Presented by:
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Taking the Lead:
Five Things Every Supervisor Needs to Know

HRDQ·U
IDEAS FOR LEARNING

Webinar Agenda

- Review Five Key Supervisory Skills
- A Proven Supervisory Skills Model
- How to Identify a Supervisor's Strengths and Weaknesses
- Application: Situation and Best Action
- Supervisory "Do's and Don'ts"
- Skill Improvement
- Question and Answer

Great Supervision

You have just been given an award for Excellence in Supervision for 2010. The award was created and voted on by employees.

What makes excellence in supervision?

A. Technical Expertise
B. Excellent Relationships

Great Supervision

Balance

Goals of the Organization ~ Needs of their Work Group

Develop great supervisors by identifying:

WHAT they do well

HOW they need to be developed
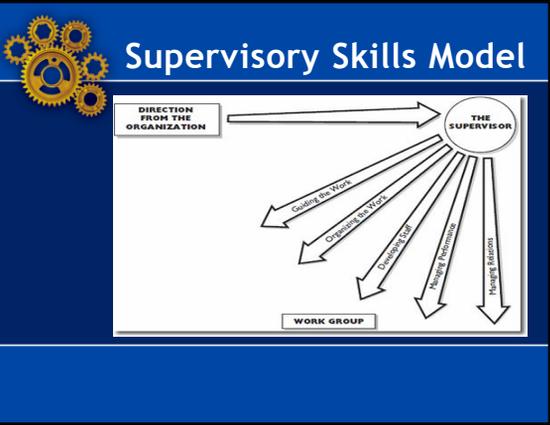
WHERE there are performance gaps

Supervisory Skills Model
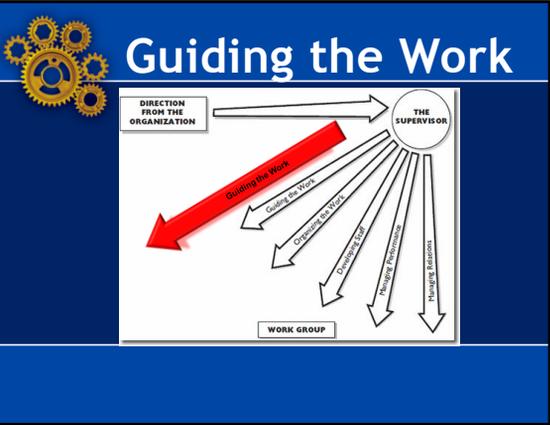
Guiding the Work

Guiding the Work

Application: Situation

A project your group received about three weeks ago seems stalled even though your group knows it's important to your best customer. You decide to have a talk with your group about what the problem is.

How would you start the discussion?

A. Tell your group that you need to know what's going on with the project. Tell them you will accept whatever changes they suggest.

B. Start by stating clearly that this project must be completed. Then discuss their expectations for completion and yours.

C. Tell the group that the project is now a top priority and give them a completion date.

Guiding the Work

Application: Best Action
How would you start the discussion?

A. Tell your group that you need to know what's going on with the project. Tell them you will accept whatever changes they suggest.

B. Start by stating clearly that this project must be completed. Then discuss their expectations for completion and yours

C. Tell the group that the project is now a top priority and give them a completion date.

Why?
- Clear expectations from start
- Discussion includes team commitment

Guiding the Work

Understand the needs of the organization and plan your group's work effectively to meet those needs.

Do	Don't
- Support organizational goals	- Tell employees that you disagree with management positions
- Get your employees involved in the planning process	- Consistently prepare detailed plans without consulting your employees
- Act decisively	- Put off making decisions until you are sure that they are perfect
- Make plans with specific progress review dates	- Fail to assign responsibility for tasks

Guiding the Work

Skill improvement

- Make it clear to your work group that you support the organization and its goals.
- Provide direction even when in unfamiliar areas
- Balance asking for information and acting decisively
- Plan in advance – what, who, and how
- Create specific and realistic plans
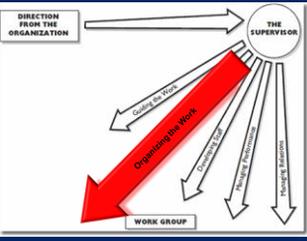- Gain commitment by actively involving your work group

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Organizing the Work

Organizing the Work

Application: Situation

You have appointed one of your people as the leader for a project, but it is clear that another employee is really seen as the leader by the group. The project is progressing well, but it worries you that the leadership is not where you want it to be.

