

Northern New England School of Banking

Supervisory Skills

Letting Your Employees Grow
Teach Them, Empower Them, Evaluate Them

Part I

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Good supervision is the key to success in any business. On the national scene, it is the single most important factor in business success. Good supervisors wisely use human resources available to them, and wisely put the right combination of people and materials together to get the work done most efficiently. For any firm to be successful, be it the corner grocer or the largest corporate giant, it must have a first-rate supervisory team.

Good supervision is America's most valuable resource!

The Importance of Supervision

Retention

Productivity



Are Good Supervisors Born or Made



No one is born with all the attributes and capabilities of an effective supervisor. Everyone must first learn what it takes to be an effective supervisor, and then develop their own abilities accordingly.

In your opinion, what does it take to be a good supervisor?

Traits for Success?

Traits Leading to Failure?

The Hidden Cost of Replacing Employees

Take a moment and do your own analysis of the real cost of employee turnover. Think of a recent situation and try to estimate the costs below.

\$ _____ Lost productivity while position is vacant

\$ _____ Recruiting costs

\$ _____ Screening costs

\$ _____ Interviewing costs

\$ _____ Evaluating costs

\$ _____ Cost of making the job offer

\$ _____ Training costs

\$ _____ Cost of reduced efficiency of new employee

\$ _____ Other employee turnover costs

\$ _____ **Total Cost**



Employees Don't Leave Companies, They Leave Supervisors!

Why Employees Stay...

Career growth, learning and development

Feeling appreciated for a job well done

Meaningful work that makes a difference and a contribution



Employee Retention Begins **And Ends with Supervisors**

Supervisors need to be asking employees: What would keep you?
What would make you go?

Supervisors must be mentors and challenge!

Supervisors need to identify and encourage career growth and development

Supervisors must assign meaningful work that makes a difference and contribution

Supervisors need to recognize and appreciate

Supervisors must support a work/family balance

Questions A Supervisor Needs to Ask...
Before it's too Late!

What will keep you and what would lure you away?

Do you feel recognized for your accomplishments?

Am I supporting you in your career goals, skill areas and interests?

Is the training you need available to you?

Have we helped you develop a career action plan?

Do I give you regular, candid, constructive feedback?

What are you struggling with? What would make your life and work easier?

And then Act!
Identify Those Employees
Who Are Critical to Your Success:

Provide Leadership
Create Excellent Results
Offer New Ideas
Unique Knowledge or Skills

Satisfy Customers
Require Little/No Supervision
Help Others
Do Harm if Leave

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____



Giving Feedback

Type	Definition	Purpose	Impact
<u>SILENCE</u>	<p>No response provided No news is not good news!</p>	<p>Maintains Status Quo</p>	<p>Decreases confidence (long term) Reduces Performance (long term) Creates surprises during performance appraisals Can create paranoia and insecurity</p>
<u>CRITICISM</u>	<p>Identifies behaviors or results that were undesirable, not up to standard.</p> <p>Example: "Sue you did a poor job running that meeting this morning."</p>	<p>Stop undesirable behavior/ Results</p>	<p>Generates excuses and blaming of others Tends to eliminate other related behaviors Decreases confidence and self-esteem Leads to escape and avoidance of manager and work Hurts relationship</p>
<u>ADVICE</u>	<p>Identifies behaviors or results that are highly regarded and often specifies how to incorporate them on the future.</p> <p>Example: "Sue, let's discuss some guidelines on conducting effective meetings before your next staff meeting so you feel good about the process."</p>	<p>Shape or change behavior/ results to increase performance</p>	<p>Improves confidence Can improve relationship Increases performance</p>
<u>REINFORCEMENT (Positive)</u>	<p>Identifies behaviors or results that were desired; up to or exceeding standards.</p> <p>Example: "Sue, I noticed how you planned and posted an agenda before your meeting today."</p>	<p>Increased desired performance/ results</p>	<p>Increases confidence Increases performance Increases motivation Increases willingness to take on new tasks and be more visible</p>

How Do You Use Feedback

While thinking about the type of feedback you use to supervise your employees – take the following quiz.

When I supervise, I use this type of feedback:	Almost Always	Frequently	Occasionally	Never
1. _____ Silence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____ Criticism (Negative)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____ Reinforcement (Positive)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____ Advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Case Studies on Giving Feedback

What type of feedback should the supervisor use? Write in the spaces provided the type of feedback you would use and what you would say in each of the following situations.

A = Advice P=Positive Feedback C-= Criticism S = Silence

Fred, a recently hired marketing specialist, has just turned in his first monthly marketing report. Your impression is that the report was done in a hurry and was not well thought out. You did train Fred in how to develop the report.

You would use _____

What would you say to Fred?

Carla has been in charge of materials distribution for the last 12 months. Recently you have received complaints from the production line supervisor that materials have been arriving late at the line.

You would use _____

What would you say to Carla?

Paula is your new assistant. She has just given you a report you asked her to prepare. The report was well prepared and finished on time.

You would use _____

What would you say to Paula?

Don has just submitted his part of a proposal you are responsible for coordinating. It is Monday and you know he worked most of the weekend to get his piece to you. His deadline was pretty tight and you are grateful he put in the extra time to meet it. Unfortunately, you are racing out the door to catch a plane with the proposal in your hand.

You would use _____

What would you say to Don?

Praise and Reward Them

Take time out of your busy day to tell your people they're doing a great job. It doesn't cost anything to say "thank you". Employees want to feel needed and appreciated. Make it a habit to say "thank you" again and again.

Praise works for almost everyone. Try these techniques for praising your employees:

Spontaneously: Catch people doing something right, and thank them on the spot.

