

becoming a
superstar
supervisor

Cedar Valley Nonprofit Association

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Cedar Falls, IA

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becoming a superstar supervisor

★ The START!

- ★ You form impressions from the ad forward
- ★ Create a “desired attributes” list before you do anything else
- ★ The search process, interviewing and reference checking are all key
- ★ Don't skimp on orientation/onboarding, including a “user manual”

★ TIME

- ★ Supervision is your job; you are only as strong as your staff
- ★ Don't make supervision an occasional thing – it is a daily part of the job
- ★ 1:1 meetings are the cornerstones of effective supervision (with your boss, too!)
- ★ Use the Notebook Method or something similar to help maximize your time
- ★ Prioritize and focus – role model sanity for your staff

★ ALIGNMENT

- ★ Align expectations on big and little matters/individual and departmental norms
- ★ Specificity and Clarity are key
- ★ Saltshaker analogy/constant, gentle pressure (from *Setting the Table* by Danny Meyer)
- ★ Don't throw the towel when it's wet
- ★ CPR method: Content, Pattern, Relationship (from *Crucial Accountability* by Patterson et al)
- ★ Remember that you are going to Indianapolis

★ Deploy RESOURCES

- ★ Not all resources cost money
- ★ Recognition is one of the most powerful resources: leverage Purple Clovers
- ★ Treat staff like volunteers: empowerment, information, access, meaningful work
- ★ Connect the dots for your staff; share the big picture – help things make sense
- ★ Help staff manage their time -- and also give them the gift of time
- ★ Build capacity by teaching others new skills (including supervision)
- ★ Provide context, exposure, tools, access and relationships
- ★ Seek out coaching and training for yourself or your staff
- ★ Subscribe to www.leadershipdots.com/blog or follow leadership dots on Facebook

1:1 MEETINGS: THE CORNERSTONE OF SUPERVISION

Updates from your staff can happen informally in the hallway, but for real professional development to take place there needs to be scheduled meetings that go beyond the nuts and bolts of daily operations. There is no better use of your time!

Here is a list of topics that can make your 1:1 discussions far more robust than just talking about logistics and tasks:

- New skills to develop
- Interests that aren't being utilized
- Biggest challenges
- Long-term thoughts on what could be done
- Evaluation/debriefing of recent activities
- What changes could be made to the supervisor/supervisee relationship
- What could be stopped/eliminated
- Lessons from something read/listened to/learned lately
- What is good that can be made great
- Feedback/progress since the last evaluation
- What's the next milestone
- WHY are you doing XYZ
- Why are you NOT doing XYZ
- What do they wish they had the time/resources to do but aren't
- How is their staff doing/how to help your employee supervise
- The organization's strategic plan – what is it, how can they tie in
- What is a priority
- How to effectively deploy resources, what resources matter most to them
- Ask: "How can I help you be successful?"

See leadership dot #2436: <http://leadershipdots.com/2019/02/15/leadership-dot-2436-11>

COMPONENTS OF A NEW STAFF MEMBER ONBOARDING PACKET

Developed by Brian Gardner and Ken Brill

- **Supervisor/Title/Contact Information for After Hours**
- **Theme, Priorities, What Success Looks Like**
 - Itinerary for Day 1
 - Key Components of First 30 Days
 - Key Components of First 60 Days
 - Key Components of First 90 Days
 - Key Components of First 6 Months
 - Key Components of First Year
- **Key Meetings for the Early Weeks**
 - List of Key People and Purpose of Meeting
- **General Summary of Position Description**
 - Essential Responsibilities, %of Time Allocated to Each, Importance Rating
 - Qualifications and Unusual Working Conditions
- **Working with Your Supervisor**
 - Supervisor Expectations
 - Hersey and Blanchard's Situational Leadership Model (see below)
 - "User Manual"-Type of Information
- **Cultural Norms at the Institution**
 - You Do You
 - Key Calendar Events for the First Year
 - "Alphabet Soup"/Explanation of Abbreviations and Jargon
 - Navigational Information for the Office and the Area



Download a completed example at leadership dot #1861:

<http://leadershipdots.com/2017/07/06/leadership-dot-1861-onboarding/>

KEY ALIGNMENT CONCEPTS

THE SALT SHAKER

- Determine your expectations (where your “salt shaker” sits)
- Apply “constant, gentle pressure” to keep it there
- Address it as soon as the salt shaker “scoots”

Adapted from Danny Meyer's Setting the Table

See <http://leadershipdots.com/2012/09/01/92-salt-shaker/>

WET TOWEL

- If you hand someone a wet towel, all the attention turns to the water rather than the towel
- Wait for your emotions to pass (let the towel dry) before you address the issue
- Don't add drama!

dr. beth triplett, leadership dots

See <http://leadershipdots.com/2013/04/10/313-wet-towel/>

CPR

- Don't address the same issue over and over:
 - First address **C**ontent
 - If it happens again, address the **P**attern
 - And if it still occurs, address the impact on your **R**elationship

Crucial Accountability, by Patterson, Grenny, Maxfield, McMillan and Switzler.

