

Skills For Success As a Supervisor

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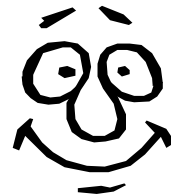
Presented By:

The South Carolina Association of Counties

Bosses



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



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

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.
- _____
- _____

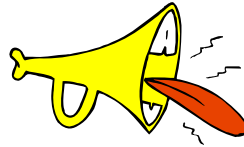
<p>Main Challenge Right Now:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

Perceptions Are REALITY

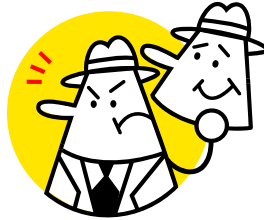
Point to remember: People don't know what we're trying to say or want to say; they don't know our best intentions. People judge on what they see and hear or what they THINK they see and hear.

The three major ways we communicate are through:

Tone of Voice



Body language



Choice of Words



Rate the above in order of power and immediate effect.

1. _____

2. _____

3. _____

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 2nd quarter.

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

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

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

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

Characteristics and Guidelines Of Effective Constructive Feedback

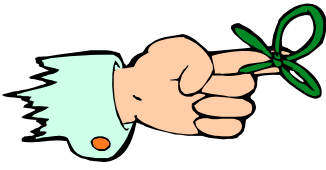
Quote: *"Kind words can be short and easy to speak, but their echoes are truly endless."*
Mother Teresa

- 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**.

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

Professionalism and Engaged Employees

Only 21 percent of workers worldwide are “engaged”—that’s human resources jargon for being ready to expend some extra effort at work.

Engagement is not satisfaction or happiness but the degree to which workers connect to the company emotionally, are aware of what they need to do to add value and are willing to take that action, according to the consulting firm Towers Perrin, which surveyed almost 90,000 workers in 19 countries.

Major Motivators

What makes for an engaged employee? It’s not necessarily pay. The top 10 drivers of employee engagement across 19 countries surveyed by consulting firm Tower Perrin are a mixed bag.

- ___ Decision-making authority
- ___ A collaborative work environment where people work well in teams
- ___ Input on decision making
- ___ Resources to get the job done
- ___ Senior management’s interest in employees’ well-being
- ___ Career advancement opportunities
- ___ A clear vision from senior management about future success
- ___ Challenging work
- ___ Evidence that the company is focused on customers
- ___ The company’s reputation as a good employer

“When your values are clear, your decision-making is easy.”

Walt Disney



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?

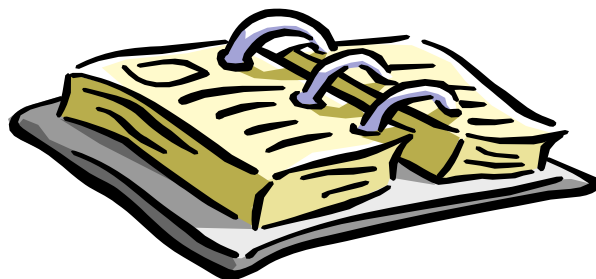
What do you feel are your weaker areas?

Time Quiz



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

1. ____ The longer you work, the more you get done.
2. ____ Productive people work harder than other people.
3. ____ 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.
4. ____ Making a major change in your time management style is the best way to achieve good results.
5. ____ Do the easiest tasks first and then move on to the difficult ones.
6. ____ If you want a job done well, do it yourself.
7. ____ Time management is self-management.
8. ____ Work expands to fill the time allowed for its completion.
9. ____ To create an effective “to do” list; overestimate the time allowed for your tasks.
10. ____ Time management isn’t always a matter of time at all.



Tips for Tough Situations

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