



Supervision

Helping People Succeed

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CompassPoint
NONPROFIT SERVICES

About CompassPoint

- ***We work with nonprofits that are committed to social justice.*** We believe nonprofits are powerful vehicles for transformative social change. We collaborate with social justice leaders, nonprofits, and movements that fight for a just and equitable world.
- ***We center leaders of color and white allies.*** We design programs for leaders of color and white allies healing from and dismantling racism and oppression in themselves, their organizations, and in their communities.
- ***We work toward liberation from the inside and out, and from the outside in.*** We build structures, cultural practices, business strategies, and approaches to organizational change that bring us and the people we work with closer to liberation. We try on practices from the inside so we can share out what we're learning. At the same time, we learn from ways that leaders outside our practice are living into liberation so we can bring new learning in, creating a cycle of mutual reflection, practice, and change.

Logistics

- Name tags, Tent cards, Sign In,
- Coffee and Water
- Breaks and Restrooms
- WIFI – CPGuest, Pass: CPWelcome
- Manuals and PPT will be sent electronically (PPT and manual are complementary but don't match)

Welcome

- 9:30am – 4:30pm. 1 hour lunch around 12:00pm. A couple breaks in both the morning and afternoon.
- Silence mobile phones
- Return from breaks on time

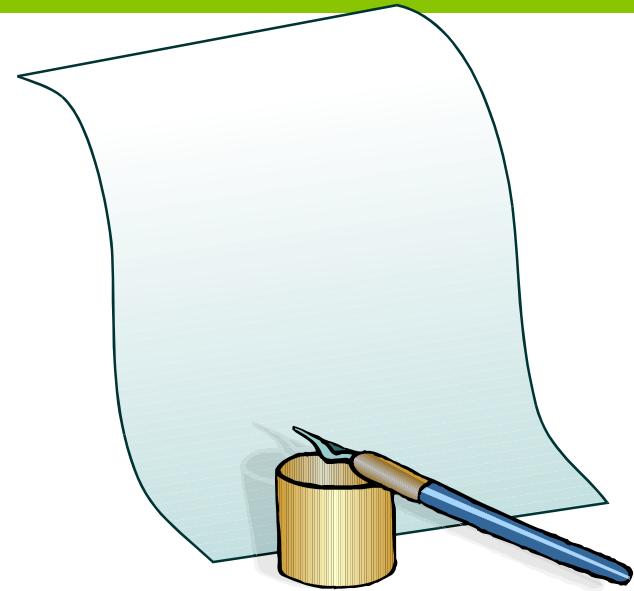
Intentions

- A learner's mindset – try on new ideas
- Create space/Accept space
- Both/And Thinking
- Speak from the “I”
- Confidentiality
- Stay in Choice

Real Talk

- What's your definition of supervision?
- When are you at your best as a supervisor?
- When do you struggle?
- What does today's political climate mean for your supervision?

Icebreaker: Crunch & Toss



- Write 1 supervision and/or feedback challenge you are currently having.
- Do not write your name on it.
- Write legibly (someone else will read it)
- Crumple the paper into a ball

(Quick) Icebreaker Con't:

- Name and Pronouns (she/her/hers; he/him/his; they/them/their; etc)
- Organization and Job Title
- How long have you been a supervisor?
- Read what is on your paper.

Supervision

- **The Supervision Framework (culture and systems)**
- **Setting and Communicating Expectations**
- **Effective Feedback**
- **Supervision Meetings**

CUTULURE SHIFTS IN LEADERSHIP

SHIFT FROM:

~~Deficit-based thinking~~

==>

SHIFT TOWARD:

Asset-based thinking

~~Individual focus~~

==>

Collective action

~~Call-out culture~~

==>

Build-up culture

~~Critiquing from the
sidelines~~

==>

**Leading from the
center**

~~Obsession With
Productivity~~

==>

**Whole People/Whole
Movements**

Culture Shifts in Leadership

- Which culture shift is most meaningful to you in your own leadership journey and why?
- Which culture shift is most needed in your organization and why?