Specifically: Praise people for specific accomplishments or efforts.

Purposefully: Take an employee to lunch or dinner in a great restaurant to show your appreciation.

Privately: Go to your employee's office to give a personal thank you and praise.

Publicly: Praise an employee in the presence of others (peers, boss, and family).

In Writing: Send a letter, memo or e-mail, and send a copy to team members or higher-level management.

Make your workplace environment rewarding and fun! Fun does not diminish productivity – it enhances creativity. Fun energizes, motivates and keeps employees on your team.

Don't limit your fun to planned events like the employee softball team, the employee picnic or the holiday party. Fun in your workplace should be spontaneous and unplanned. So join in and support it!



Encourage Them

Attention and retention go hand in hand. Use these three steps to offer encouragement:

Recognize: Notice something

Verbalize: Say something

Mobilize: Do something

Any one of these steps will encourage, but combine all three for a much more powerful effect.

You also encourage employees when you give them the tools they need to do their jobs. These include:

Training

Opportunities

Leadership

Partner with your employees to look for, find and retrieve the opportunities they seek.



Trust and Respect Them

A good relationship with your employees is key to their job satisfaction. To establish a good relationship, it is absolutely critical that you:

Respect them

Recognize each of their unique qualities

Demonstrate your respect in consistent, undeniable ways

Treat your employees as you would like to be treated!

Diversity

In order to respect and honor others, you must respect and celebrate the differences among people. Each of us is a unique individual. Our differences include:

Gender

Economic Background

Age

Political Views

Personality

Type of Family

Culture

Race

Religion

Country of Origin

Give them Truth & Trust

Tell the truth

Communicate & Exhibit Trust

SUMMARY QUIZ

1.	True	False	Supervisors should know what their employees need without asking them.
2.	True	False	Supervisors are the only ones who are affected by the loss of a good employee.
3.	True	False	The replacement cost of a \$50,000-a-year employee could total \$100,000.
4.	True	False	Having fun in the workplace will diminish creativity.
5.	True	False	The top three reasons employees stay on the job are career growth, feeling appreciated, and challenging and meaningful work.
6.	True	False	Showing your appreciation by saying "thank you" for work well done is a retention effort you can make on a daily basis.
7.	True	False	Employees need to be protected from the truth.
8.	True	False	Supervisors should engage in a one-way mentoring relationship with their employees.
9.	True	False	Talented employees want to be challenged with stimulating work and growth opportunities.
10.	True	False	Career conversations and questions are those you ask during new-employee orientation.
11.	True	False	Three steps to encouraging employees are: notice something, say something and do something.
12.	True	False	Once employees know how to do their jobs, no further training is necessary.
13.	True	False	You communicate trust to your employees when you assign them greater responsibility and empower them to do the job.
14.	True	False	By connecting employees' passion to their work, you help them be their best at their jobs.
15.	True	False	Employees are more likely to stay with employers who treat them with trust and respect.

Traditional and Human Resources Approaches to Supervising

Directions

First, read the descriptions of the two theories of leadership. Then think about your attitudes towards subordinates. On the scale following the two descriptions, locate where you see yourself, in relation to these two sets of assumptions.

The importance of this exercise is not whether you are a traditional or a human resource manager. What is important is how accurately you assess your own attitudes.

Self knowledge is one of the most important requirements of a good supervisor!

Traditional Assumptions

1. The average human being has an inherent dislike of work and will avoid if possible.
2. Because of this characteristic, people must be coerced, controlled, and directed to get them to put effort into the achievement of organizational objectives.
3. The average human being prefers direction, does not like responsibility, and wants security above all.

Human Resources Assumptions

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. People will exercise self-direction and self-control for objectives to which they are committed.
3. The average human being accepts and seeks responsibility.
4. The capacity to exercise a high degree of imagination, ingenuity and creativity to solve organizational problems is widely distributed in the population of an organization.
5. Under the conditions of modern industrial life, the intellectual potential of the average human being is only partly tapped.

The Traditional/Human Resources Scale

Directions

The following responses are various types of behavior a supervisor (manager, leader) may use in relating to subordinates. Read each response, then check off one of the columns to indicate how you react to each statement.

If I were the supervisor, I would...	Make a great effort to do this	Tend to do this	Tend to avoid doing this	Make a great effort to avoid doing this
1...Closely supervise my subordinates to get better work from them.				
2. Set goals and objectives for my subordinates and "sell" them on the merits of my plans.				
3. Set up controls to ensure that my subordinates are getting the job done.				
4. Encourage my subordinates to set their own goals and objectives.				
5. Make sure my subordinates' work is planned out for them.				
6. Check with my subordinates daily to see whether they need any help.				
7. Step in as soon as reports indicate a job is slipping.				
8. Push my people to meet schedules, if necessary.				
9. Meet constantly with my employees to keep on top of what is going on.				
10. Allow subordinates to make important decisions.				

Answer Sheet

Traditional/Human Resources Scale

1.	1	2	3	4
2.	1	2	3	4
3.	1	2	3	4
4.	4	3	2	1
5.	1	2	3	4
6.	1	2	3	4
7.	1	2	3	4
8.	1	2	3	4
9.	1	2	3	4
10.	4	3	2	1

On the following scale, indicate where you would place your attitudes towards your subordinates, in terms of traditional and human resources assumptions.

Traditional ————— Human Resources
10 20 30 40

ACTION PLAN



What: _____

How: _____

By When: _____

What: _____

How: _____

By When: _____

What: _____

How: _____

By When: _____

What: _____

How: _____

By When: _____
