

# POMS-UNM SPA SUPERVISORY LEADERSHIP SERIES

**POMS** RISK CONTROL & INSURANCE  
SMARTER INSURANCE FOR SMARTER BUSINESS.

SCHOOL OF PUBLIC ADMINISTRATION

Supervisory Leadership Certificate Series: Session 1

## SUPERVISORY LEADERSHIP: Making the Transition from Peer to Supervisor

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1

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2

## FROM PEER TO MANAGEMENT: YOUR NEW ROLE

**POMS**

3

**POMS** SUPERVISOR EXPECTATIONS

- You might be new to supervising but you are no stranger to be supervised right?
- As a supervisee, what traits did you want from your supervisor?
  - Fair Treatment?
  - Respect?
  - Appreciation?
  - Taught not Shown?
  - Receptive to Ideas?
  - Flexibility to make Decisions?
  - Informed of Organizations Mission and Goals?

4

## POMS-UNM SPA SUPERVISORY LEADERSHIP SERIES

### SUPERVISOR EXPECTATIONS

- So, on the flip side of that, what traits did you hate in a supervisor?
  - Favoritism (unless of course you were the favorite....)?
  - Micromanaging?
  - Untrustworthy?
  - Credit Hog?
  - Demeaning?
  - Lack of Clarity on Expectations?
  - Closed Minded?

5

### SUPERVISOR EXPECTATIONS

- So, if you can remember what you liked and did not like about supervisors and implement the good but not the bad, supervision is easy right? Class dismissed!
- Unfortunately, it is not that easy.



6

### SUPERVISOR EXPECTATIONS

- And my point is? Managing people is not easy. Even our best employees are going to have bad days.
  - Relationship issues;
  - Health issues;
  - Family issues;
  - Money issues;
  - Etc.
- These issues do not necessarily stay in the parking lot when your employees walk into work. And as supervisors, we need to recognize that.

7

### ROLES AND RESPONSIBILITIES

Supervisors play critical roles in the organization and represent the organization both from a practical and a legal perspective. Supervisors are agents of the organization for liability purposes. A supervisor:

- Represents the organization;
- Educates employees on corporate policies;
- Manages employee relations;
- Manages expectations; and
- Ensures compliance.

Supervisors are always the eyes and ears of the employer. Supervisors need to be "on" constantly and remain vigilant that all systems continue to work properly.

8

## POMS-UNM SPA SUPERVISORY LEADERSHIP SERIES

### ROLE CHANGE

- Many people who become supervisors were line workers in the field first and then later take on the role of supervision.
- Subsequently, most of the relationships which were developed prior to becoming a supervisor were developed with other workers at a peer/collegial level.
- This often presents difficulties when suddenly, a worker is supervising their peers. This can present issues such as:
  - You are seen as “them” (management) instead of “one of us.”
  - Supervisees alleging you are “drunk with power” any time you assert any authority
  - Social disharmony
  - Role balancing
  - Professionalism

9

### ROLE CHANGE

- You are feeling both excited and a bit scared at the same time.
- You want to make a good impression and you want people to like you, but you recognize a need for discipline and want to make sure that your team respects you.
- You like some of what your predecessors implemented but the truth is that you’re certain you’ll do a better job than they did...some of their mistakes are, of course, so obvious.
- Because you want to be the best new supervisor there ever was, you work to make a good impression and are eager to learn and take on new job responsibilities.
- You’re actively helping others with their jobs - sometimes even going over and above what your job description requires. Your loyalty to your company is high and you expect the same from your subordinates.
- In all your doing, you can count on at least one thing being certain:
  - **With intentions this pure you are perfectly set up for the worst interpersonal messes you have experienced since junior high!**

10

### ROLE CHANGE

Stop doing your old job. You are promoted because you did your job well but now you have a managing skill set to learn.

11

### WHAT IS A SUPERVISOR?

- Supervisor is a first level “Management Employee” who is responsible for a small group of employees.
- As a member of Management, a supervisor’s main job is more concerned with orchestrating and controlling work than with controlling it directly.
- Supervisors manage the day-to-day operations of the workplace and ensure both production and quality targets are met.
- Supervisors ensures that the work of their staff meets established performance standards

12

**POMS** **ROLE OF A SUPERVISOR**

- **Operational Role** - manages the flow of work through decision making and problem solving to meet targets in terms of production and quality
- **Leadership Role** - encourages, supports, and motivates their team members
- **Communication Role** - Which serves as a two-way conduit between upper management and the people who make up the general workforce.