What would you do?

A. Make it clear to the group who the leader is and who you support. Don't tolerate other sources of leadership.

B. Appoint the leader who has the group's support as the formal project leader.

C. Don't interfere.

Organizing the Work

Application: Best Action

What would you do?

A. Make it clear to the group who the leader is and who you support. Don't tolerate other sources of leadership.

B. Appoint the leader who has the group's support as the formal project leader.

C. Don't interfere.

Why?

- Informal leadership in most cases is not harmful

Organizing the Work

Assign people and allocate resources to accomplish work goals.

Do	Don't
▪ Set schedules to meet the organization's goals	▪ Accept work changes without question
▪ Use others' expertise to organize when necessary	▪ Show favoritism or fail to assign unpleasant tasks
▪ Keep track of what's going on in the information organization	▪ Fail to assign responsibility for necessary tasks
▪ Involve others if you have to reorganize	▪ Try to have complete knowledge of all aspects of work

Organizing the Work

Skill Improvement

- ▪ Handle shifting priorities

- ▪ Quickly investigate unforeseen problems and work to solve them

- ▪ Consult employees to gain complete knowledge of the work

- ▪ Follow the rules, regulations, and guidelines of the organization

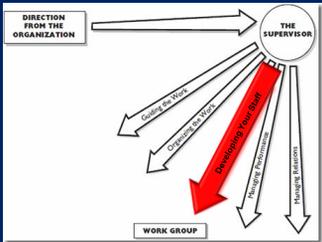- ▪ Accommodate the needs of your work group when they are not in direct conflict with the organization's needs

Developing Your Staff

Developing Your Staff

Application: Situation

You believe that one of the people you supervise has the potential to be promoted, but that person lacks confidence in his or her abilities.

How would you build his or her confidence?

A. Give the employee a challenging assignment that you are sure he or she can complete with some effort.

B. Give the employee an easy assignment and then praise him or her when the assignment is completed.

C. Praise the employee publicly each time he or she completes an assignment.

Developing Your Staff

Application: Best Action

How would you build his or her confidence?

A. **Give the employee a challenging assignment that you are sure he or she can complete with some effort.**

B. Give the employee an easy assignment and then praise him or her when the assignment is completed.

C. Praise the employee publicly each time he or she completes an assignment.

Why?
- Creates more engagement
- Greater self-esteem on completion

Developing Your Staff

Increase the skill level of each employee by learning his or her strengths and assign tasks according to development need.

Do	Don't
▪Delegate work that develops your employees' skills	▪ Complete tasks yourself because they require effort to teach others
▪ Get to know employees on an individual basis	▪ Treat employees as a group rather than as individuals
▪ Keep employees informed about the status of their requests	▪ Forget to tell employees about the status of their requests
▪ Make your expectations for results clear when you delegate tasks	▪ Delegate only to people who already have the skill for the task

Developing Your Staff

Skill Improvement

▪ Take the time to delegate

▪ Delegate work that develops employees skills and does not require your formal authority

▪ Delegate to employees who need development - and are willing to be developed

▪ Provide clear expectations and follow up regularly

▪ Set challenging and realistic goals for your work group

Managing Performance

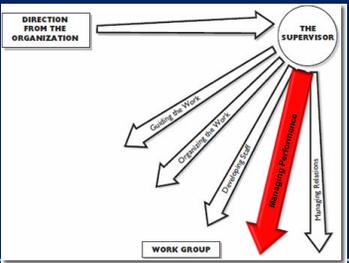3/18/2015

Managing Performance

Application: Situation

One of your employees is always just a little bit late completing his or her assigned tasks. It hasn't really affected the work, but it annoys others.

What would you do?