Performance Management Infrastructure



Performance Management Infrastructure

Silent start. Answer the first two questions:

1. What components of the performance management infrastructure are working well at your organization?
2. What components of the performance management infrastructure need to improve?



Performance Management Infrastructure

Sharing exercise. In your group, share the answers to these questions and why.

1. What components of the performance management infrastructure are working well here?
2. What components of the performance management infrastructure need to improve here?



The supervisor's overall role is to manage the reciprocal relationship between staff and the organization so that each is successful.

Supervision Roles and Responsibilities

Strengths-based

Multiculturalism

Organizational Culture

Political Framework

Leadership Beliefs

Field or Mission

ORGANIZATION

Mission, Priorities, and Goals

Expectation Setting

- New staff orientation
- Setting annual goals
- Creating professional development plans
- Reviewing and revising workplans
- Delegating
- Assigning projects
- Reviewing and revising job description

MUTUAL

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Regular Communication

- Discussing current projects, work load, and deadlines
- Identifying and solving problems
- Giving timely appreciative and developmental feedback
- Coaching and supporting

ONGOING

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MUTUAL

Performance Review

- Quarterly and/or biannual performance reviews
- Annual performance reviews
- Setting annual goals
- Creating professional development plans

NO SURPRISES

Regular Communication

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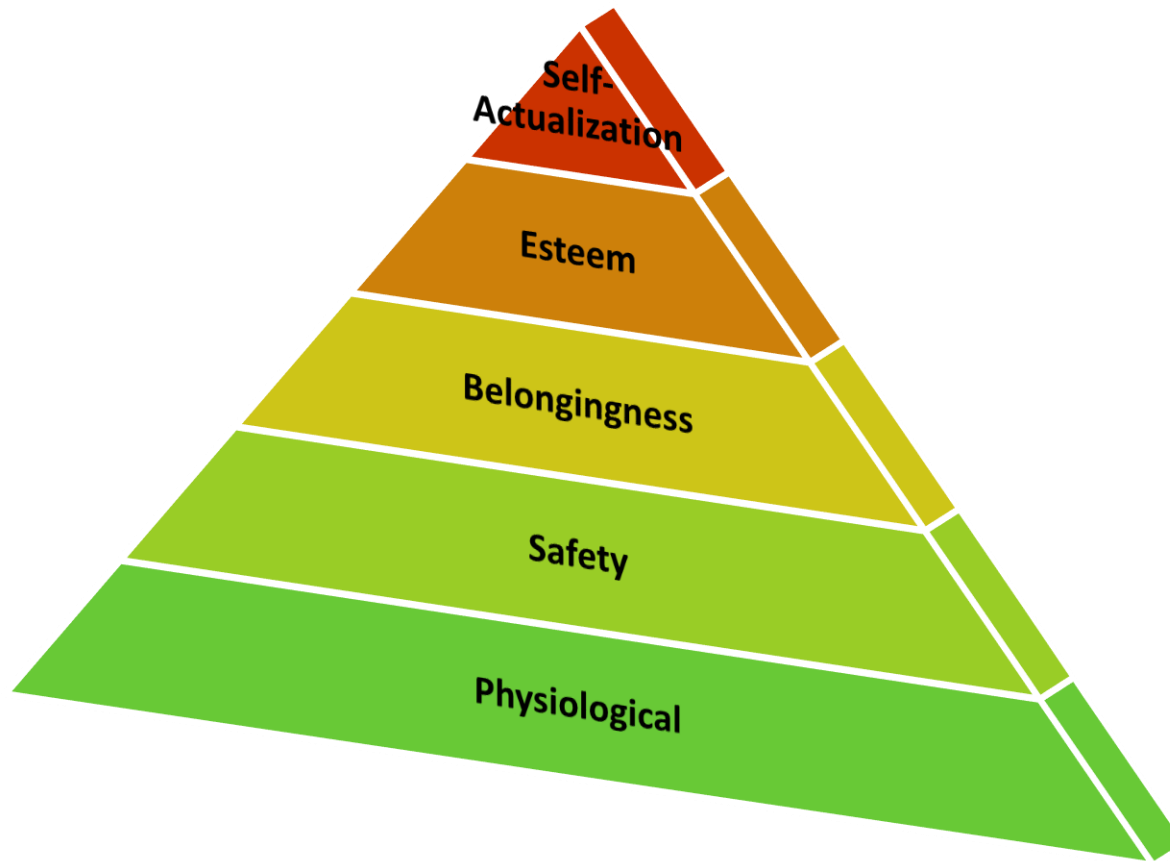
ONGOING

