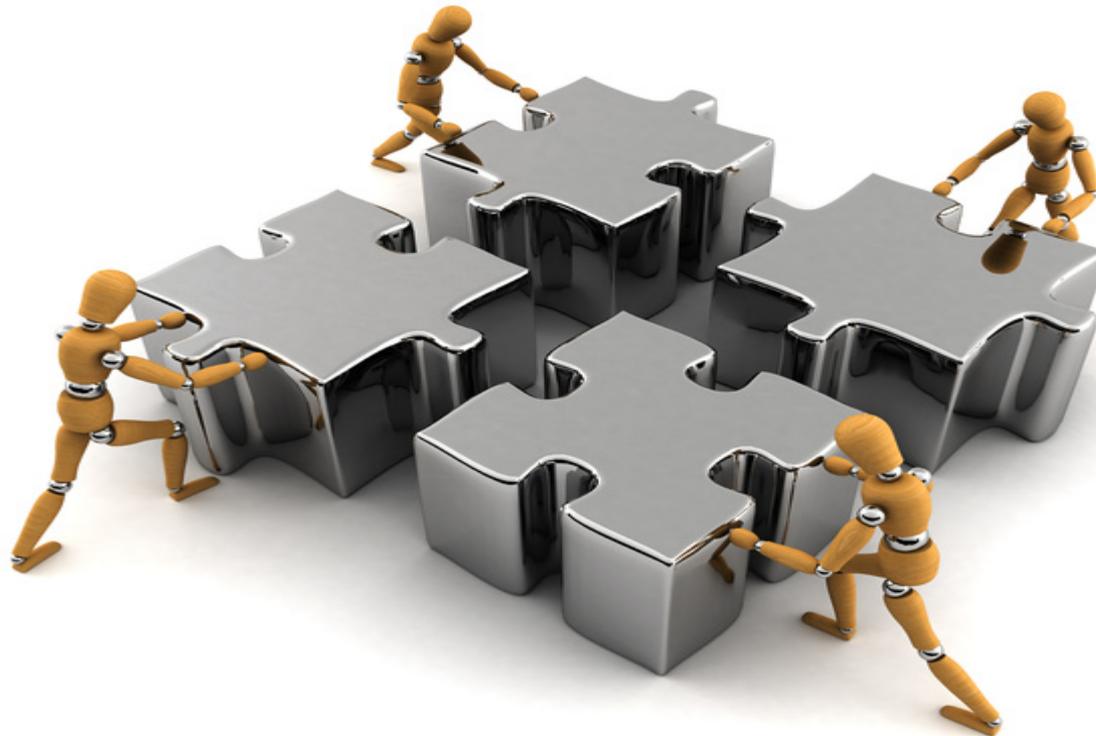
1. Receive Applicant Pool from OHRMD
2. Determine Pool & send courtesy email to those not selected for interviews.
3. Conduct Phone Screening
4. Select Applicants for interviews. Schedule interviews.
5. Conduct Interviews – Preferably Panel.



# Your Role in the Process

6. Select Top 2 candidates. Begin reference check process with top choice.
7. Submit Offer Letter Request form to Compensation Analyst. She will generate Offer Letter & send to Hiring Mgr.
8. Sign letter and send to candidate. Call candidate to obtain acceptance. Request acceptance in writing. (email)
9. Send courtesy email to candidates not selected.

# The Leader Puzzle



# Planning/Prioritizing



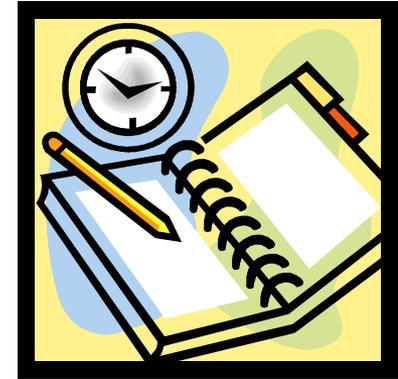
## Find out where you're wasting time

- Track your Daily Activities



# Keep an Activity Log

- Date/Time
- Activity description
- How I feel (alert, tired, energetic, etc)
- Duration
- Value (high, medium, low, none)



# Analyze your log

- Eliminate or delegate jobs that aren't part of your role, or that don't help you meet your objectives.
- Minimize the number of times you switch between types of task.
- Reduce the amount of time you spend on legitimate personal activities.