13

**POMS**

EMPLOYEES	SUPERVISORS
▪Focus on their specific job skills	▪Focus on supervising and leading people
▪Do the work	▪Ensure work gets done
▪Work on specific priorities	▪Involved with multiple priorities
▪Contribute to the department's success	▪Contribute to the entire organization's success
▪Concern on the quality of their own work	▪Concern on the quality of the entire team's work
▪Work a specified number of hours	▪Willing to work on overtime and on a scheduled day-off even without pay
▪Receive information from others	▪Share information with others

14

**POMS** **SUPPORTING STAFF**

- As a supervisor, your supervisee is your customer.
- If someone has a problem, it is your responsibility as a supervisor to see that the problem is solved.
- This is not to say it is your responsibility alone to decide for them, but it is up to you to pull in the appropriate people and see it is followed through with for your supervisee.
- **YOUR MOST IMPORTANT JOB IS TO HELP YOUR EMPLOYEES TO BE SUCCESSFUL!**



15

**POMS** **FIRST WORD OF THE DAY - EMPATHY**

- **What is Empathy?**
  - The ability to understand and share the emotions of others
- The importance is to recognize your staff's emotions and feelings to be a better manager
- Remember what we like in a good boss:
  - Respect;
  - Listened to;
  - Treated fairly;
- We want an empathic supervisor. So be one.

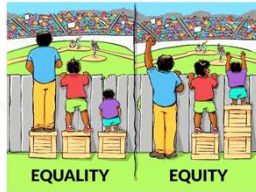
16

## POMS-UNM SPA SUPERVISORY LEADERSHIP SERIES



### SECOND WORD OF THE DAY - FAIRNESS

- Consistent personnel management and supervision practices build fairness and equitable treatment
  - Builds morale, productivity and employee engagement
  - Reduces exposure to discriminatory practices and impact
- BUT ... we tend to spend 80% of our time on 20% of our employees ... usually the ones who create problems.
  - How do we ensure we are treating all staff fairly and equitably?
  - We do this through ...



17



### THIRD WORD OF THE DAY - COMMUNICATION

- **Communication!**
- Communication is the key to:
  - Being Emphatic
  - Being Fair
- There are simply no good managers who are not good communicators
- Everything we do hinges on good communication skills:
  - Work Plans, goals, and objectives
  - Development Plans, coaching
  - Praise and recognition
  - Positive Corrective and Disciplinary Action

18



### WHAT IS SUPERVISORY LEADERSHIP?

- Supervisory leadership is behavior that provides guidance, support, and corrective feedback for day-to-day activities.
- Supervisory leadership is behavior, skills, and techniques used to help your employees to achieve performance excellence, and to be successful in their job.

19



### LEADERSHIP & MANAGEMENT

- **MANAGING** is the ability to effectively mobilize the organization's resources to achieve goals and objectives, through
  - **PLANNING,**
  - **ORGANIZING,**
  - **STAFFING,**
  - **LEADING,**
  - **CONTROLLING & COORDINATING, AND**
  - **RE-PLANNING TO MEET GOALS AND OBJECTIVES**
- Carry out traditional management functions
- Assume roles as required: technical, interpersonal, informational, decision-making, coaching and developing people



20

**POMS LEADERSHIP & MANAGEMENT**


- **LEADING** is the ability of one person to influence the behavior of another person to achieve individual and group goals. Leaders:
  - Challenge the Status Quo
  - Develop Vision and Set Direction
  - Develop Strategies Toward New Vision
  - Communicate New Direction
  - Get People Involved
  - Motivate & Inspire Others
  - Take people and teams to greater heights
  - Encourage people and teams to push themselves to achieve the highest possible performance
  - Take action *with* people
  - Enable and empower, rather than telling & dictating



21

**POMS YOUR ROLE AS A LEADER & SUPERVISOR**

- The role of a supervisor/leader is to:
  - Improve performance of the individual, work groups/teams, and the organization.
  - Provide and communicate clear expectations
  - Improve conduct and behaviors so that employees perform at their best for the employer.
  - Provide support & expertise to employees - coach
  - Find solutions & solve problems
  - Make needed corrections
  - The most important job you have as a leader is to ...
- **HELP THE PEOPLE YOU ARE RESPONSIBLE FOR, TO BE SUCCESSFUL IN THEIR JOBS**