Understand that people are motivated in different ways

What Employees Want	What Supervisors Thought Employees Wanted
1. Interesting work	1. Good wages
2. Full appreciation of work done	2. Job security
3. Feeling of being "in" on things	3. Promotion and growth
4. Job security	4. Good working conditions
5. Good wages	5. Interesting work

Kovach, Kenneth. (1999). Employee motivation: Addressing a crucial factor in your organization's performance. Human Resource Development. Ann Arbor, MI: University of Michigan Press.

Maslow's Hierarchy of Needs



Leadership Compass



Leadership Compass

We are all motivated to different degrees by each of the four needs; usually each individual has a primary and secondary need.

Individual Exercise: Take the Self Assessment

Motivation Exercise

Structure an Internship Program



Expectation Setting

**What do you expect
from your staff or
volunteers?**



Setting and Communicating Expectations

In order for employees to understand your expectations, you have to communicate them in terms of BEHAVIORS.

Expectation	Behavior
Respectful	Greet people in the hallways; treat colleagues as internal customers; clean up your area and do your part to keep the common area (e.g. kitchen) clean.
Accountable	Meet all deadlines; come prepared to meetings with minutes from the last meeting, questions about the agenda and ideas to contribute to the topic; respond to requests in a timely manner.

Exercise: Communicating Expectations in Behavioral Terms

- Select one or two of your expectations. Describe the expectation to your partner using behavioral terms. State what you want to see the employee do, using examples if possible.
- Based on your explanation, would everyone see or hear the same thing and mutually understand whether the behavior met the expectation or not?

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Feedback

What is feedback?



“Feedback is information about past behavior delivered in the present which may influence future behavior.”

- Charles N. Seashore, Edith Whitfield Seashore, and Gerald M. Weinberg

Feedback in 4 Steps

1. Describe the behavior
2. Expectations (met or not met)
3. Impact (positive or negative)
4. Request (more or change)

Step 1: Describe the Behavior

- Observable
- Behavioral
- Non-judgmental
- Specific

“George, last month 35% of your client notes were submitted past the due date.”

Step 2: AFFIRM EXPECTATIONS

- Clarify the behavior, quality, or attitude that is expected
- State how behavior did or did not meet expectations
- **Looks like, sounds like**



Expectations in Behavioral Terms

Expectation	Behavior
Respectful	Greet people in the hallways; treat colleagues as internal customers; clean up your area and do your part to keep the common area (e.g. kitchen) clean.
Accountable	Meet all deadlines; come prepared to meetings with notes from the last meeting, questions about the agenda and ideas to contribute to the topic; respond to requests by the stated deadline.

Step 3: IMPACT

- What is the impact?
- On you?
- On others?
- On the organization?
- On the client?

.....Why does this matter?

Example

Instead of :

“You were great in that meeting, thanks.”

Try:

“When you were clear and concise while explaining your idea at the meeting, it really helped the management team to focus and understand the benefits of your proposal more clearly. That will help us make a better decision for the program. Thanks for being so prepared.”

