

Creating a Culture of Supervision

*Change for Good
Coaching and
Consulting*

Community agreements



Participate fully



Listen for understanding



Limit distractions;
offer grace



It's ok to speak in first draft

Stories stay



Focus on ourselves



Take care

Today's conversation

1. Welcome and reconnecting
2. Why a culture of supervision?
3. A job description for supervisors
4. Situational supervision
5. One on one supervisory meetings
6. Action planning
7. Close

Reconnecting



Share something you've implemented or experimented with since we began this journey

Why supervision

Change for Good Coaching and Consulting

Partner activity



With your partner:

Share reasons you have left previous jobs

Why staff leave jobs: What the research tells us

1. Need more of a challenge
2. Looking for higher salary
3. Feeling uninspired
4. Wanted to feel valued
5. Seeking a better management relationship
6. Searching for job growth and career advancement
7. Needing more feedback or structure
8. Wanting a different work environment
9. Looking to live somewhere else
10. Feeling conflicted with workplace policies
11. Thinking that their job has changed
12. Wanting a clearer company vision
13. Needing a better work-life balance
14. Seeking a more financially secure company
15. Wanting more independence
16. Looking for more recognition

<https://www.indeed.com/career-advice/career-development/reasons-employees-leave>

The supervisor's job: A roadmap



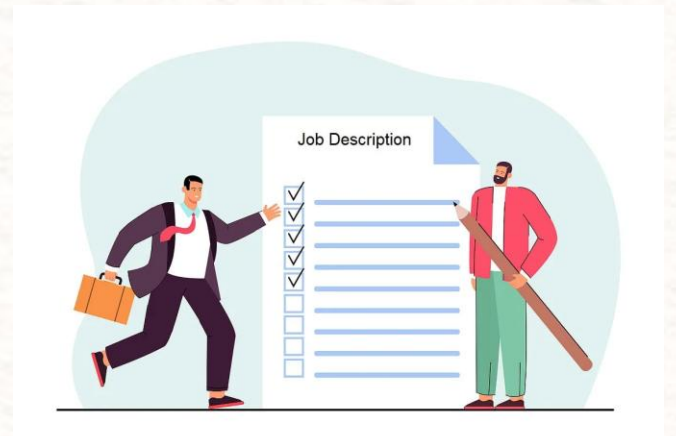
The supervisor's job description

- Treat all staff in an equitable manner
- Adapt to different staff needs
- Recruit and select new employees
- Orient and train new staff
- Oversee administrative matters
- Schedule, plan and conduct one on one supervision meetings
- Communicate with intentionality
- Manage performance
- Provide training and development opportunities
- Serve as ambassador and advocate

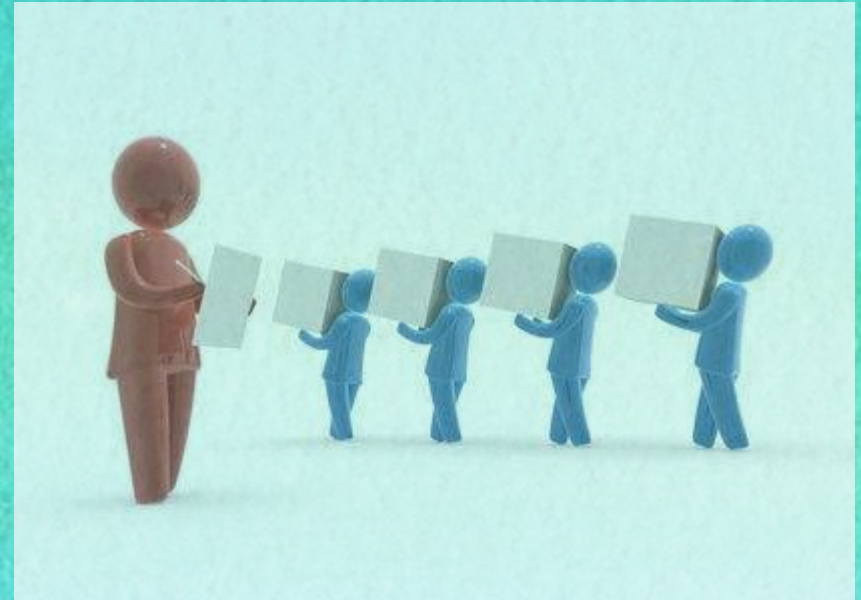


How a job description for supervisors can shift culture

1. Share with all staff, not just supervisors
2. Include in onboarding
3. Use to inform training topics
4. Connect to performance review process
5. How else?