# Planning/Prioritizing

**Create time management goals**

**Establish routines and stick to them**

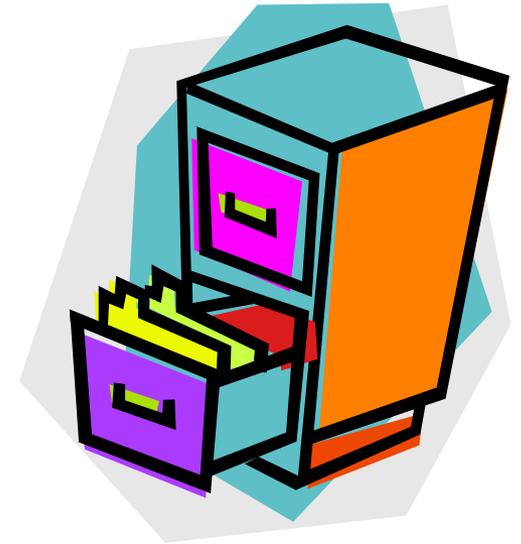
**Use time management tools**

- Electronic folders, Planner, Calendars

**Be sure your systems are organized**

- Electronic files or paper filing system.
- Redo it if wasting time

**Don't waste time waiting**

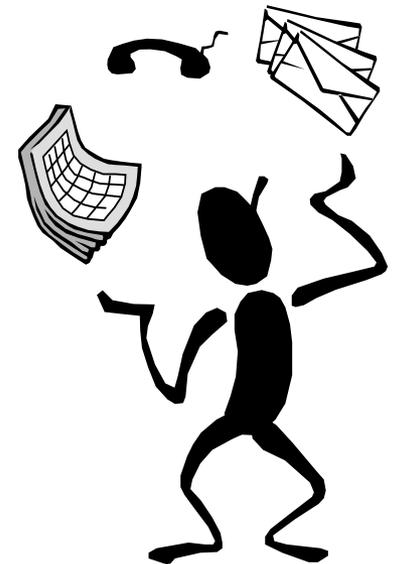


# Daily Planning Session:

A daily planning session of just 20 minutes will let you focus on your business goals and energize yourself for the day ahead.

## **Gives opportunity to:**

- review your progress on the specific business goals you've set;
- set your daily agenda
- prioritize your tasks of the day



# Planning/Prioritizing



## Daily Planning Tips:

- During Planning Session: Limit interruptions. Don't take phone calls/check email.
- Get in the habit of setting time limits for tasks
- Slot your most demanding tasks into your most productive working times.
- Rather than ordering, highlight 3 or 4 most important tasks of the day.

**PROBLEM  
SOLVING**



**DECISION  
MAKING**



# Problem Solving vs. Decision Making



- Define the problem.
- Determine the cause.
- Generate and evaluate possible solutions.
- Select and troubleshoot the chosen solution.
- Develop and implement an action plan.
- Follow up

- Define and clarify the issues
- Gather the facts and understand the causes
- Brainstorm possible options/solutions
- Consider and compare pros and cons
- Select best options
- Follow-up

# Decision Strategies: Involving Others

## **Authority/Expert:**

Leader decides and announces. [*New Leave Policy*]

## **Consultative:**

Leader gathers input from individuals and /or group and decides. [*New process to handle work*]

## **Majority Rules:**

Group votes. [*Changes to calendar/meetings*]

**Consensus:** [*New process to handle work*]

Group achieves consensus.

Leader delegates an individual or group, with constraints.



# Decision Strategies

## Critical Factors

### Time available for the decision

- Consensus- most time-consuming & may not work with deadlines.

### Importance of the decision

- Some decisions are trivial and needn't involve everyone, others have many stakeholders.