Example

Instead of :

“You really handled that tough situation with the client well. Thanks, you’re awesome!”

Try:

“I appreciate how well you handled that issue with the client. He was so upset but I noticed that because you were patient you helped him calm him down....he was finally able to see that you were trying to help. Your behavior got him to the resolution we needed...identifying the right services for his needs.”

Step 4: REQUEST (Positive Feedback)

- Reinforce behavior
- Identify additional opportunities to succeed
- Appreciation!

Your Turn – Supportive Feedback.

- Think of a time when you recently could have given appreciative feedback (or more than a thanks).
- Write down (as in the examples) a draft of what you should (or could have) said instead.
- You will be sharing your draft with your fellow participants!

Remember the 4 Steps

1. Describe the behavior
2. Expectations met
3. Positive Impact
4. Request (to see more of the behavior)

Supportive Feedback Cocktail Party

- Find a partner or two (no more than 3 in any group).
- First person reads aloud feedback – no context needed.
- Then the next person does the same, then the third (if there's a third).
- Once you're done, move on to another person and repeat (yes, you're saying the same thing).
- Keep going until you see my hand raised.

Remember the 4 Steps

1. Describe the behavior
2. Expectations not met
3. Negative Impact
4. Request (for a change in behavior)

Example

“Lupe, do you have a moment to talk about this morning? When I don’t know that you’re going to be late it doesn’t give us enough time to cover reception. Today we ended up opening late and our clients were waiting outside the clinic. This impacted the today’s appointment schedule and a number of other staff were not able to take their lunch break. This caused stress on the staff and for the clients too. I understand that there are times when schedules need to be adjusted; however the expectation is that you tell us ahead of time so we can make other arrangements.”

Step 4: REQUEST (Corrective Feedback)

- State the change that needs to take place
- Inquire about support needed
- Accountability

Round Two – Developmental Feedback.

- Think of a time when you recently could have given developmental feedback.
- Write down (as in the examples) a draft of what you should (or could have) said instead.
- You will be sharing your draft with your fellow participants!

Remember the 4 Steps

1. Describe the behavior
2. Expectations not met
3. Negative Impact
4. Request (for a change in behavior)

In your triad

- Person A gives feedback to Person B.
- Person B receives feedback from Person A.
- Person C observes interaction and then provides feedback/shares observation to Person A and Person B.
- Repeat.
- Switch Roles (everyone should have the chance to be giver, receiver, and observer).

Strategies (silent reflection)

- What worked?
- How will you prepare?
- Aside from knowing how to do it, what else gets in the way of giving feedback?
- What support do you need?

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Activity (Step #1)

- Get into triads (different than your feedback triads).
- Answer the question: what does a really bad supervision meeting look like?
- Have someone in the group write down your group's answers – we'll come back to them later!

Supervision Meetings

Three Types of Agendas:

- Performance
- Work Update
- Support/Coaching/Mentorship

One supervision agenda can include a combination of all or 1 types.

Sample Supervision Agenda

Discussions:	Notes/Action Needed:
<p>Project Updates:</p> <ul style="list-style-type: none"> • Afterschool program enrollment status • Recruitment status • Review monthly reports 	
<p>Performance:</p> <ul style="list-style-type: none"> • Progress on annual plan • Professional development activities • Feedback regarding last week's team meeting 	
<p>Coaching/Problem Solving:</p> <ul style="list-style-type: none"> • What's working well? • What's challenging, barriers for you? • How is your work-life balance? • What do you need more of/less of from me? 	

Action Plan for Improved Supervision

Three things I will do differently, practice, try or share with my coworkers:

1.

2.

3.

In Pairs

- Share 1 thing you will do differently or practice starting tomorrow.
- Share one “Pearl of Wisdom” you are leaving with today.

Wrap up & Evaluation

- Resources will be emailed after workshop
- Please complete your Evaluation



Thank You!