

## Approaches to Supervision

Reactive vs. Proactive

## Approaches to Supervision

### Reactive

- Typically involved only when triggered by Significant Event

### ■ Examples:

- Coming in late to work three days in row
- Two reports with lots of misspellings
- Two support staff who don't like each other

*Not the framework to operate from!*

## Approaches to Supervision

### Proactive

- Proactive strategy seeks to avoid major supervisory challenges through:

- Planning
- Communicating
- Being involved
- Being honest

## Approaches to Supervision

### Developing a Proactive Supervisory Style

- Vision
- Strategy
- Process

## Approaches to Supervision

### Vision

- What are my goals?
- Can I be a coach?
- What is my reputation as supervisor?

## Vision

### What are my goals as a supervisor?

- Recruit the right people for the right jobs
- Retain high performers
- Improve performance for those who are not performing at the highest level
- Ensure a highly functioning work environment
  - Free from discrimination and harassment
  - Team-oriented
  - Open dialogue
  - Supportive of work-life balance

## Approaches to Supervision

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### Strategy

- Training
  - Communicating
  - Building a team environment
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## Strategy

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- Hiring the right people for the right jobs
  - Orienting new employees
  - Coaching
  - Motivating
  - Building a team
  - Addressing problems
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## Hiring the Right People for the Right Jobs

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### Hiring, Recruiting, Interviewing

- Job description
  - Skills/competencies required
  - Interview questions
  - Answers to expect
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## Role Play

## Communication

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*The Power of Words*

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"Wait a minute... yesterday I had only three employees. One of you is new."

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## Orienting New Employees

- ❑ Mission, values and culture of Extension
- ❑ Staggered approach (rather than the fire hose approach)
- ❑ Get them to work as soon as possible
- ❑ Give them a goal they can reach quickly
- ❑ Take responsibility for their success (or failure)

## Training

- ❑ Sharpen your saw
- ❑ Identify staff training needs
- ❑ Assist staff in identifying training or professional development opportunities

## Coaching

*When the Coach is You*

## Coaching Defined



- ❑ "All coaching is, is taking a player where he can't take himself." Bill McCartney, University of Colorado football coach
- ❑ "Coaches who can outline plays on a black board are a dime a dozen. The ones who win get inside their players and motivate." Vince Lombardi, football coach
- ❑ "A coach is someone who can give correction without causing resentment." John Wooden

## Coaching

- ❑ Create a constructive workplace climate
- ❑ Provide recognition and feedback
- ❑ Deal with performance issues
- ❑ Stay in touch with their team
- ❑ Guide and support employees



## The players

- ❑ 1<sup>st</sup> string
  - Star athletes
- ❑ 2<sup>nd</sup> string
  - Inconsistent performance on the field
- ❑ 3<sup>rd</sup> string
  - Detrimental to the team



## Coaching your 1<sup>st</sup> String Players

- Don't overlook the star athletes
- The way you treat this group helps other players decide whether or not they want to move up in the ranks
- Don't "reward" by overloading
- Delegate to these individuals



## Coaching your 1<sup>st</sup> String Players

- Encourage them to teach others
- Provide training
- Celebrate success
- Spend time with them
- Promote them... IF they want to be promoted

## Coaching your 2<sup>nd</sup> String Players

- Give frequent and accurate feedback
- Teach them to set goals
- Build confidence by increasing responsibilities
- Reinforce good performance
- Team them with a 1<sup>st</sup> String player



## Coaching your 3<sup>rd</sup> String Players

- When performance improvement is required
- The Coaching Session
  - Preparation:
    - Desired vs. actual performance
    - Why does it matter?
    - Consequences
    - Appropriate action



## Coaching your 3<sup>rd</sup> String Players

- The Coaching Session:
  - Prepare the player by defining the issues
  - Demonstrate to the player what improvement would look like
  - Get the player's agreement on the issues
  - State the consequences if the problem persists
  - Let the employee develop an action plan
  - Reinforce the employee's commitment to improvement
  - Evaluate the performance and provide feedback



## On the playing field...

- Clearly communicate expectations and responsibilities
- Provide frequent and accurate feedback
- Consistently reward positive performance
- Hold employees accountable for poor performance
- Walk the talk



## Approach coaching with this thought in mind...

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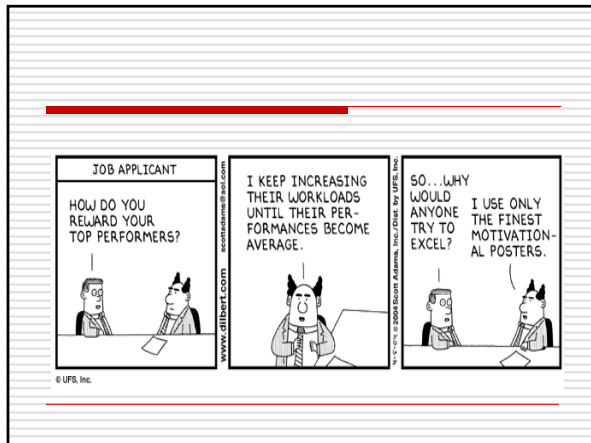
"Treat people as though they were what they ought to be and you help them become what they are capable of becoming."

Author unknown

## Motivation

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- Job performance is a function of ability and motivation.
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## What motivates employees?

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- *SHRM Job Satisfaction Series* indicate that the top drivers of employee job satisfaction:
    - Benefits
    - Communication between employees and management
    - Compensation
    - Work/life balance
    - Job security
    - Relationship with immediate supervisor
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## What motivates employees?

