

Supervision

Wisconsin Public Health Association
New Health Officer Orientation

Madison, WI
July 21, 2015

WALWORTH COUNTY





Supervision – Session Objectives

- ▶ Characteristics of effective supervisors
- ▶ Personal strengths that can be a supervisory strengths
- ▶ Effective supervisor approaches to changes and challenges
- ▶ Pros and cons of varying solutions to needing more staff
- ▶ Managing professional development
- ▶ COLORS can be used in effective supervision
- ▶ Special topics of interest:
 - Supervising management and line staff
 - Conducting an effective performance evaluation

Public Health Accreditation

- ▶ **Domain 8 – Workforce**
 - **Standard 8.1:** Encourage the Development of a Sufficient Number of Qualified Public Health Workers
 - **Standard 8.2:** Ensure a Competent Workforce Through the Assessment of Staff Competencies, the Provision of Individual Training and Development and the Provision of a Supportive Work Environment
- ▶ **Domain 11: Maintain administrative and management capacity**
 - **Standard 11.1:** Develop and Maintain an Operational Infrastructure to Support the Performance of Public Health Functions

NOTE - Version 1.5

You Might Be a Leader If...

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"Leadership experience? I have 13 people following me on Twitter!"



Leader vs. Manager

<u>LEADER</u>	<u>MANAGER</u>
Change	Stability
Leading people	Managing work
Followers	Subordinates
Long term	Short term
Sets direction	Plans detail
Visionary	Objectives
Facilitates	Makes decisions



Traditional-Collaborative Leadership

Traditional	Collaborative
Top down	Self-governing
Few make decisions	Broad participation
Unilateral action	Guide & coordinate process
Win or shift power	Build relationships
Linear thinking	Systems thinking
Programs & products	Process
Charisma	Vision
Persuasive	Empathetic
Group falls apart if leader leaves	Group continues when leader leaves

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Trust

Trusting Teams	Teams Without Trust
<ul style="list-style-type: none"> ▶ Admit weaknesses and errors and ask for help ▶ Apologies are O.K. ▶ Accept questions about tasks ▶ Grant the benefit of the doubt ▶ Take risks in interactions ▶ Express appreciation for others talents and skills ▶ Focus on issues, not politics ▶ Look forward to meetings 	<ul style="list-style-type: none"> ▶ Conceal weaknesses and errors, rarely ask for help ▶ Don't extend offers of help ▶ Jump to conclusions before clarifying ▶ Fail to recognize others' talents ▶ Waste time and energy on politics ▶ Hold grudges ▶ Avoid meetings or group work

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Conflict

Teams that Engage in Conflict <ul style="list-style-type: none">› Meetings are lively› Make use of everyone's ideas› Solve real problems - quickly› Minimize politics› Voice critical issues	Teams that Avoid Conflict <ul style="list-style-type: none">› Boring meetings› Behind-the-back politics are the norm› Ignore the real barriers to success› Miss many good ideas from members› Waste time and energy on posturing
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Commitment to Shared Goals

A committed team <ul style="list-style-type: none">› Creates and enjoys clarity› Aligns efforts› Learns from errors› Is flexible and nimble› Makes progress› Changes without guilt	A team that fails to commit <ul style="list-style-type: none">› Creates ambiguity about purpose and priorities› Fails to make timely progress› Breeds lack of confidence› Revisits decisions over and over› Encourages second-guessing
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Accountability

Teams that hold each other accountable <ul style="list-style-type: none">› Improve the performance of all members› Identifies problems quickly› Establishes shared respect and expectations› Avoids excessive bureaucracy	Teams that avoid accountability <ul style="list-style-type: none">› Foster resentment when standards differ› Encourage or accept mediocrity› Miss deadlines and opportunities› Overtaxes leaders as sole source of authority
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Focus on Results

A team that focuses . . .

- Maintains success orientation
- Minimizes individualistic behaviors
- Celebrates successes and suffers failures acutely
- Benefits from members who put the big goal first
- Stays focused

A team that doesn't focus . . .

- ▶ Stagnates, waffles, fails to achieve goals
- ▶ Loses focus and respect
- ▶ Loses good people
- ▶ Encourages self-serving attitudes and behaviors

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Do You Really Need That FTE?

- ▶ An opportunity to evaluate?
- ▶ Budget constraints?
- ▶ Lowest level of competency?
- ▶ What does the team have to say?