22


**POMS THE DIFFERENCES BETWEEN ...**

A BOSS	A LEADER
<ul style="list-style-type: none"> <li>• Drives employees</li> <li>• Depends on rank &amp; authority</li> <li>• Inspires fear</li> <li>• Says, "I"</li> <li>• Talks first</li> <li>• Places blame for problem</li> <li>• Knows how it's done</li> <li>• Uses people</li> <li>• Takes credit</li> <li>• Commands employees</li> <li>• Tells people the deadline</li> <li>• Says, "GO"</li> <li>• Demands respect</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches employees</li> <li>• Depends on goodwill &amp; style</li> <li>• Generates support</li> <li>• Says, "WE"</li> <li>• Listens first</li> <li>• Helps to fix the problem</li> <li>• Shows how it's done</li> <li>• Develops people</li> <li>• Gives credit</li> <li>• Asks &amp; involves employees</li> <li>• Helps people to plan</li> <li>• Says, "LET'S GO"</li> <li>• Commands respect</li> </ul>

23

**POMS BE A COACH AND ADVISOR**

- **REMEMBER** - The supervisor's most important job is to help the employees that they supervise, **TO BE SUCCESSFUL!**
  - Offer encouragement and direction to correct an issue early on
  - Coaching is a less formal way to raise issues and concerns
  - The appropriate response to first time problems that are relatively minor
  - Keys to Effective Coaching:
    - Don't be too formal
    - Engage the employee
    - Collaborate on solution
    - Don't forget to document coaching/oral counseling
    - Follow-up to make sure the problem is resolved
    - Again, your goal is to improve performance!



24



### GREAT THINGS SUPERVISOR-LEADERS DO

1. Give credit for good work that is being done
2. Have people take responsibility rather than making excuses
3. Information is shared rather than restricted
4. People collaborate on important issues
5. Talk in terms of “we” rather than “us & them”
6. Focus on big picture issues
7. Respect organizational structures and roles and do not use them as weapons
8. Value each others' backgrounds and experience
9. Concerns, criticisms and conflict are openly voiced
10. Speak positively about work
11. Trust the employees, and invest in them

25



### 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW



26



### 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW

- **1. Your relationships with co-workers will change.**
- This is especially true if you were promoted from within the team you're now supervising.
- You should be friendly, but you can't be everyone's buddy.
- You'll have to critique people's performance. Sometimes you'll have to correct them. And sometimes you'll have to say “no.”
- It takes new knowledge, skills, and practice.



27



### 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW

- **2. It's important to build up your people.**
- All too often, managers (especially first-time supervisors) fear their people will outshine them.
- As a supervisor, you will only be successful if your team is successful.
- It's up to you to discover what kinds of training and tools they need to excel at their jobs, and then do your utmost to provide those things. It's an ongoing process.
- One of the highest compliments you'll ever receive is when one of your carefully nurtured team members is promoted herself within your company. Or moves on to a well-deserved position elsewhere.

28

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## 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW

- **3. It's equally important to build up yourself.**
  - Continuous learning is as important for you as it is for each of your team members.
  - As a supervisor, you now have new things to learn. Take advantage of professional development opportunities offered to you. One thing you'll want to master is the art of running an effective meeting.
  - Invest in personal development, too, so you can uncover and strengthen your own personal leadership style.
  - In your prior positions, job-specific knowledge was probably your biggest asset. Now, as a supervisor, your people skills will be at least as valuable.
  - Just as you provide feedback for your people, ask them how you're doing as supervisor. And ask their opinions on operational questions, too.
  - You don't know everything. The more minds you put to work to brainstorm or solve a problem, the more likely you are to come up with a dynamite idea.

29



## 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW

- **4. You will need a break to maintain your balance.**
  - Its hard work being the boss. Longer hours. More details to worry about. Multiple personalities to juggle and coordinate.
  - Make time to relax. Get up and move around. Go outside to get fresh air and stretch your muscles. Your entire body needs nourishment.
  - There's one more critical element to maintaining your balance - the ability to vent in confidence. You can't just carp and whine at will to your co-workers, because you're now their supervisor.
  - Venting is not modeling leadership. On the other hand, it's necessary. So find someone you trust implicitly to keep your comments to yourself.
  - Even better, look for a business mentor who will not only listen to you but who can provide safe advice when needed.