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- Understanding Employee Motivation, *Journal of Extension*, June 1998
    - interesting work
    - good wages
    - full appreciation of work done
    - job security
    - good working conditions
    - promotions and growth in the organization
    - feeling of being in on things
    - personal loyalty to employees
    - tactful discipline
    - sympathetic help with personal problems
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## Motivation

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- The 5 R's
    - Reward
    - Responsibility
    - Respect
    - Relationships
    - Recognition
-

## Work Life Balance



### Work-life balance is not:

- ✓ Finding a way to work less
- ✓ Only for women
- ✓ Only for those who work 50+ hours/week
- ✓ Only for low producing employees
- ✓ Having your work and personal life perfectly balanced



## Work Life Balance Trends



- Employee demand for flexible work schedules was 1 of the top 5 factors related to job satisfaction for both men and women in 2004.
- Even when job satisfaction is high, a majority of workers rate balancing work and family as more important than any other employment factors.
- Passage of U.S. Senate Resolution 210 on September 5, 2003, designates October as National Work and Family Month.
- Younger generations (born in 1965 and later):
  - 40% of our workforce (nearly 50% of county agent workforce)
  - emphasize work-life balance more than previous generations
  - rate work-life balance as one of the most important factors promoting job satisfaction



Every employee reaches a point when increasing work demands simply become too much — a point at which personal and family relations, personal health, and the quality of work are seriously threatened.

Feeling Overworked: When Work Becomes Too Much, Families and Work Institute, 2001.



"My God, Kessler, it's 3:06 a.m.! You should've gone home minutes ago."

## Consumer Culture and Stress

I want the best, fastest, newest!

"To make the best, better!"

"The sooner we start, the farther they'll go!"



## Overwhelmed and Overworked



- Increased work hours
- Disparity between work hour preferences and actual work
- Role conflicts
- Lack of flexibility
- Irregular hours

## Leading Job Stress Factors



- Low autonomy
- High job pressure
- Low task complexity
- Low income

\*Ducharme and Martin (2000)

## What Leads to High Job Pressure?



- Difficulty focusing
- Work interruptions
- Too many tasks
- Lack of support

## Overworked Employees...



- Make mistakes at work
- Feel angry toward employers
- Resent co-workers who do not work hard as they do
- Look for new jobs

## Overworked Employees...

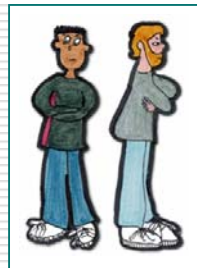


- Have less successful relationships
- Neglect self
- Lose sleep
- Have poorer health
- Have less ability to cope with everyday events

## Lack of Schedule Control

Was found to increase:

- Burnout
- Distress
- Dissatisfaction
- Poor general health
- Work-home imbalance



\*Ducharme and Martin (2000)

## Supervisors are Key in Work-Life Balance



- Approachable
- Effective
- Flexible
- Advocates

\*Ducharme and Martin (2000)

## Jobs that Energize Offer...



- ❑ Autonomy
- ❑ Learning opportunities
- ❑ Meaning—make a difference
- ❑ A chance to get ahead
- ❑ Job security

## Reducing Overwork

- ❑ Reduce wasted time
- ❑ Reduce interruptions
- ❑ Seek schedule flexibility
- ❑ Reduce “low-value” work or unnecessary demands



## Social Support Buffers Stress

- ❑ Increases job satisfaction and work performance
- ❑ Reduces work-family tension
- ❑ Enhances sense of well-being
- ❑ Decreases rates of turnover
- ❑ Improves employee-management relations.



## Workplace Support Includes...

- ❑ Adequate equipment and materials
- ❑ Flexibility to manage work and family
- ❑ Support from supervisors
- ❑ Support from co-workers
- ❑ Respect from others—no undermining



## A Dog's Wisdom on Life

- ❑ When loved ones come home, always run to greet them.
- ❑ Run, romp, and play daily.
- ❑ When happy, dance around and wag your entire body.
- ❑ Let others know when they have invaded your territory.
- ❑ When scolded, run back and make friends.
- ❑ When it's in your best interest, practice obedience.



## Addressing Problems

- ❑ Workplace conflicts
- ❑ Individual Performance Problems

## Workplace Conflicts

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### □ Causes

- Change
  - Challenges
  - Personality conflicts
  - Crises
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## Workplace Conflicts

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### □ Response

- Plan and prepare
  - Respond rapidly
  - Remain calm
  - Follow-up
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Role Play



"I'm not good at confrontation, so unscramble this phrase quietly to yourself for a surprise message."

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## Performance

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*Bowling in the Dark*

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Role Play

## Good Performance

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- ASAP-cubed (Dr. Bob Nelson, head of Nelson Motivation)
    - As soon
    - As sincere
    - As specific
    - As personal
    - As positive
    - As proactive
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## Performance

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- Guidance from Jerry Brown, Assistant General Counsel, in Rules to Avoid Personal Liability:

“Document performance problems as they occur and place a record in the file AND annual evaluations should be accurate, complete and detailed.”

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## Performance

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**The goal is  
not to deliver  
a rating.  
It is to improve  
performance.**

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## Approaches to Supervision

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- Process
    - Annual Review Process
    - Regular staff meetings
    - Periodic meetings as needed
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## Eight Simple Rules

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1. Hire people smarter than you
  2. Challenge the status quo – it’s never good enough
  3. Seek the truth...don’t blindly accept the first thing people tell you
  4. Treat commitments as promises
  5. Overwhelm and solve problems quickly
  6. Give the biggest rewards to those who deliver the most, not those who try the hardest
  7. Face reality and avoid excuses
  8. **Communicate, communicate, communicate**
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Source: [www.ADLassociates.com](http://www.ADLassociates.com)

## Questions?

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