See <http://leadershipdots.com/2016/02/09/1348-accountability/>

AVOID DIVERSIONS

Not Doing Something
+ a Really Good Excuse

≠ Doing Something

Source: Landmark Education

CLARITY

Effective leaders don't have to be charming or brilliant.

What they must be is clear.

CLARITY is the essence of great leadership.

Show us who we should seek to serve,

show us where our core strength lays,

show us which score we should focus on and which actions we must take,

and we will reward you by working our hearts out

to make our better future come true.

Marcus Buckingham in The One Thing You Need to Know

STAR Supervision • R = deploy Resources

As a supervisor, you have many more resources available to you than others – *use them* to motivate your staff and to achieve your vision. Examples of resources that require little or no monetary investments include:

- **Recognition** – your most powerful resource
 - KNOW your staff and what matters to them, then reward them with their version of Purple Clovers
- **Rewards** – make the work more pleasant
 - Give your stars key tasks, pair them with great colleagues and keep them away from the less than desirable responsibilities or co-workers
- **Empowerment** – give people choice and input as often as possible
 - Help your staff know they are wearing the Ruby Slippers
- **Connect the Dots** – help things make sense
 - Communicate about what is going on and how it is leading toward a goal
- **Provide Clarity** – you have the authority to make decisions
 - Eliminate ambiguity about norms, expectations, etc.
- **Help Staff Manage Their Time** – by determining focus and priorities
 - Share what they should stop doing or where progress can be made
- **Give the Gift of Time** – as only the supervisor can
 - Allow for flex schedules, early release or staff support on a project
- **Build Relationships** – help them find success in collaboration
 - You can provide access to people to help get answers, remove barriers
- **Tools** – of all types
 - Access to elements of the computer system, credit cards, parking, space
- **Increase Capacity** – by giving people opportunities to learn
 - New responsibilities, teach new skills in layers, training on skills for what's next
- **Professional Development** – formal or informal
 - Incorporate learning in meetings, online resources, network with other pros
- **Share Data** – and help people understand it
 - Teach people what is important, what the numbers mean and what to watch
- **Involve Others on Committees** – to deepen their understanding of WHY
 - Allow others to be part of wrestling with the complexities and making decisions
- **Encourage Risk Taking** – in calculated ways
 - Say yes as often as you can, even if it means some negative consequences
- **Share Context and History** – tell stories and celebrate
 - Recount your history and document the evolution to show progress
- **Provide Exposure** – giving your staff opportunities to be known
 - Create strategic opportunities for your staff to shine in front of key influencers
- **Manage Locations** – both inside and outside of the office
 - Provide a prime spot for their desk, a window, working outdoors or from home

SELECTED RESOURCES: KEY SUPERVISION LEADERSHIP DOTS

Candidate attributes	dot #684: ideal	April 16, 2014
Candidate evaluation form	dot #1499: what'd you think?	July 9, 2016
Collaboration	dot #1501: collaboration	July 11, 2016
CPR	dot #1348: accountability	February 9, 2016
David Ambler Guidelines	dot #1362: guidelines	February 23, 2016
Evaluation process	dot #1753: evaluation	March 20, 2017
Feedback without drama	dot #313: wet towel	April 10, 2013
Interview questions	dot #1579: interviewing	September 27, 2016
Interviewing	dot #81: clay	August 21, 2012
Onboarding staff	dot #1861: onboarding	July 6, 2017
Prioritizing questions	dot #1938: outline	September 21, 2017
Prioritizing staff work	dot #2049: impossible	January 24, 2018
Radical Candor	dot #1963: radical candor	October 16, 2017
Recognition	dot #4: purple clover	June 5, 2012
Reference questions	dot #1391: reference point	March 23, 2016
Resume sorting form	dot #1498: sorting hat	July 8, 2016
"Salt shaker"	dot #92: salt shaker	September 1, 2012
"Scrubbing floors"	dot #134: scrubbing floors	October 13, 2012
Specificity	dot #384: specificity	June 20, 2013
STAR Supervision	dot #1487: STAR supervision	June 27, 2016
STAR Supervision: S	dot #1488: STAR supervision S	June 28, 2016
STAR Supervision: T	dot #1489: STAR supervision T	June 29, 2016
STAR Supervision: A	dot #1490: STAR supervision A	June 30, 2016
STAR Supervision: R	dot #1491: STAR supervision R	July 1, 2016
User Manuals	dot #2266: user manuals	August 29, 2018