30



## 5 THINGS EVERY FIRST TIME SUPERVISOR NEEDS TO KNOW

- **5. Try to stay as positive and excited as you were when you were promoted**
  - It may feel difficult at first, but you'll find your stride as a first-time supervisor.
  - The key to success is to remain confident in your own abilities - after all, you were promoted because others have confidence in you - and to keep learning.
  - That way, you'll be ready to move up again, to your next supervisory position.



31



## 7 WAYS TO MAKE AN EMPLOYEE QUIT



32



 **7 WAYS TO MAKE AN EMPLOYEE QUIT**

- You’ve heard it countless times: employees don’t leave their job, they leave their managers/supervisors and organizational culture.
- In many research studies, nearly 50% of respondents consistently say that **feeling appreciation from management is a top factor that would make them love their job.**
- So, when employees don’t feel appreciated, their commitment to the job wanes, and performance and productivity suffer.
- Showing appreciation for employees seems relatively easy to do—yet so many managers and supervisors fail in this area.
- Let’s look at some characteristics of a bad manager that will have employees want to quit – and what you can do instead.

33

 **7 WAYS TO MAKE AN EMPLOYEE QUIT**



**1. YOU MICROMANAGE THEM**

There’s a certain way you want a job to get done. You’d better look over your employees’ shoulders and ensure they are doing everything right. You manage every moment on your team, leaving no detail or question unanswered.

**Try this instead:**

- Let them figure things out without you guiding and dictating every step along the way.
- Ask more questions and give fewer answers.
- Encourage collaboration with their peers and inspire them to come up with ideas.
- Give them freedom and watch them grow.

34

 **7 WAYS TO MAKE AN EMPLOYEE QUIT**



**2. YOU AVOID TALKING ABOUT THEIR CAREER GOALS**

Your employee deserves a promotion, but your hands are tied. You don’t have the budget, and you can’t make it happen—not now. Avoid talking to them about their career goals. Just stick to talking about KPIs and whether their tasks are completed. It’s just easier that way.

**Try this instead:**

- Employees want to feel valued, and what better way to show them they’re appreciated than to be supportive of their career goals.
- Encourage employees to work on different projects, take on enrichment opportunities or help to redefine their role to ensure they’re fulfilled.
- Understand what drives your employees. Invest time asking thought-provoking questions, and then be quiet and listen.
- Employees will come to their own answers if you foster the environment to do so.

35

 **7 WAYS TO MAKE AN EMPLOYEE QUIT**





**3. YOU DON’T GIVE THEM FEEDBACK**

You’ve asked your employee to create something, but then because you think it’s easier, you completely re-do it, without telling them why. Providing detailed feedback is time-consuming, and you’re busy. Plus, giving feedback can be so awkward, so it’s best to avoid it.

**Try this instead:**

- It can be quite frustrating when your manager re-writes or re-designs something you’ve created—and doesn’t explain why.
- Without feedback, you don’t know where you went wrong, so you don’t know how to avoid it in the future, or how to improve.
- Don’t pass up teaching opportunities. Slow down and discuss your comments, suggestions and edits with your employee.
- Remember, you had to learn everything for the first time, too.

36

 **7 WAYS TO MAKE AN EMPLOYEE QUIT** 



**4. YOU STEAL THEIR SPOTLIGHT**

Your team worked around the clock on a project, and it's a huge success. You love getting the glory, so you scoop up the spotlight without giving any credit to the people who made it happen.

**Try this instead:**

- All of us want to be recognized for our achievements, so give credit where it's due.
- Thanking your employees for investing their talent and time into their work is an effective way to make them feel appreciated.
- Giving authentic praise to your employees in front of their peers can go a long way.
- Plus, when your employees shine in the spotlight, so do you as their leader!

37

 **7 WAYS TO MAKE AN EMPLOYEE QUIT** 



**5. YOU IGNORE WORKPLACE CONFLICT**

One of your employees is being passive-aggressive, but you look the other way. You hate conflict and prefer to stay out of it. You've heard that your employee is gossiping and hurting morale, but you are unsure of what to do, so you do nothing.

**Try this instead:**

- The employee experience rests heavily on your shoulders. As a manager, it's part of the gig.
- You need to protect your people from bullying, discrimination and other threats to a safe and positive work environment.
- When a situation occurs, act swiftly and with empathy.
- Bring in your HR partner when appropriate and encourage an open-door policy.