A. Schedule a formal performance review meeting with the employee and document it.

B. Tell others in your group to work around it. It is only a minor problem.

C. Have a short, informal meeting in which you tell this employee about the impact of the problem and discuss solutions.

Managing Performance

Application: Best Action

What would you do?

A. Schedule a formal performance review meeting with the employee and document it.

B. Tell others in your group to work around it. It is only a minor problem.

C. Have a short, informal meeting in which you tell this employee about the impact of the problem and discuss solutions.

Why?

- Coaching more effective than formal review
- Help employee gain awareness of actions

Managing Performance

Track the performance of your employees and help them meet their own objectives and those of the organization.

Do	Don't
▪ Track performance and provide feedback on a continual basis	▪ Review performance only once a year
▪ Judge performance by how it affects the organization	▪ Judge employees before you talk with them about their performance
▪ Remain objective	▪ Allow yourself to become emotional
▪ Get commitment from employees to improve their performance	▪ Try to fix every problem, no matter how small

Managing Performance

Skill Improvement

- Perform these steps on an ongoing basis with employees:
  1. Tell people what you expect of them
  2. Monitor their progress and provide feedback
  3. Formally evaluate their performance

- Provide suggested actions to improve employee performance

- Address performance problems as soon as they occur

- Learn to distinguish between problems that need formal attention and those that do not

- Confront 'behind-the-scene' problems when they affect performance

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Managing Relations
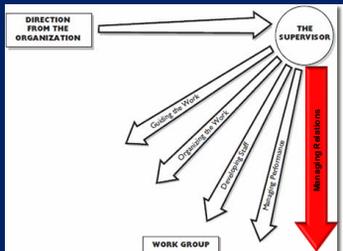

DIRECTION FROM THE ORGANIZATION → THE SUPERVISOR

Guiding the Work
Organizing the Work
Developing Staff
Managing Performance
Managing Relations

WORK GROUP

Managing Relations

Application: Situation

You have been blindsided quite a few times recently by changes in the organization that you didn't know about but other supervisors did know. Your group is starting to get upset.

What would you do?

A. Ask your boss to keep you better informed about what is happening.

B. Make an effort to get to know other supervisors and talk to them about what is happening.

C. You'll never know everything. Teach your people how to react quickly to unexpected things.

Managing Relations

Application: Best Action
What would you do?

A. Ask your boss to keep you better informed about what is happening.

B. Make an effort to get to know other supervisors and talk to them about what is happening.

C. You'll never know everything. Teach your people how to react quickly to unexpected things.

Why?

▪ Other supervisors are a good source of information and support.

Managing Relations

Work closely with others to ensure that your work group is effective and the organization's goals are met.

Do	Don't
▪ Keep other groups informed about your plans	▪ Try to acquire resources by complaining about your group's situation
▪ Consider others' requests for help based on the needs of the organization	▪ Try to have complete knowledge of other groups' work
▪ Become generally familiar with other groups' work	▪ Turn down all requests for help that inconvenience your group
▪ Develop relationships with other supervisors	▪ Accept work from other groups without question

Managing Relations

Skill Improvement

▪ View other work groups as partners

▪ Acquire resources by framing requests according to what is good for the organization, rather than your work group

▪ Know how and when to ask for support from other work groups

▪ Respond to requests from other work groups by understanding the organization's goals

▪ Network with other supervisors for help and information

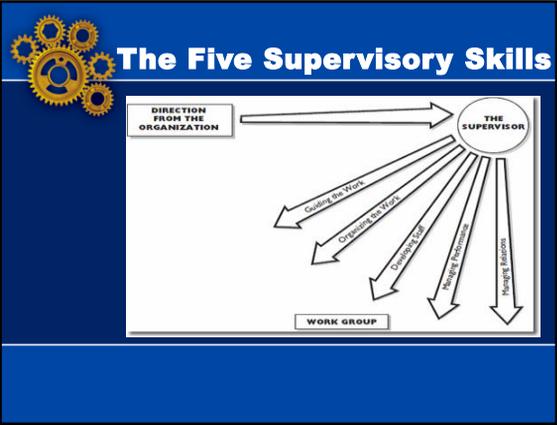The Five Supervisory Skills