# Decision Strategies

## Critical Factors

### Capability

- How much information and expertise do potential decision-makers need, how much do they have

### Need for buy-in

- How many will be involved in the implementation of plan

### Building teamwork

- Will this contribute to building a stronger team

# Exercise

*Solve a Problem*



*Make a Decision*

# DELEGATION



# Why You Must Delegate



# Why You *Should* Delegate

## Importance to the supervisor:

- Better time management
- Improved opportunity for promotion
- Develops others

## Importance to the employee:

- Increased qualifications
- Increased eligibility for advancement
- Increased confidence, motivation and self-esteem



# When to Delegate

Is there someone else who has (or can be given) the necessary information or expertise to complete the task?

- Is it critical that you do it yourself?

Does the task provide an opportunity to grow and develop another person's skills?



# When to Delegate

Is this a task that will recur, in a similar form, in the future?

Do you have enough time to delegate the job effectively?

- Time for training, progress checks, reworking assignment

Is this a task that I should delegate?

- Tasks critical for long-term success



# When to Delegate

**Avoid "upward delegation"**. If there is a problem, don't allow the person to shift responsibility for the task back to you

- Don't simply provide an answer
- Ask for recommended solutions

# Things You CANNOT Delegate

## Ultimate accountability

The buck stops with you!

- Responsibilities regulated by law
- Selection of new employees
- Power to counsel, discipline and maintain morale



# Things You CANNOT Delegate

- Evaluating performance
- Resolving conflicts or any duties involving trust
- Formulating goals, strategies and policies
- Preparing or approving budgets (if you are a manager)



# The Delegation Process

Analyze and Plan: use SMART model

**S** - Specific

**M** - Measurable

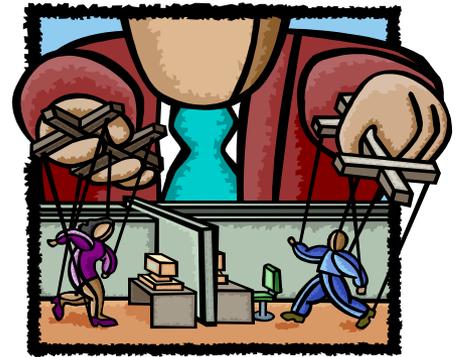
**A** - Attainable

**R** - Relevant

**T** - Time-limited & Target-driven

# The Delegation Process

- Select staff members & make assignments
- Be clear & tell them why
- Specify time and quality standards
- Don't play favorites or delegate to punish
- Monitor - Supply supports and check progress
- Evaluate and give rewards and consequences

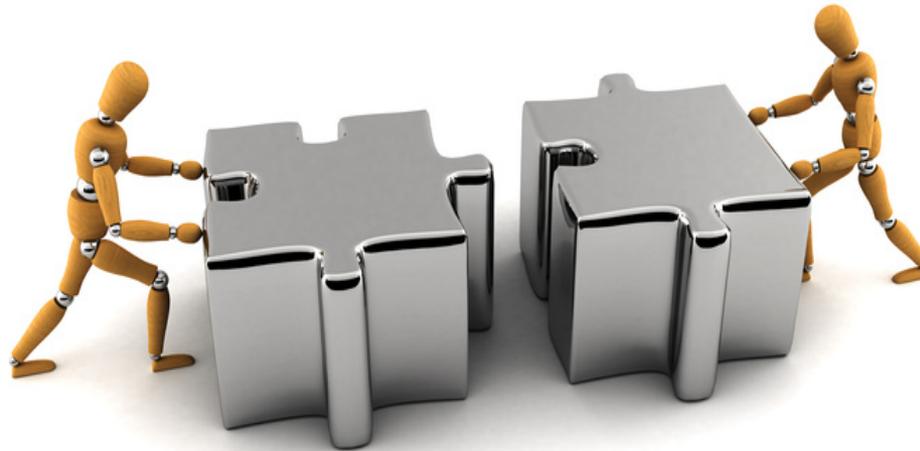


# Exercise

## Delegation Exercise

**Are you ready to delegate?**

# TRAINING



# Types of Employee Training

-  On the Job Training
  - \*Utilize your high performers
-  Web Based Training
-  Classroom Training
-  Job Rotation
-  Seminars & Conferences

# Classroom & Web-based training

Many classroom and web-based courses are available via the Learning Management System (LMS)

Access the website:

