

# *Georgia Department of Human Services*

## **Skills for Successful Supervision**

A Primer of Basic Supervisory Skills and Techniques

**DAY ONE**

*Stronger Families for a Stronger Georgia*

02/19/2016

# Introduction

## Congratulations!

- Fundamental Supervisory Skills Class
  - Some concepts are review, some new
  - Group & individual exercises and assessments
  - Information, discussion and practice
- Participant expectations exercise
- Pre-test



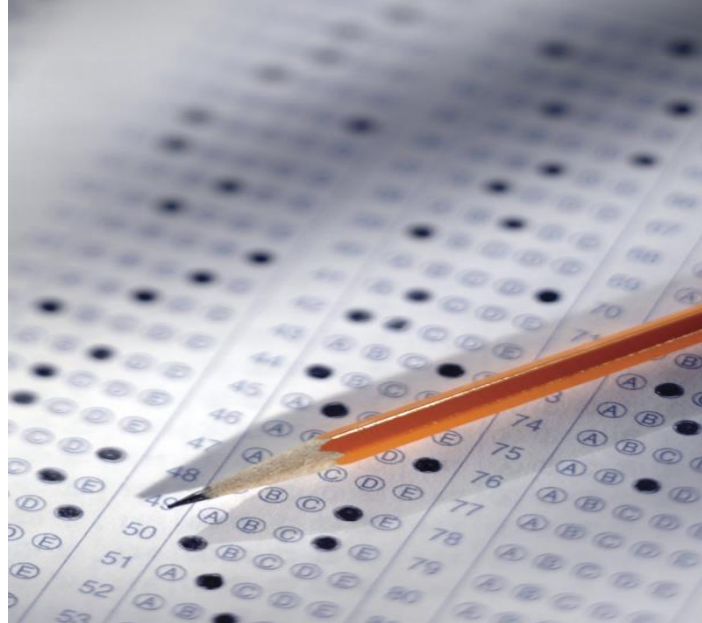
# Agenda - Day 1

Video: *After All, You're the Supervisor!*

- Elements of Successful Supervision
- Transition & Establishment Skills
- Planning and Prioritizing
- Problem Solving and Decision Making
- Delegation and Motivation



# PRE-TEST



20 Questions  
Multiple Choice



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# Exercise

Why do you want to be a supervisor?

- Please take 5-8 minutes to complete the questionnaire
- Discussion



**Video <Embed video here>**

**After All, You Are the Supervisor**



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# Transition and Establishment

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



# ## Transition/Establishment

*Going from buddy to boss*

- Hard decisions/hard circumstances
- Cannot always please, have the answers, or meet the needs

*What is most difficult?*

- Confronting employees
- Setting limits

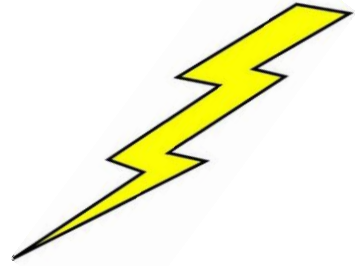




# ## Transition/Establishment

Assess staff members

- Learning styles
  - Visual, Auditory, Kinesthetic/Tactile
- Interpersonal styles
  - How we deal with other people
- Motivators
  - Something to keep them working



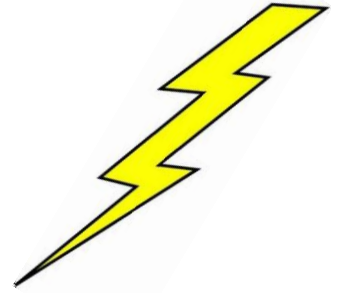
# Transition/Establishment

- Maintain accessibility
  - Manage by walking around (MBWA)
- Give up old tasks
- Get things done through others



# ## Transition/Establishment

- Demonstrate a can-do approach
- Learn the facts
- Make your own decisions
- Confront challenges
- Accept responsibility
- Be consistent

