

# Establishing Yourself as a Supervisor

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## Introductions

- Name
- Agency
- Role
- Years as Supervisor
- “WORDS OF WISDOM”—What are the key things to be an excellent supervisor

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## “Coaching Style” of Training

A coaching style entails a very interactive delivery style that places high emphasis on respecting the knowledge and experience of participants, places high value on collaborative learning, encourages critical thinking discussions and delivers the conceptual material in a conversational style as opposed to a traditional “follow the power point” approach. The goal is that participants leave with much new knowledge and also many questions to self-reflect on to bring back to work to put into action to improve their practice.

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“Good supervisors give answers,  
 excellent ones ask questions, and the  
 truly great ones know what questions  
 to ask”

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Critical Thinking  
 saves kids’ lives

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Demand greatness!! (Brendtro) Create the culture of a  
 standard of excellence for yourself, the people you  
 supervise, and the quality of service your program  
 provides to children and families

Don’t settle for services “just good enough”

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### Ways for a Supervisor to Establish Themselves

- Cultivate positive professional relationships in all directions
- Establish warm but clear boundaries
- Learn a comfortable style to confront constructively, and confront early when behavior warrants it
- Be very thoughtful of the “power” you have and continually look for ways to balance that power
- Learn to facilitate effective and efficient meetings. Meetings are a “status arena”.
- Learn and embrace the art of managing upward. Be willing to “own your own supervision”
- Try to strive to spend 75% of your time with your higher functioning workers and 25% of your lower functioning workers

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### Ways for a Supervisor to Establish Themselves

- Be clear about your core professional values and infuse them into all areas of your practice
- Develop an “Individual staff development plan” for each supervisee
- “In my program everyone has a voice, but not everyone has a vote” (D. Greene)
- Learn to delegate well to enhance staff development
- Set clear high expectations to achieve standards of in services.
- Never forget who your main customers are. Ultimately supervision is primarily about producing high quality services to children and families

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### Coaching is Not About “Control”

“As the coach you must be willing to give up some of the control you have had. Coaching is based on leading and influencing rather than directing. You achieve results through questions and discussion rather than directives, through listening and support rather than controlling.”

(Yaverbaum and Sherman)

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## Coaching (T. Gallwey)

Coaching is unlocking a person's potential to maximize their own performance. It is helping them learn rather than teaching them.

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## Managing and Coaching

Managing	Coaching
<ul style="list-style-type: none"> <li>Manager is the "expert"</li> <li>Command and Control</li> <li>Advises or gives directives</li> <li>Operates in "telling" mode</li> <li>Answers questions</li> <li>Sets goals for worker</li> <li>Focuses on giving feedback toward stopping undesirable behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Worker is the self "expert"</li> <li>Collaboration</li> <li>Facilitates learning</li> <li>Asks questions</li> <li>Guides worker to answer for themselves</li> <li>Worker sets own goals</li> <li>Focuses on feedback about movement toward most desirable behaviors</li> </ul>

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## Supervision is...

(Austin)

A process  
*with*  
**Designated functions**  
*involving*  
**Relationships**  
*to produce*

**BEST POSSIBLE SERVICES**

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# Supervision

(F. Delano and J. Shah)

Supervision is a professional relationship that provides support, education, monitoring of quality, and creates a safe forum to reflect on professional practice. It should encourage constructive confrontation and critical thinking that informs and improves the practice of all parties. Respecting the inherent hierarchy in the relationship, it should accept the ethical responsibility to use power in a thoughtful manner. The dynamics in the supervisory relationship can create a parallel process in all other relationships including that of the client/worker.

Ultimately, supervision should be the vehicle to create dynamic growth, establish high professional standards and enhance quality and culturally competent services.

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## Ways a Supervisor Can Balance the Power

- Clear set of expectations
- Opportunity for a good and fair start
- Provide appropriate resources
- Regular and integrated evaluations
- Job should match skills
- Encourage “Critical Thinking” and Constructive Confrontation
- Develop a “learning diagnosis” of your supervisees
- Do agency opportunities match supervisee’s goals?

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## Ways a Supervisor Can Balance the Power

- Do the right thing, not always the best thing
- “Contracting” the relationship
- Use the 1/3, 1/3, 1/3 agenda model in supervision
- Try to delegate “outcome not process” when the supervisee can handle that well
- Care about the supervisee as an individual...not a “shift”
- Be mindful of the power you have and be willing to be self reflective about it

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## Confrontation

(F. Delano and J. Shah)

A proactive intervention to intercept and redirect behavior that may require change  
and

To create a forum to better understand and guide the judgment/practice of both parties in order to ultimately improve quality and culturally appreciative\* service.