38

 **7 WAYS TO MAKE AN EMPLOYEE QUIT** 



**6. YOU DOMINATE EVERY CONVERSATION**

You're very busy, and you've got to ensure you get your point across during team meetings. After all, you're the leader of the group with the most experience, so what's the harm in throwing your weight around sometimes?

**Try this instead:**

- Be careful not to dominate a conversation with your ideas.
- When you monopolize a meeting, you prevent other ideas and solutions from surfacing, costing your team innovative solutions and new insights.
- Encourage your employees to contribute to the conversation, saying phrases such as, "I'd like to hear everyone weigh in on this issue. What do the rest of you think?"

39

 **7 WAYS TO MAKE AN EMPLOYEE QUIT** 

**7. YOU LEAVE THEM OUT OF THE CONVERSATION**

You make promises and hope your team can come through without asking for their input first. Your employees can survive a little stress, right? It will all work out, so why bother. Besides, it's my job to know what to do.

**Try this instead:**

- Before finalizing your project plan, consult your team.
- Delegate work that can be achieved within your team's capabilities, budget and timeframe.
- Setting your team up for success means you need to understand the factors that impact a project and help and helping each person contribute in the best way possible.
- Include your team when creating your strategy, earning buy-in and alignment along the way.

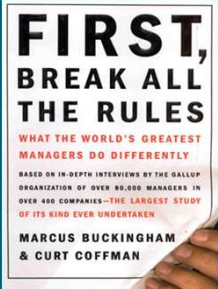
40

## BE THE SUPERVISOR YOUR EMPLOYEES STICK AROUND FOR!


- Being an inspiring leader is a choice—and can be a fulfilling and meaningful experience.
- Managing a team has its fair share of challenges, but you have the power to hold on to your top employees for years to come.
- **REMEMBER** - Your most important job is to help your employees to be successful in their jobs ... AND to grow in their careers!




41



## A SUPERVISORY LEADERSHIP ASSESSMENT TOOL



42




## THE RESEARCH: “FIRST, BREAK ALL THE RULES”

- Six business outcomes: productivity, performance, impact, profit, retention & customer service
- Finding: the line manager - not pay, benefits, perks or a charismatic corporate leader - was the critical player in building a strong workplace
- Finding: There are twelve key questions with four different stages that are key to effective line managers and leaders ...
- Looking for “Employee Engagement”


Buckingham, M. & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*. NY: Simon & Schuster.

43



## GREAT MANAGEMENT & SUPERVISORY LEADERSHIP: 12 KEY QUESTIONS

1. Do I know what is expected of me at work?
2. Do I have the materials I need to do my work right?
3. Do I have the opportunity to do what I do best everyday?
4. In the past 7 days, have I received recognition for good work?
5. Does my supervisor or someone care about me as a person?
6. Is there someone at work that encourages my development?




44

## POMS-UNM SPA SUPERVISORY LEADERSHIP SERIES

**POMS** GREAT MANAGEMENT & SUPERVISORY LEADERSHIP: 12 KEY QUESTIONS


7. At work, do my opinions seem to count?
8. Does the org mission make me feel my work is important?
9. Are my co-workers committed to quality?
10. Do I have a best friend at work?
11. In last 6 months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?



45

**POMS** WHAT EMPLOYEES WANT FROM WORK

- Values and culture are extremely important
- Good management
- Exciting challenges and opportunity for growth
- Full appreciation of work done
- Feeling of being in on things
- Freedom and autonomy to do the job
- Job Security
- Fair total compensation (wages and benefits)
- Sympathetic support for personal issues
- Flexible work arrangements
- Fair pay for work done



46



**SUPERVISORY LEADERSHIP TIPS & TRAPS**

**POMS**

47

**POMS** COMMON MISTAKES SUPERVISORS MAKE

SITUATION	INEFFECTIVE RESPONSE	BETTER RESPONSE
Employees complain about workload and exhibit burnout	Take a little of the work off their plates because you can do it	Avoid upward delegation that encroaches on your time
Two employees have a heated and disruptive conflict	Interview each and determine the best resolution	Set expectations for them to work out their differences
A well-liked employee is underperforming on key duties	Focus on the positives and hope for a different outcome	Provide candid feedback to help the employee improve
It's time to prepare for the weekly team meeting	Prepare a series of updates that you want to communicate	Prepare a list of questions that invite input and generate ideas

