

Supervising Basics

Participant Guide

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Agenda

Welcome and Introduction

Unit 1: Making the Transition: Doing to leading

Unit 2: Delegating: Doing more with others

Unit 3: Communicating Effectively: Spreading the word

Unit 4: Coaching: Developing others

Unit 5: Motivating: Making it meaningful

Unit 6: Managing Conflict: Win-Win with collaboration

Unit 7: Role Modeling: Setting the bar

Objectives

After completing this workshop, participants will be able to:

- ◆ Practice critical delegation skills for productivity
- ◆ Communicate successfully
- ◆ Use appropriate coaching skills to maximize performance
- ◆ Recognize what it takes to motivate today's workforce
- ◆ Deal with conflict situations collaboratively
- ◆ Be an effective role model

Personal Learning Objectives

What do you need from this workshop to say you spent your learning time well?

Making the Transition

Doing to Leading ➡

- ◆ You manage others' time.
- ◆ Satisfaction becomes more abstract.
- ◆ Your problems are long term.
- ◆ Your key resources are people.

What are you giving up?

What are you gaining?

How Did You Feel?

Select one “Old Style”: Style _____

How did you feel?

Select one “New Style”: Style _____

How did you feel?

Supervising Challenges

| | |
|--|--|
| <p>Supervising more experienced employees</p> <p>Look at experience vs. education.</p> <p>Observe the length of service – commitment.</p> <p>Involve them in decision making.</p> <p>Ask for their help with training.</p> <p>Expect them to continue to learn.</p> | <p>Supervising employees from diverse cultures</p> <p>Show respect and sensitivity for individual and cultural differences.</p> <p>Demonstrate objectivity and openness to others’ views.</p> <p>Create a respectful workplace for co-workers, customers and yourselves.</p> <p>Learn about other cultures, customs, languages.</p> |
| <p>Supervising less experienced employees</p> <p>Provide resources to enhance their skills sets.</p> <p>Be sure to expect enough.</p> <p>Insist on immediate job ownership.</p> <p>Watch out for upward delegation.</p> | <p>Supervising former peers/ friends</p> <p>Acknowledge possible discomfort and newness.</p> <p>Create new non-competitive relationships.</p> <p>Be alert for “boss’ pet” syndrome.</p> <p>Don’t allow them to take it out on you.</p> |

Delegating

Doing more through others ➔

- ◆ It's important to delegate the "right things" to the "right people."
- ◆ There are often barriers to effective delegation.
- ◆ There is a relationship between effective delegation factors such as empowerment, job satisfaction and motivation.
- ◆ Delegation plays a strong role in professional development.

Why We Don't Delegate

_____ I can do it better/quicker

_____ They might make a mistake

_____ I might lose control

_____ I feel guilty when I do

Assigning a Job

Your boss has asked for a report on the status of all process improvements in your area over the last quarter. He needs the names of all the processes, flowcharts, data and how you gathered the data. For example, did you survey customers through questionnaires or face-to-face interviews. He also needs any type of graphs you have, such as control charts, pie charts, etc. to illustrate the information. He needs all of this in two weeks! You need to sit down with your employee and delegate this assignment.

Using the steps on page 14, delegate this assignment. Be sure to make notes on page 15 to share later. Use examples from processes in your current job.

What went well?

- ◆ _____
- ◆ _____
- ◆ _____

What didn't go well?

- ◆ _____
- ◆ _____
- ◆ _____

What would you do differently next time?

- ◆ _____
- ◆ _____
- ◆ _____

Communicating Effectively

Spreading the word ➡

- ◆ A balanced, positive approach is required.
- ◆ We communicate in many different ways and forms.
- ◆ There are techniques for becoming more confident in communicating.
- ◆ Good communication generally equals good feedback.