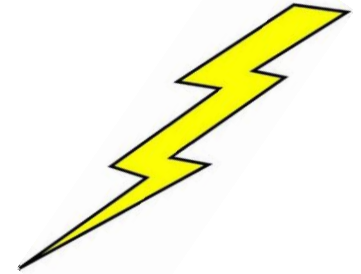


# Earn Respect

- Listen to staff concerns
- Anticipate being “tested”
- Make expectations clear and be honest



# ##Earning Respect



- Stand up for your staff
- Show confidence & express appreciation
- Do not tolerate poor performance
- Do not apologize for being the boss
- Do not bluff employees
- Treat people fairly



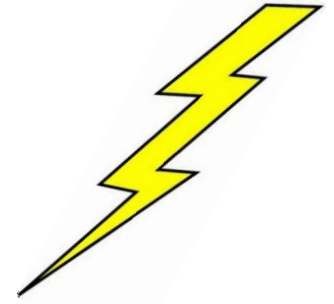
# Communication

## Activity: Just For Fun

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



# ## Passive/Active Listening Skills

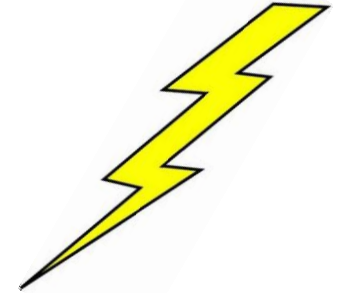


- Listen for the content
- Listen for the feelings
- Respond to the feelings
- Note the speakers verbal & nonverbal cues
- Say back what you think you are hearing



# ## Communication Mediums

- Face-to-face
- Telephone
- Written communication
  - Memos, emails and letters
- Group or staff meetings





# Supervisor Loyalty Priorities

## The Agency – DHS

- Support the mission

## Your Supervisor/Manager

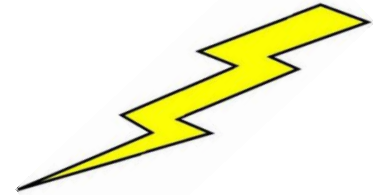
- Support your boss and upper level management

## Your staff

- 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
- Willingness to learn
- Cooperation with others
- Even temperament
- Say “No” appropriately
- Keep up the good work



# Relating to Peers

- Deal directly with the people you need
- Spread requests around
- Don't bully or pressure 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 be an 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

- Meet with both parties and give assignment
- Parties meet and discuss assignment with each other and resolve conflict
- Supervisor holds joint meeting; processes/ guides the meeting and action plan
- 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



# Mid-day Review



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# Recruiting Staff



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

- If refilling the **Same** position, complete a Position Action Request Form
- If **Different** position, consult the Compensation Analyst with changes, then submit Position Action Request:
  - Hiring Manager will submit to Talent Acquisition for processing. It will be reviewed for accuracy, then forwarded to the OHRMD Director for signature.
  - OHRMD submits request to the Commissioner's office for approval.



# Recruiting Staff

- Once approved – the hiring process begins.
- Vacancy will be posted by Recruiter.
- You will be asked the following:
  - Would you prefer Internal Applicants *Only* or Internal Applicants who meet the *Preferred Qualifications*
  - Is a certain degree required?



# Recruiting Staff

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

This is a guideline:

- Most “entry level” positions at paygrades “A” to “I” after 5 business days.
- Many positions on pay grades “J” to “N” after 10 business days.
- Positions on pay grades “O” 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
3. Conduct phone screening
4. Select applicants for interviews and schedule interviews
5. Conduct interviews – preferably using a panel