48

**POMS COMMON MISTAKES SUPERVISORS MAKE**

SITUATION	INEFFECTIVE RESPONSE	BETTER RESPONSE
A new hire has just started and needs to be onboarded	Rely on HR, team members, and time for the ramp up	Conduct planned check-ins and learning opportunities daily
You're hiring a new employee and conducting interviews	Go with your gut and select the person who works like you do	Set clear criteria and objectively evaluate each candidate
Your boss needs information and analysis on KPIs	Spend more time alone to prepare the best possible report	Spend time with employees and prepare an acceptable report

49

- POMS WHAT DO SUCCESSFUL SUPERVISORS DO?**
- The key difference between most supervisors and the most successful supervisors is that they take a **people first approach to their work**.
  - **Putting people first changes the way you work.** It may seem counterintuitive to put people above profits, processes, programs, policies, and daily deliverables. But none of those things are possible without people. Those things all come from confident, competent people who can solve problems and drive results.
  - To put people first, the most successful supervisors invest time and energy in three key areas.

50

- POMS WHAT DO SUCCESSFUL SUPERVISORS DO?**
- **Coaching for Development**
  - To coach means to extract what's already known and to invite self-discovery.
  - Coaching builds on what people can do and gives them opportunities to decide for themselves how to leverage their own strengths and set goals for their own development.
  - It's not mentoring (which means to tell or show people what you already know).

51

- POMS WHAT DO SUCCESSFUL SUPERVISORS DO?**
- **Leading for Employee Engagement**
  - Strong supervisors understand that highly committed employees will apply more discretionary effort to the work they do.
  - These supervisors challenge employees and invest in their success.
  - They maintain high levels of engagement by ennobling individuals and maintaining emotional connections.
  - Employee engagement is linked to every type of business success, from improved retention of top talent, to increased productivity and customer satisfaction levels, and even to improved quality of service and products.

52



### WHAT DO SUCCESSFUL SUPERVISORS DO?

- **Leadership Self-Development and Development of Their People**
- Since the secret ingredient in supervisor success is the part about leading people (not just managing work), the most successful managers develop themselves as leaders.
- They learn what it means to be a leader. They practice the behaviors that are proven to inspire others. They allocate time to leading and to growing in their own leadership.
- What's more, they build other leaders around them.

53



### IMPORTANT SUPERVISOR QUALITIES

1. **Effective Leadership**
  - Good supervisors take initiative while also providing support, motivation, and accountability to other team members.
  - They have their own robust skillset and are willing to perform menial or mundane tasks to ensure a program or organization runs properly.
  - Supervisors also must possess the ability to objectively evaluate their team members; identify their strengths and apply them to the appropriate areas; and recognize any needs for improvement.

54



### IMPORTANT SUPERVISOR QUALITIES

2. **Empathy and Compassion (EQ)**
  - Supervisors are dealing with employees who are, first and foremost, humans. They will struggle, experience failure, and have bad days.
  - While certain behavior and errors are unacceptable in a professional environment, supervisors should approach team members and their struggles with empathy and compassion.
  - Those responses will lead to better problem-solving, and improvement compared to anger or impatience while also bolstering company loyalty.

55



### IMPORTANT SUPERVISOR QUALITIES

3. **Conflict Resolution**
  - Conflict in the workplace is inevitable and in fact, when managed properly, it can be a positive thing.
  - All conflict means is that change is happening, and people's stances or perspectives differ.
  - If a supervisor can competently handle conflict, it becomes an opportunity for strengthening relationships and developing robust solutions.
  - An important part of successful conflict resolution is learning different conflict styles, methods, and triggers to help cultivate a process for both preventing and addressing it within a department or organization.

56



## IMPORTANT SUPERVISOR QUALITIES

### 4. Ability to Delegate Properly

- While supervisors should have exemplary work ethics themselves, it's equally important they know how and when to delegate.
- Employees want to feel like valuable parts of their company and integral to helping it achieve success.
- Delegation can become an effective tool for empowering employees.
- Supervisors must be able to identify which ones are best-equipped to handle certain tasks and find useful ways for every team member to contribute to a project or program.
- Once you delegate a task, remember ... you still retain accountability, so monitor your employee's progress.

57



## IMPORTANT SUPERVISOR QUALITIES

### 5. Problem-Solving

- The keys to problem-solving within the workplace are critical thinking, creativity, and consistency.
- Supervisors are relied on frequently to take the lead when an issue arises.
- Their job is to find the root of the problem and then follow an acceptable and structured process for addressing it.
- Ingenuity can be a useful part of problem-solving, but it's important that supervisors also follow company policy and procedure to ensure certain situations are dealt with fairly, consistently and, in some cases, legally.

