

# Skills For Success As a Supervisor

**Instructor: Merry Taylor**  
**Taylor and Associates**  
**957-5874**  
[taylorandassoc@sc.rr.com](mailto:taylorandassoc@sc.rr.com)  
[www.taylorandassoc.com](http://www.taylorandassoc.com)

**Presented By:**

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BOSSES

**Personality Traits, Characteristics, Actions,  
Attitudes and Habits of the Worst Boss:**



**Personality Traits, Characteristics, Actions,  
Attitudes and Habits of the Best Boss:**

From: The Promotable Woman by Norma Carr-Ruffin

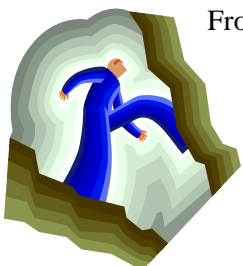
## What Qualities Do People Respect Most in a Supervisor?



This question has no concise answer. One management professor and business writer asked hundreds of employees about the qualities they most respected in a boss; here are two dozen answers that he heard most often.

### A good supervisor:

1. Keeps up-to-date on situations that affect future projects.
2. Maintains a positive attitude.
3. Has sound oral and written communication skills.
4. Explains actions and decisions that affect employees.
5. Doesn't play favorites.
6. Delegates authority.
7. Is specific when giving instructions about assignments.
8. Gives employees incentives to improve their job knowledge.
9. Cross-trains employees so they can cover each other's absences.
10. Gives praise for work well done, and compliments as well as criticizes.
11. Is aware of problems that employees are having with each other.
12. Asks questions frequently, and is a concerned and active listener.
13. Organizes work schedules and assignments as effectively as possible.
14. Displays a professional attitude toward the work and employees.
15. Shows a human side; isn't compelled to act like "the boss" all the time.
16. Works with lower-level employees occasionally to understand what they do.
17. Takes time to listen to new ideas.
18. Pays attention to broader problems; avoids nit-picking.
19. Keeps people informed about changes.
20. Discusses problems with subordinates as soon as possible.
21. Expresses feelings honestly.
22. Attempts to know each employee as an individual.
23. Uses new strategies that will make the organization more productive.
24. Shows confidence in subordinates.



From: [The Rookie Manager](#) by Joseph Straub

## Supervisory Challenge Assessment

- I report to more than one manager.
- I have to communicate and implement unpopular decisions and policies that I didn't make and can't change.
- I supervise people that used to be my peers.
- More and more, my work involves interacting with others work areas.
- I have responsibility without authority in certain areas.
- I am short staffed.
- I don't have time to provide adequate training for employees.
- I have a job where my duties are always changing.
- I have to deal with personality conflicts among employees.
- I'm dealing with a lot of employee turnover.
- I have employees that lack motivation.
- I'm dealing with poor morale among employees.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Main Challenge Right Now:**

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## Communication in the Workplace

## Behavioral Communication Styles

### AMIABLE

Wants personal relationships  
Hesitates on decisions, slow to take action  
Avoids interpersonal conflict  
Good listener  
Good at gaining support  
Often weak at setting goals and direction  
Needs security and belongingness  
Good counseling skills

### EXPRESSIVE

Spontaneous decisions and actions  
Wants involvement  
Often generalizes and exaggerates  
Dislikes being alone  
Good persuasion skills  
Jumps from one activity to another  
Works well with others  
Seeks esteem and belongingness

### ANALYTICAL

Likes organization and structure  
Cautious actions and decisions  
Dislikes involvement with others  
Wants to know specific details  
Likes task-oriented, objective work  
Hates to make mistakes so therefore often  
relies too much on data collection  
Works slowly and methodically alone  
Seeks security and self-actualization  
Good problem-solving skills

### DRIVER

Firm actions and decisions  
Needs control  
Dislikes inaction  
Likes freedom to manage situations  
Independent, cool and competitive  
Low tolerance for feelings, attitudes  
and advice of others  
Works quickly by self  
Seeks esteem and self-actualization  
Good administrative skills

## Communicating Clearly:

## Getting Your Message Across

One barrier to effective communication is the use of vague, abstract, general language. The more specific your message is, the more likely the listener is to interpret it correctly.

1. **Vague:** We've got to do a better job.  
**Specific:** Everyone in Division Two sales must increase his/her productivity by 5% by end of 2<sup>nd</sup> quarter.