Staff Development

- ▶ Grant Compliance
- ▶ Workforce Development Plan
 - Overall - mandatory and elective
 - Individual - professional
- ▶ Training
 - Seminars, conferences, webinars
 - Academies, Certificate Programs
 - Degree Programs

True Colors – Working as a Team



Personality Styles

- Important concepts:**
- There is no "right", "wrong", "good" or "bad" personality type
 - Each type has "strengths" and "weaknesses"
 - A personality may however be more "suitable" for a given role or situation
 - Personality traits may shift over time
 - Behavior/performance is not dependent on personality alone

- Impact on**
- **Work Styles**
 - How we organize our time, tasks, lives
 - Expectations and participation in meetings
 - **Leadership And Management Styles:**
 - How we communicate expectations
 - How we evaluate performance

My Team

ADRIANA	24	16	12	8
ASHLEY	17	15	9	9
BETH	18->	<-18	12	7
BILL	22	15	13	10
CHACE	18	17	14	11
ERICA	22	20	10	8
JAN	18	18	15	9
LAURA	24	15	13	8
MEGAN	18	15	15	12
PATTY	21	20	12	7
PAULA	22->	<- 22	12	6
DAN	19	18	14	9
SUE	24	15	14	7
TERESE	23	18	10	9
THERESA	24	17	12	7

True Colors At Work: Blue

- **Blue's:**
 - Concentrate on **people and relationships**.
 - Focus on service, and health and **welfare of people**.
 - Prefer **warm, supportive, harmonious** environments where workers are free to cooperate and communicate with each other.
 - Are imaginative, **enthusiastic** and concerned about the personal welfare of those around them.
 - They **dislike** competition, **conflict**, bureaucracy and **domineering authority figures**.
 - They promote creativity, flexibility, **individuality** and personal expression.

True Colors At Work: Gold

- **Gold's:**
 - Prefer jobs that allow them to be **thorough, accurate, and systematic**.
 - Prefer to work in situations where they can **see a job through to the end**, and then touch and feel the **results**.
 - Are practical, efficient and cooperative workers that **respect authority, discipline and punctuality**.
 - Work best in environments that are traditional, **structured**, orderly and filled with **other hard-working people**.
 - Have a compelling need to follow established procedures and **routines** and do things the **"right" way**.
 - Are stable, honest and **dependable** workers who generally put the needs of the **company above their own**.

True Colors At Work: Orange

- **Orange's:**
 - Tackle their work with **enthusiasm** so they can **quickly move on** to other pursuits.
 - They are great at **working under pressure** and prefer to work on jobs that are lively, risky, and unpredictable.
 - They **grow restless** with jobs that tie them down and **limit their personal freedom**.
 - They are **straightforward, realistic, and practical workers** who bring a flair, energy and excitement to the workplace.
 - They are talented, resourceful, skillful and **adaptable**.
 - They are **upbeat and social** in nature, and present a positive self-image of themselves and their company.
 - They are **action-oriented** workers who know how to get results they desire.

True Colors At Work: Green

- **Green's:**
 - Driven towards work that involves an **analytical** and **creative** focus.
 - **Visionary** and **independent** workers who can tune out the world as they work on things that capture their interest.
 - **Most productive** when they can **perfect an idea, then move on** and leave the project to be maintained and supported by others.
 - Work well with **complex strategies, abstract concepts** and theoretical models.
 - Prefer a work environment with **minimum structure** and little bureaucracy.
 - **Enjoy taking risks** to test their innovative ideas.
 - Their biggest asset is their drive to be **competent, logical** and **accurate**.

Performance Evaluations



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Goff

"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."

Evaluation Meeting

- ▶ Pre-meeting
 - Schedule
 - Gather input
 - Develop mutual goals
- ▶ At the meeting
 - Two-way exchange
 - Review expectations and accomplishments
 - Review ratings and cite examples
 - Summarize major points
 - Give employee opportunity to make any other comments



Common Performance Evaluation Mistakes

- ▶ Giving satisfactory rating when there have been disciplinary action(s) during the period
- ▶ Failing to weigh the importance of the action (s) against the rest of the performance
- ▶ Failing to evaluate performance based on the whole rating period
- ▶ Failing to have adequate documentation to justify ratings



Giving Positive Feedback

- ▶ Recognize good performance promptly
- ▶ Be specific
- ▶ Describe why behavior or result is important
- ▶ Relate to goals
- ▶ Praise in public
- ▶ Mean what you say
- ▶ Encourage continued good performance



Giving Corrective Feedback

- ▶ Address problems ASAP
- ▶ Be specific about deficiencies
- ▶ Use opportunity to improve skills
- ▶ Describe the effect on goals
- ▶ Aim at commitment
- ▶ Protect the employee's self-esteem
- ▶ Avoid public correction
- ▶ Utilize HR Manager, Attorney's Office, EAP if needed
- ▶ When it is over, it's over
- ▶ **Document!**



Importance of Documentation

- ▶ Accurate and complete documentation supports challenges to the action:
 - Complaint to higher level management or political representative
 - Appeal
 - Hearing
 - Litigation



Do not allow your silence to give an employee the mistaken notion that his behavior or performance is acceptable when it is not

People are your most important asset.

Wrong!!

The RIGHT people are your most important asset