Body Language

- | | |
|--|----------------------------------|
| 1. ___ Rolling your eyes | a. I understand |
| 2. ___ Body turned away from speaker | b. Intensity and interest |
| 3. ___ Leaning forward, facing speaker | c. Pulling away from involvement |
| 4. ___ Sighing deeply | d. You are wrong |
| 5. ___ Nodding your head | e. Boredom |
| 6. ___ Wagging finger back and forth | f. Inattention to speaker |
| 7. ___ Pointing your finger | g. What a ridiculous remark |
| 8. ___ Rifling through your papers | h. Accusatory posture |

General Effective Questions

| | |
|--|---|
| What results do you want? | What was particularly effective about the way that worked? |
| What would be the advantages/benefits of that approach? | How would you do it differently another time? |
| What options do you have for getting past that obstacle? | What would be the benefit of doing it differently? |
| What will it ideally look like when it's complete? | If there were no obstacles or issues, what would we be doing right now? |
| What has worked most effectively in similar situations? | How can I be most helpful to you right now? |

Questions that Empower

| | |
|------------------------------------|---|
| What concerns you about this? | How can you look at this problem differently to come up with an effective solution? |
| What are the customer's needs? | What is your perspective? |
| What can we learn from this? | What were the problems you faced? |
| What kind of support do you need? | What are the key objectives? |
| What do you think about...? | How will we measure the results? |
| What is going well/not going well? | How can we make this situation a success for everyone? |

Coaching

Developing others ➡

- ◆ Coaching is a way of helping others achieve peak performance.
- ◆ Coaching is an ongoing process designed to help the employee gain greater competence and overcome barriers.
- ◆ The goal of coaching is to create a change in behavior, to move employees from where they are to where they need to be.
- ◆ Coaching encourages people to do more than they ever imagined they could.

Developing Coaching Skills

Identify a situation in which you received effective coaching from someone. (This example can be taken from any time in your life and any type of situation, personal or professional.)

Based on this example, list below the qualities and/or characteristics you think an effective coach must have:

List those coaching skills you feel you already have and identify those you would like to further develop:

Skills you have:

Skills you would like to develop:

Coaching and Performance Enhancement

- ◆ **Take praise beyond generic recognition with these three steps:**

Make a **general remark**, such as *“That was a great presentation, (person’s name).”*

Then, tell him/her **specifically** what you liked: *“I liked how you used humor to talk about the changes we face.”*

Generalize from this specific instance to a **character strength**: *“Your sense of humor always gets us through rough times. I admire that.”*

- ◆ **Using this method tells a person this specific event is indicative of something you admire about him/her.**

Motivating

Making it meaningful ➔

- ◆ Every person has needs.
- ◆ A person's external behavior is a mirror of internal needs.
- ◆ A person's more basic needs have precedence over his/her higher needs.
- ◆ A person can be motivated at the lowest level of unmet need.
- ◆ A satisfied need will no longer motivate.

Types of Motivation - Inside and Out

Extrinsic Motivation

- ◆ Money
- ◆ Awards
- ◆ _____
- ◆ _____
- ◆ _____

Intrinsic Motivation

- ◆ Pride in job well done
- ◆ Accomplishment
- ◆ _____
- ◆ _____
- ◆ _____

Motivational/Demotivational

Think of three leaders, dead or alive, from politics, entertainment, or any area of notoriety and write down what made them motivational or demotivational in their dealings with others.

| Person | Motivational/Demotivational Characteristics |
|--------|---|
| 1. | |
| 2. | |
| 3. | |

Managing Conflict

Win-Win ➡

What words come to mind when you think of conflict?

Under what “umbrella” word(s) would you categorize the words above and why?

Benefits of Managed Conflict

For Individuals

- ◆ Reduced Stress
- ◆ Accomplish More
- ◆ Just plain feel better _____
- ◆ A natural outcome of turning conflict into collaboration _____
- ◆ Improved relationships _____

For the Organization

- ◆ Employee Retention
- ◆ Creativity and Innovation
- ◆ Improved productivity: less time is spent dwelling on conflict
- ◆ Employer of choice: people want to work in a place where conflict is handled well _____

Role Modeling

Setting the Bar ➡

- ◆ Practice time management

- ◆ Recognize your own signs of stress

- ◆ Get your own coach

- ◆ Recognize what's important from what's urgent—fix the system, not the problem

- ◆ Recognize accomplishments

- ◆ Build trust

- ◆ Use your supervisory skills - the ones you've learned in this workshop!