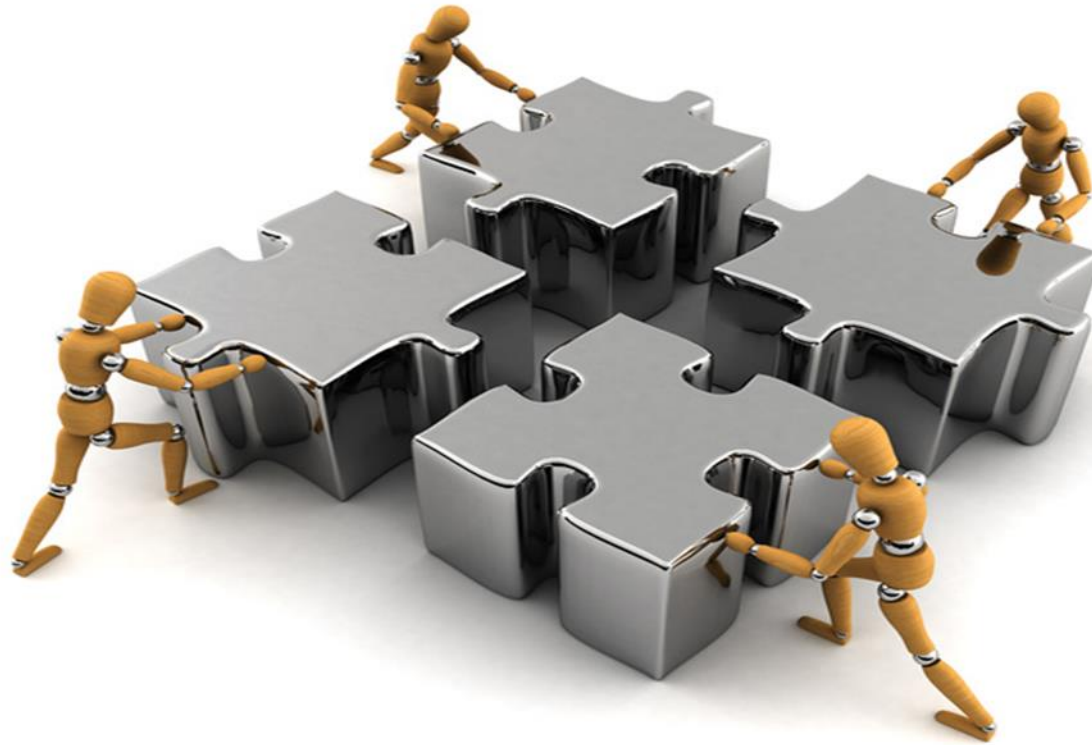
# Your Role in the Process

6. Select top two candidates. Begin reference check process with top choice
7. Request recruiter to generate offer letter
8. Sign letter and send to candidate; call candidate to obtain acceptance.





# The Leader Puzzle



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# Planning/Prioritizing

Track your daily activities

- Find out where you're wasting time



# 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

Taking 20 minutes at the start of each day to plan gives you the 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*



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# 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:** Group achieves consensus. Leader delegates an individual or group, with constraints [*New process to handle work*]



# Decision Strategies: Critical Factors

## Time available for the decision

- The more discussion and stakeholders involved to make a decision can delay decisions

## Importance of the decision

- Which stakeholders are really needed?



# Decision Strategies: Critical Factors

## Capability

- Information and expertise of potential decision-makers

## Need for buy-in

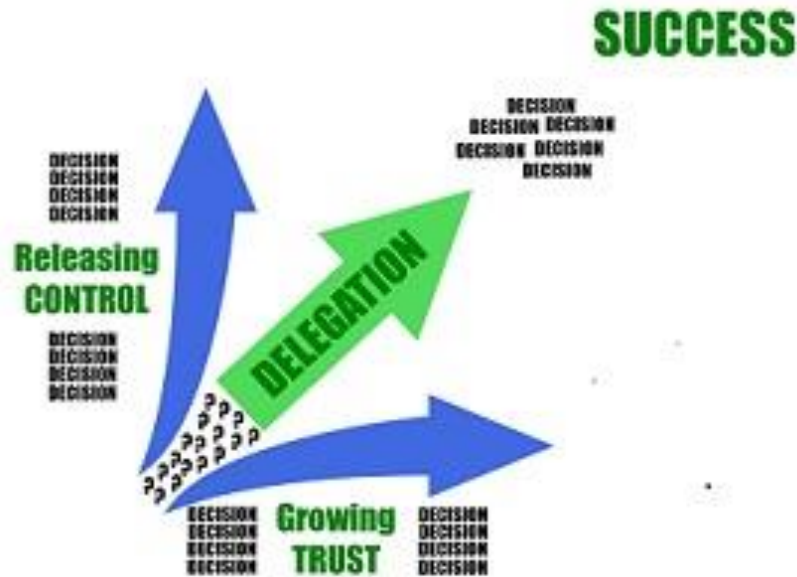
- Those involved with implementing the plan