Support adaptive supervisors: Situational supervision



Situational supervision: Your supervisory style

<h3>Coaching</h3> <ul style="list-style-type: none">• Participate: facilitate partnership• Recognize and honor internal wisdom• Value different approaches• Act as sounding board• No need to have the answers	<h3>Cheerleading</h3> <ul style="list-style-type: none">• Sell: Express confidence• Make thinking explicit• Communicate on the how AND the why• Give lots of praise
<h3>Delegating</h3> <ul style="list-style-type: none">• Let go: Provide clear goals and get out of the way• Expect independent planning & problem solving• Feedback on outcome or end product• Support entrepreneurial spirit	<h3>Directing</h3> <ul style="list-style-type: none">• Show & tell: What to do, how to do it• Demonstrate step by step at the detail level• Provide clear expectations about each element of the work• Compliance focused

Staff situation: Readiness

- Innate inclination: Talents, tendencies, abilities
- Experience: Previous time doing this work and transferrable skills
- Motivation: Confidence and energy

Assessing staff readiness

Rate on a scale of 1 (low) to 5 (high)

Innate inclination: 5

Experience: 5

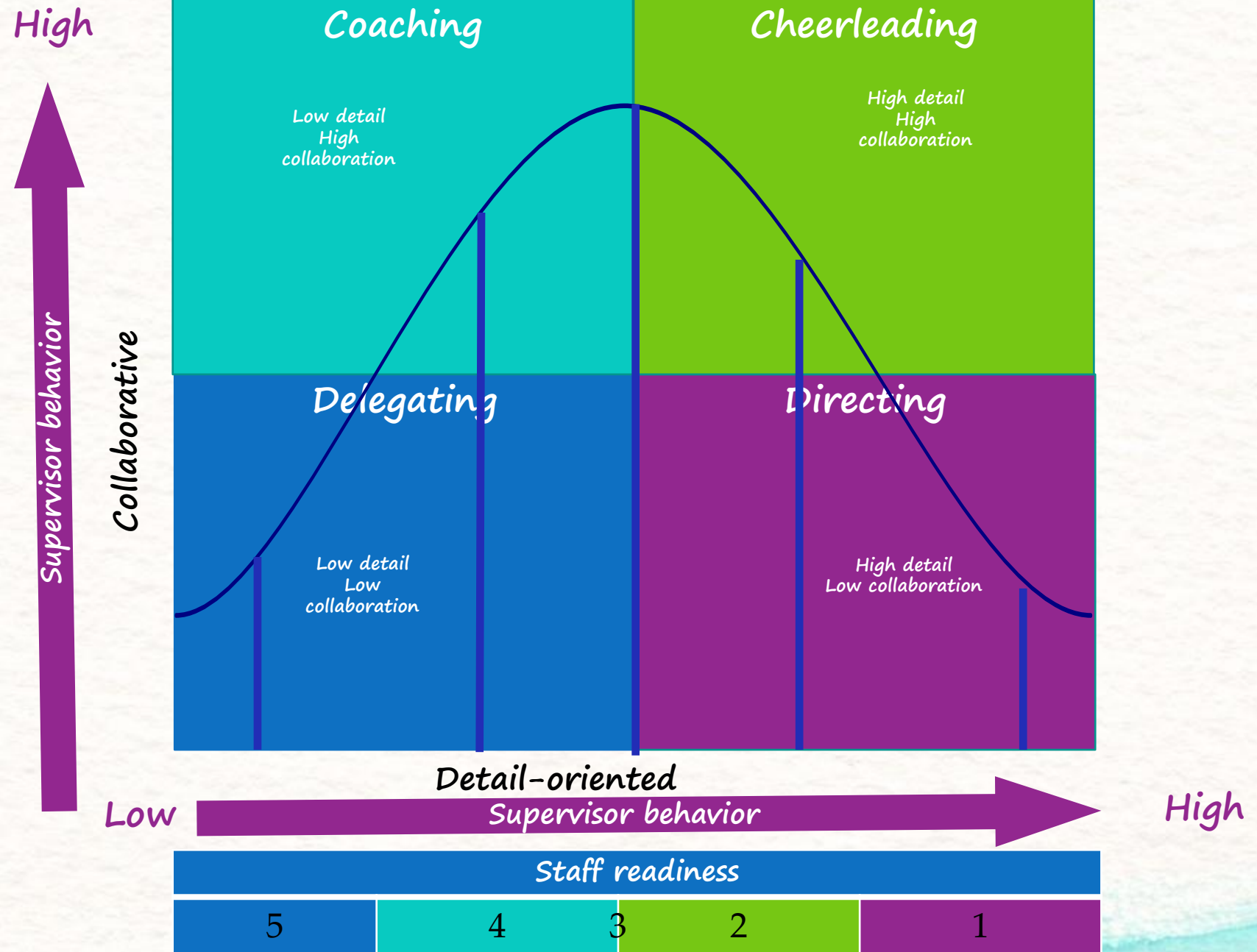
Motivation: 1

Total: 11 \div 3 = 3.66

Readiness factor



Situational supervision



Staff situation: Readiness

- Innate inclination: Talents, tendencies, abilities
- Experience: Previous time doing this work and transferrable skills
- Motivation: Confidence and energy

Meet positional responsibility by leveraging power responsibly

Consider and address bias: ask for input





Partner activity



With your partner experiment with the Situational Supervision model

Using Worksheet #1: Adapting supervisory approach

1. Identify a current or previous supervisory challenge
2. Follow the worksheet steps to apply the model
3. Consider how you might use the model and the application experience to build a stronger culture of supervision in your organization.

How to build a culture where supervisor adaptation is expected