<http://lms.dhr.state.ga.us>



# On the Job Training

## Step 1

- You tell them what to do
- You do it correctly

*“Tell me and I forget...”*

## Step 2

- They tell you what to do
- You do it correctly

*“Show me and I remember...”*

## Step 3

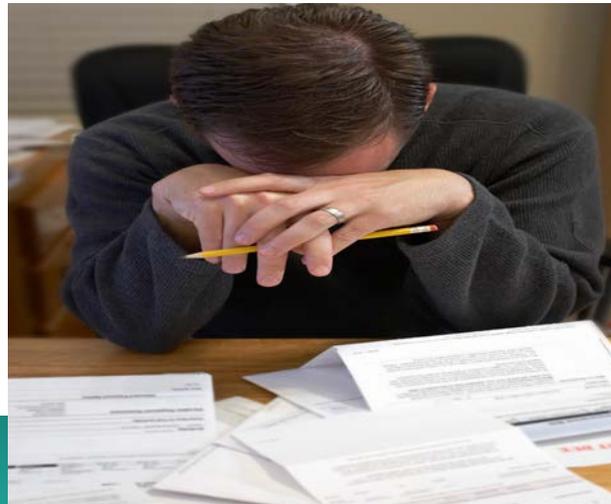
- They tell you what to do
- They do it correctly

*“Let me and I understand.”*  
*- Confucius*

# When to Provide Training

## Employee:

- can't do the job
- can do the job, but not well
- is doing the job incorrectly



# When Training is Not the Answer

Doesn't know what is expected

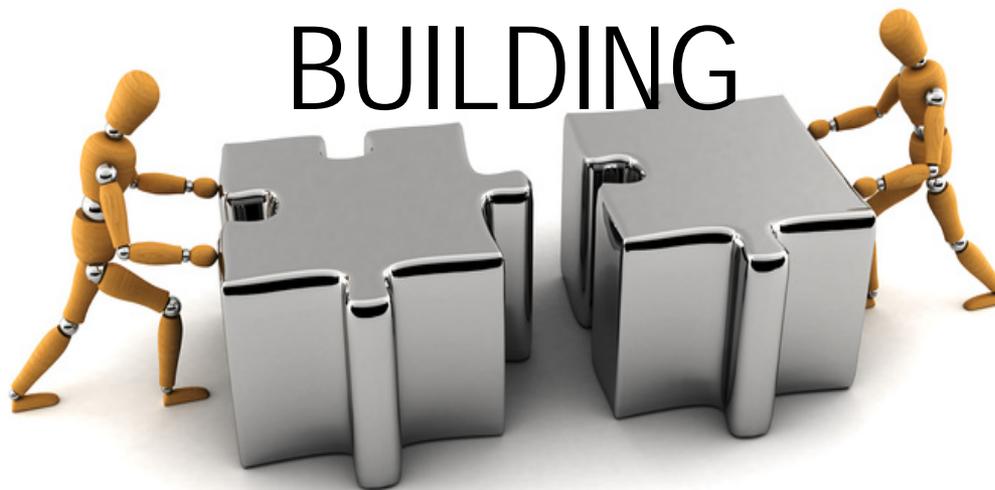
Doesn't know how he/she is doing

Lack of Support

Lack of Willingness

*These issues should be handled by coaching and effective performance management which we will discuss tomorrow*

# TEAM BUILDING



# Building a High Functioning Team

## You Can't do it Alone!

The right people in the right place is a big step toward success

## Sell Your Vision:

- A great leader clearly communicates “why-we-do-what-we-do”
- Your vision will set the direction and tone of the unit



# Team Building Essentials

Invest Time in your team:

- Training, mentoring and relating to the group
- Ask yourself, "*Does everyone know what is needed to succeed?*"

Understand & provide what your team wants

Each member should understand the roles of the others on the team.



# Team Building Essentials

Give the team ownership:

- Allow for creativity and flexibility



**Important to Note:**

Any member who does not want to be a part of the team should not be there.

# Team Maturity

- Organization ahead of personal agenda
- Knowledge and skills to consistently get the job done
- Clear understanding of the group's goals
- Diverse group of creative and innovative employees focused on shared goal
- Each employee contributes something unique



The task of a Leader is  
to get his/her people  
from where they are  
to where they have not been.

*Henry Kissinger*