## Building teamwork

- Effectiveness is dependent on having strong teams



# Delegation



“...the achievement by a manager of definite, specified results,...by empowering and motivating subordinates to accomplish...specific results for which the manager has final accountability.”

D. McConkey



# Why You Must Delegate



# Why You Should Delegate

## Importance to the supervisor:

- Time management
- Opportunity for promotion
- Staff development

## Importance to the employee:

- Qualifications
- Eligibility for advancement
- Self-confidence, motivation and self-esteem



# When to Delegate

- Is it critical that you do it yourself?
- Does the task provide an opportunity to grow and develop another person's skills?
- Is this a task that will recur, in a similar form, in the future?





# When to Delegate

- 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
- Responsibilities regulated by law
- Selecting new employees
- Power to counsel, discipline and maintain morale
- Evaluating performance
- Resolving conflicts or any duties involving trust



# Things You CANNOT Delegate

- Formulating goals, strategies and policies
- Preparing or approving budgets (if you are a manager)



# The Delegation Process

Analyze and plan using the S-M-A-R-T model:

**S** - Specific

**M** - Measurable

**A** - Attainable

**R** - Relevant

**T** - Time-limited & target-driven



# The Delegation Process

- Select staff members; don't play favorites
- Don't delegate to punish
- Make assignments
- Be clear and tell them why
- Specify time and quality standards
- Monitor - supply support and check progress
- Evaluate and give rewards/consequences



# Training



# Types of Employee Training

- On-the-Job (OTJ)
  - Utilize your high performers
- Web-based
  - LMS: <http://lms.dhr.state.ga.us> (not sure if this is still correct)
  - MOOCs
- Classroom
- Job rotation



Seminars and conferences

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# 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