1. Model being an adaptive supervisor
2. Name it as it happens
3. Include it in the supervisor's job description
4. Train supervisors
5. Train staff
6. What else?

The logo for 'CULTURE SHIFT' is displayed in a white rectangular box. The words 'CULTURE' and 'SHIFT' are stacked vertically in a bold, black, sans-serif font. A diagonal line runs from the top-left corner to the bottom-right corner, crossing through the text.

One on one supervision

Keys to valuable supervision meetings

1. **Use the language** – be explicit, call them “supervision” meetings
2. **Schedule them regularly** – at least every other week for 30 minutes
3. **Meet individually** – team meetings don’t replace one on one supervision
4. **Minimize distractions and be fully present** – demonstrate the value you place on this time and this person
5. **Connect personally and professionally** – builds trust and respect
6. **Be prepared and follow up** – have an agenda, take notes, track and complete next steps

The supervision agenda

- I. Check in – How are you? How is the work going?
- II. Follow up from last time – What did you say you would do? What did they say they would do?
- III. Work and project status – Are we on track to meet deadlines?
- IV. Problem solving – Address barriers to success,
- V. Planning – What is coming up?
- VI. Information sharing – What news or information do you have access to that would be helpful? What do they know that would be useful to you?
- VII. Relationship(s) check in – How are partnerships, collaborations, and other collegial relationships? Solicit feedback about this relationship
- VIII. Professional development
- IX. Next steps

Partner activity



With your partner develop a plan to create a culture of supervision

Using Worksheet #2: Creating a culture of supervision, moving to action

1. Identify a current or previous supervisory challenge
2. Follow the worksheet steps to apply the model
3. Consider how you might use the model and the application experience to build a stronger culture of supervision in your organization.

THANK
YOU!