2. **Vague:** Your attitude is not helping the team.  
**Specific:**

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3. **Vague:** You did a great job.  
**Specific:**

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4. **Vague:** I need for you to turn in your reports soon.  
**Specific:**

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5. **Vague:** We need to communicate better.  
**Specific:**

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## Characteristics and Guidelines

## Of Effective Constructive Feedback

**Quote:** "Kind words can be short and easy to speak, but their echoes are truly endless."

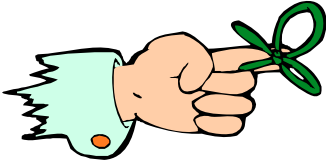
**Mother Teresa**

- Think, "What's purpose of feedback?"
- Give in private.
- Focus on the problem, not on personality. **(Instead of "You've got a bad attitude" say "When you refuse to work with John it compromises the entire team.")**
- Focus on descriptions rather than on judgments. **(Instead of "You don't care about our project" say "When you don't complete assignments it affects the success of the project.")**
- Focus on a specific situation. **(Avoid "always" or "never" statements.)**
- Give feedback soon after the event.
- Use "I" statements and "We" statements. Avoid word "You". **(Instead of "You make me upset" say "I" get upset when..)**
- Make sure person understands purpose for your feedback.
- Feedback is planned.



### Do Not Give Feedback When:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_



# REMEMBER

Before giving constructive feedback think about these three things:

? \_\_\_\_\_  
? \_\_\_\_\_  
? \_\_\_\_\_

## Steps in Giving Constructive Feedback

1. Explain reason for conversation. This makes sure you and the other person are talking about the same subject.
2. Focus on facts or observable behavior.
3. Describe your feelings or concerns about the behavior or situation from your perspective.
4. Give your ideas or suggestions.
5. Ask for their input.
6. End with support or encouragement.

**Quote:** "The difference between the right word and the almost right word is the difference between lightning and a lightning bug."

**Mark Twain**



## Team Building Between Management and Staff

**Questions to ask yourself. Answer with a yes or no.**

**Do I:**

- Give employees a sense of ownership by involving them in goal setting, and problem solving activities?
- Talk with my employees openly and honestly?
- Act genuinely interested and concerned for my employees?
- Respect individual differences?
- Give feedback---constructive and positive?
- Keep employees informed on changes?
- Insure that employees have the training they need to do their job?
- Keep conflict under control?
- Create a positive atmosphere where employees feel comfortable to share opinions?

Give specific examples of things you do for the ones you answered **yes**.

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## Team Talk

### DON'T SAY

I

Your

How can you say that?

What do you need?

What are you going to do  
about it?

Can I help?

Who is responsible for this?

You're doing it wrong.

This isn't good enough.

I don't believe you should.

You should know better.

### DO SAY

We

## What Motivates You?

### Workplace Motivators

On the following survey, mark your three **top** work motivators with a 1. Then mark your three **least** work motivators with a 5.

- |  |   |
|--|---|
| <input type="checkbox"/> Social aspects of job       | <input type="checkbox"/> Learning a new job         |
| <input type="checkbox"/> Having more authority       | <input type="checkbox"/> Having time off            |
| <input type="checkbox"/> Respect                     | <input type="checkbox"/> Flexibility                |
| <input type="checkbox"/> Advancement                 | <input type="checkbox"/> Work in profession I enjoy |
| <input type="checkbox"/> Fear of being without a job | <input type="checkbox"/> Recognition                |
| <input type="checkbox"/> Receiving an annual income  | <input type="checkbox"/> Doing a good job           |
| <input type="checkbox"/> Working toward retirement   | <input type="checkbox"/> Doing a good job           |
| <input type="checkbox"/> Other                       | <input type="checkbox"/> Having more responsibility |
| <input type="checkbox"/> Being a supervisor          | <input type="checkbox"/> Vacation time              |

### Motivation

Supervisors who are effective motivators:

- ✓ Would never take credit for their employees' ideas and achievements.
- ✓ Try to be role models for employees to pattern themselves after.
- ✓ Ensure that their employees receive appropriate praise and recognition for their accomplishments.
- ✓ Don't bend or break rules and policies to suit themselves.
- ✓ Give employees the opportunity to participate in decisions that will affect their jobs.
- ✓ Help employees expand their skills.

## Personal Accountability and Growth for the Supervisor

- Managing change
- Decision making
- Goal setting
- Prioritizing
- Communication skills—expressing self clearly
- Communication skills---listening
- Time management**
- Employee performance management
- Conflict Resolution
- Discipline
- Motivation
- Team building
- Employee performance appraisals
- Delegation
- Coaching
- Other \_\_\_\_\_



**What** do you feel are your strengths?

**What** do you feel are your weaker areas?

## Time Quiz



Answer each statement with a **True or False**.

- The longer you work, the more you get done.
- Productive people work harder than other people.
- In managing your priorities, 20 per cent of the activities on your list are going to produce 80 per cent of the results and payoff.
- Making major changes in your time management style are the best way to achieve good results.
- Do the easiest tasks first and then move on to the difficult ones.
- If you want a job done well, do it yourself.
- Time management is self-management.
- Work expands to fill the time allowed for its completion.
- To create an effective “to do” list; overestimate the time allowed for your tasks.
- Time management isn’t always a matter of time at all.

## Tips for Tough Situations