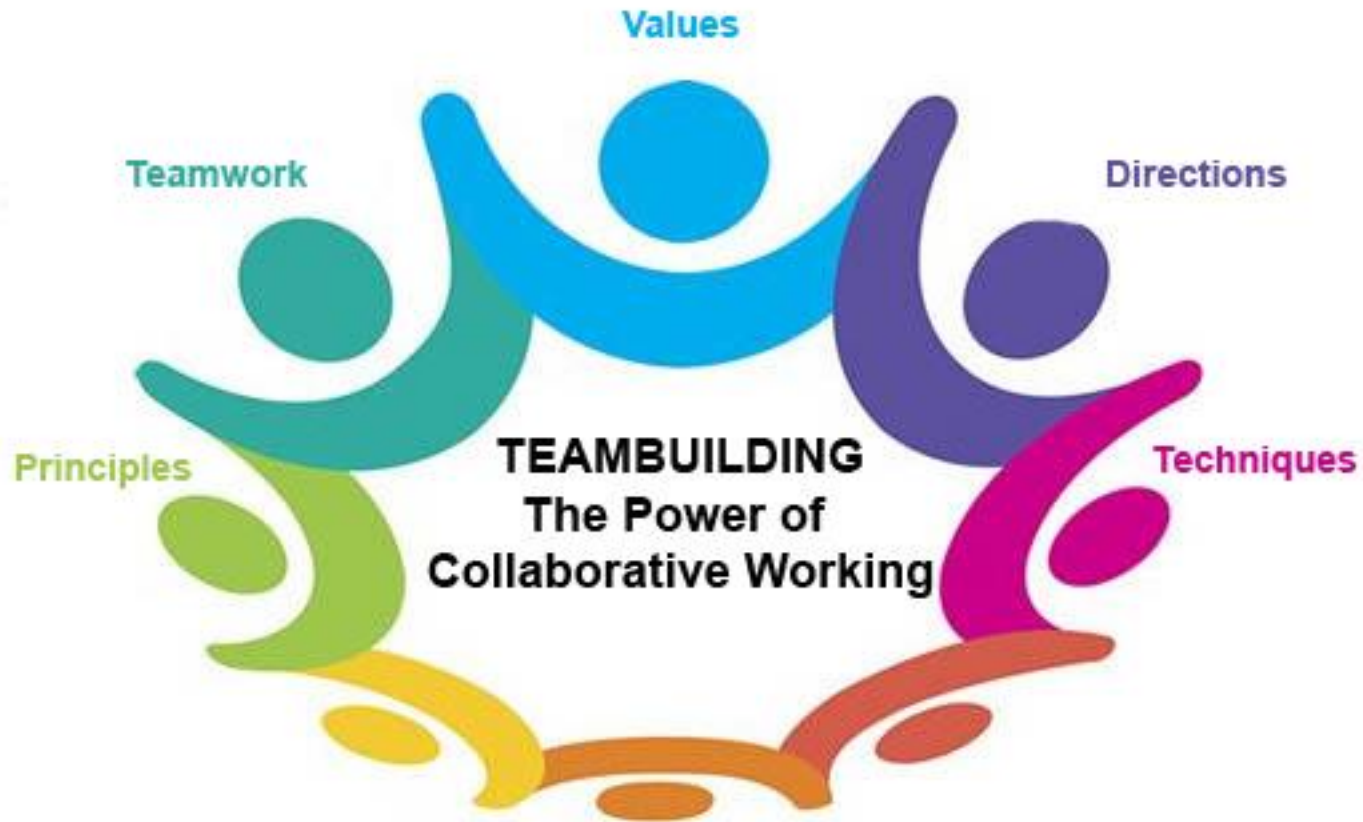
Training is not the answer when:

- the employee doesn't know what is expected
- the employee doesn't know how he/she is doing
- there is lack of support
- there is a lack of willingness

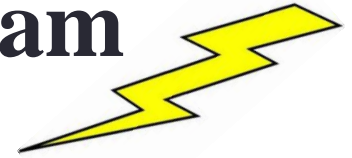
*These issues should be handled by coaching and effective performance management*



# Team Building



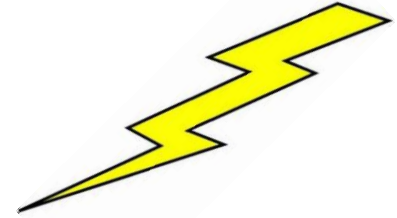
# ## Building a High Functioning Team



- 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



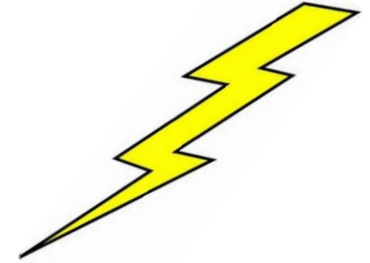
# ## Team Building Essentials



- Invest Time in your team
  - Training, mentoring and relating to the group
  - Ask yourself, “*Does everyone know what is needed to succeed?*”
  - Each member should understand the roles of the others on the team.
  - Understand and provide what your team wants



# ## Team Building Essentials



- Give the team ownership
  - Allow for creativity and flexibility

## *Important to Note:*

*Any member of your staff 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 goals
- Each employee contributes something unique





# Day One Review

- Transition and Establishment Skills
- Interpersonal Communication Skills
- Loyalty and Boundaries
- Building a high-functioning team
- Team building essentials



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

—*Henry Kissinger*