...and dozens of other dots tagged with "supervision"
 subscribe at www.leadershipdots.com/blog

SELECTED RESOURCES

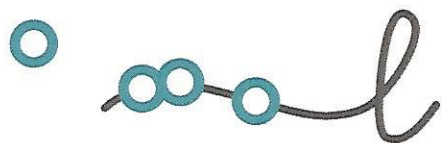
Online Resources

- A shameless plug to subscribe to beth's *daily leadership dots*: <http://www.leadershipdots.com/blog>
- **Crucial Skills** newsletter at www.vitalsmarts.com – from the Crucial Accountability/Crucial Conversations company
- **Great Work Provocations** – a 1-line source of inspiration each morning – and Whitepaper: **The Three Essential Coaching Habits for the Time-Crunched Manager** by Michael Bungay Stainer at <http://www.boxofcrayons.biz/>
- Article: **Management Time: Who's Got the Monkey?** By William Oncken, Jr. and Donald Wass. One of Harvard Business Review's most read articles ever – a great lesson on delegation <https://hbr.org/1999/11/management-time-whos-got-the-monkey>
- **The Management Tip of the Day from Harvard Business Review** This is an excellent resource and worth the hounding they do to get you to subscribe to their Journal! <http://www.hbr.org/> (go all the way to the bottom of the page > Explore HBR > Newsletters)
- **Simon Sinek's TED Talk**: How Great Leaders Inspire Action (The Golden Circle and Start with Why) https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

Books

- **The Coaching Habit** by Michael Bungay Stainer (The 7 essential coaching questions)
- **Crucial Accountability: Tools for resolving violated expectations, broken commitments and bad behavior** by Kerry Patterson, Joseph Grenny and Ron McMillan (source for C.P.R. model)
- **Crucial Conversations: Tools for talking when the stakes are high** by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- **Good to Great** by Jim Collins (Level 5 leadership, First Who then What)
- **It's Okay Be the Boss: The Step-by-Step Guide to Becoming the Manager Your Employees Need** by Bruce Tulgan (and The Management Workshop Participant Workbook)
- **It's Okay to Manage Your Boss** by Bruce Tulgan (principles to apply to managing your boss, but many also apply to managing your staff)
- **Managing Transitions** by William Bridges (to help you implement change and handle transitions)
- **The Making of a Manager: What To Do When Everyone Looks to You** by Julie Zhuo
- **The Power of Moments: Why Certain Experiences Have Extraordinary Impact** by Chip Heath and Dan Heath (to help you orchestrate the first day and beyond)
- **Radical Candor: Be a Kick-ass Boss without Losing Your Humanity** by Kim Scott (also **Radical Candor** podcasts and resources at <http://www.radicalcandor.com/>)
- **Why Employees Don't Do What They're Supposed to Do and What to Do About it** by Ferdinand F. Fournies (also his **Coaching for Improved Work Performance**)

why learn
supervision
through trial
and error?



don't take beth's
word for it

I have had the opportunity to participate in two of beth's facilitated workshops regarding being a STAR Supervisor. Outside of being an extremely engaging speaker, she also gives tangible suggestions to attendees of things that they can do to become a more productive, creative, and efficient supervisor. beth's style is one that lends itself for you as an attendee to reflect on what you are currently doing while challenging you to think about how you can better engage as a professional.

Courtney James
Director, Student Involvement
DePaul University

read more at www.leadershipdots.com

Connect
the dots
instead.

never cookie-cutter

beth is ready to get to know you, your organization, and your needs. She ties her extensive expertise to your unique challenges and strengths.

Services include:

- STAR Supervision training for new supervisors
- Coaching for supervisors with new responsibilities
- Training for supervisors of college student employees
- Strategies linking college work programs to retention
- Emphasis on supervision of Millennials and Gen Z

experience and credentials


- 30+ years supervisory experience
- Proven track record of staff development
- Nationally accomplished trainer and coach
- Doctor of Education
- Master of Business Administration
- National expert in student retention
- Experience as a university vice president and nonprofit board leader

connect today

Start connecting your dots today. Contact beth for a no-pressure conversation about how she can help.



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