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## “Professional Package”

(F. Delano and J. Shah)

A cohesive concept that logically articulates a commonly accepted professional standard that depersonalizes an issue and stimulates a professional process. Consistent use of the package cultivates an organizational culture that promotes a standard of excellence, cultural competence, and highest quality services.

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## Guidelines for Assessment

(F. Alwon)

- Is it an individual problem? An organizational problem? A cultural misunderstanding?
- Is it an ability issue? An effort issue?
- What is the employee’s previous performance on similar tasks?
- Trust “your gut”, BUT, where are “the facts”?
- Were the proper resources and information available?
- Can you restructure the job?

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### What Makes a Confrontation “Successful”?

(F. Delano and J. Shah)

- The behavior confronted changes in a manner that is “acceptable”
- The overall relationships remain relatively intact
- ⇒ Everyone’s *self esteem* is preserved

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### Professionally Packaged Constructive Confrontation

(F. Delano and J. Shah)

- Develop your professional package
- Strategize when and where to confront
- Confront using the professional package use facts, outcomes, not attitude or appearance
- Clear opening: “help me understand”, “can you explain...?”. “was that your intent?”
- ACTIVELY listen. Get help “understanding”
- Stay on course
- Close with mutually agreed upon plan
- Set clear time frame to review

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### A Professionally Packaged Confrontation

(F. Delano and J. Shah)

Using assessment skills to frame the confrontation in order to de-personalize the issue and explain the problem in a way that reflects an acceptable professional standard that is unquestionable to most.

A professionally packaged confrontation should minimize the potential to damage self-esteem and maximize the potential for cultural sensitivity.

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## Quietly Quitting

"Quietly quitting" doesn't mean an employee has left their job, but rather has limited their tasks to those strictly within their job description to avoid working longer hours. They want to do the bare minimum to get the job done....

How would you supervise this person???

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## Games

Often, if power is not well balanced "games" will develop in the supervisory relationship

What games have you seen develop in supervisory relationships??

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## "Games" Played by Supervisees

(Kadushin)

- LESSENING DEMANDS
  - Two against the agency
  - "You're the BEST supervisor"
- REDEFINING THE RELATIONSHIP
  - Protect me/treat me
  - Evaluations are not for friends
- REDUCING THE POWER DISPARITY
  - "You remember, don't you...."
  - "What do you really know about the front line?"
- CONTROLLING THE SITUATION
  - Head it off at the pass
  - "What you don't know won't hurt me"

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**Games Supervisors Play**  
(Hawthorne)

- “They won’t let me...”
- “Poor me”
- “I’m really one of you, or I’m really a nice person...”
- One good question deserves another

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**Supervisor’s Games “The Modern Version”**  
(Delano and Shah, 2010)

- The “carpet bombing” game
- The safety you saw in me was just a mirage
- The “million dollar idea” game
- “I’m on my way to a meeting”
- As the world turns (around me!) and “gotcha!”

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**Supervisee’s Games “The Modern Version”**  
(Delano and Shah, 2010)

- The “easy button” game
- Shopping for answers
- “Supervisor tipper” game
- “I heard everyone talking and....”
- Voice mail roulette

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### Supervisee's Games "The Modern Version"

(Delano and Shah, 2010)

- I told you my weakness, now leave me alone!
- The "crying game"
- You really don't understand what these kids are about
- You could look it up!

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### A "Professionally Packaged" Meeting

(F. Delano)

A "professionally packaged" meeting has a clear and well articulated goal/objective, starts on time, ends on time or when the objectives are completed, has a realistic agenda, achieves its' objectives and maximizes positive contributions from participants. It should enhance the professional image of the leader, the program, and the organizational culture

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### Dealing with those "interesting" characters in meetings

- The "long winded" ones ("Long winded Larry")
- The "we didn't do it that way before" ones ("In the past Iris")
- The shy, quiet ones ("Shy Sarah")
- The "side talkers" ("Chatty Cathy")
- Those doing "other work" in YOUR meeting ("Distracted Dave")
- The "I will arrive when I choose" ones (Entitled Ellen)
- The "dozers", "sleepers" and "snorers" (Danny the Dozer)
- The negative, "it won't work" ones ("Doomsday Donny")
- The "undermine your objective" ones (Undermining Ulysses)
- Those who respectfully disagree with you and challenge you in a "professional package".....

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## Reflections

- I learned.....
- I re-learned.....
- I discovered.....
- I realized.....

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