58



## IMPORTANT SUPERVISOR QUALITIES

### 6. Time, Event, and Priority Management

- Time is limited and certain projects or tasks are more urgent than others.
- A good supervisor can prioritize and delegate accordingly to ensure they are completed in a timely and efficient manner.
- With excellent time-management skills, a supervisor is able to oversee their team's heavy workload in the most productive way without leaving employees feeling stressed and burned out.

59



## IMPORTANT SUPERVISOR QUALITIES

### 7. Confidence and Positive Attitude

- Employees take note of their supervisor's attitude.
- When a supervisor makes decisions confidently and then communicates them candidly, that can create a more productive, positive atmosphere.
- Not only do employees feel more confident in their supervisor's leadership abilities, but they also appreciate the clarity and direction.
- Of course, not every decision a supervisor makes will lead to the intended outcome. In that case, it's equally important for them to humbly accept responsibility, learn from the mistake, and choose a different course.

60



### TIPS FOR NEW SUPERVISORS

1. **Don't try to be everyone's friend.** This doesn't mean you shouldn't be friendly. There's a difference. But it's not realistic to think that you can be everyone's friend. Especially if at some point you need to discipline an employee or deliver bad news. This is particularly true if you've "moved up through the ranks" and are supervising recent coworkers.
2. **Fair and equal are not the same thing.** Employees want to be treated fairly. It's possible to be fair and not give everyone the same thing. Recognition is a good example. Everyone enjoys being recognized but all people do not want to be recognized the same way.

61



### TIPS FOR NEW SUPERVISORS

3. **Ask for feedback and input.** You don't have to know everything. Often, we put additional pressure on ourselves by assuming incorrectly that being a supervisor means we need to have all the answers. Being a supervisor means we should be able to find all the answers, not that all the answers are located in our heads.
4. **Learn how to run a good meeting.** People complain about meetings all the time. Developing a reputation for chairing a good meeting will do wonders for your career - because people will attend your meetings and participate at a high level. This leads to productive conversations and measurable results.

62



### TIPS FOR NEW SUPERVISORS

5. **Find time to relax.** Let's not sugar coat it - most times becoming a supervisor includes extra work. We must be able to effectively manage our workload without getting burned out. Our team relies upon us to be healthy and energetic. Otherwise, we're a drain on the organization.
6. **Find someone you can trust (and vent to) about work.** Sometimes as a supervisor, you will have access to confidential information. And you'll hear things that can be frustrating. Supervisors don't always have the ability to share everything with employees. Find a place where you can talk confidentially. It could be human resources, someone at home, or a colleague. Just make sure you can trust that the source will handle the conversation appropriately.

63



### TIPS FOR NEW SUPERVISORS

7. **Take every opportunity to improve your people skills.** No matter how long you're in the corporate world, never turn down training. You can even learn something from bad training.
8. **Learn how to say "no" comfortably.** The answer to everything is not "yes". Being able to say "no" when necessary, will allow you to keep your sanity.
  - See #5 - Take time to relax.

64





### TIPS FOR NEW SUPERVISORS

- 7. **Take every opportunity to improve your people skills.** No matter how long you're in the corporate world, never turn down training. You can even learn something from bad training.
- 8. **Learn how to say "no" comfortably.** The answer to everything is not "yes". Being able to say "no" when necessary, will allow you to keep your sanity. See #5.
- 9. **Master the art of delegation.** Remember #8? You do not have to complete every task. You are responsible for making sure the task is completed. But you don't have to do it all yourself.

65



### TIPS FOR NEW SUPERVISORS

- 10. **Understand how you manage change.** Business is all about change. No sooner do we get into our rhythm with a project or process, and it changes. Get used to it. Become self-aware about how you personally process change and what resources you need to manage change successfully. Agility is critical.
- 11. **Becoming a supervisor is about developing your team.** When your team can effectively do the work, then you can attend training, take a vacation or go to a meeting and the department doesn't fall apart. That's the work of a supervisor.

66



### REMEMBER:

*Everyone has peak performance potential.  
You just need to know where they're coming from and meet them there.  
Then, give them what they need so they can achieve peak performance!*



Ken Blanchard

67



**Excellence is not about being better than anyone else ...**

**It's about being better than you were yesterday.**



68