Putting the SUPER in SUPERvision:
Strategies to Strengthen Supervision Skills and Lead Your Employees to Success

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Universally, great supervisors have mastered the art of managing self in order to successfully and effectively manage others. Whether you lead a team of one, 100, or somewhere in between, explore the specific habits, skills, and practices that SUPERvisors employ to influence their organization. This session will offer practical tools and strategies to help you motivate, manage, hold accountable, and obtain the very best personal and professional results from your team.
Agenda

• Personal Introduction
• There’s no “I” in Team (or so they say)
  • Core Vales, Competencies, & Connections
• Performance Management
  • Outlines, Timelines, & Process
• Winning Hearts & Minds
  • Building Rapport & Group Dynamics
• Communication is Key
  • Up, Down, & Sometimes Sideways
• Performance Improvement
  • Tackling Issues with a Leader’s Heart
• Employee Engagement Action Plans
There’s No “I” in Team
(or so they say...)
Team: It’s less about “No I” and more about “Every I” that matters...

• Teams are effective based on TALENT (Individual and Group)
• Talent is upheld by **Character**
• The 4 Core Qualities of Character
  – Self-Discipline: Maximizes abilities
  – Core Values: Create structure and order from within
  – A Sense of Identity: Guides consistent behavior
  – Integrity: Aids leaders in avoiding confusion and internal conflict
Core Values, Competencies, & Connections

An Effective Team is built upon the personal contributions and accountability of each member

To effectively engage as a team...

- Be on the same page
  - Agree upon Shared Values
  - Agree upon Core Competencies
- Use competencies in daily conversations
- Understand how your work relates to specific competency areas – know your strength
- Offer honest, civil feedback to each other
- Invest in authentic connection with your teammates

Does your team or institution have a formal civility protocol that aligns to shared values?
### The 7 Habits of Highly Effective People

#### Habit 1: Be Proactive®
*The Habit of choice*
- See alternatives, not roadblocks
- Focus on what you can influence
- I am free to choose and am responsible for my choices

#### Habit 2: Begin with the End in Mind®
*The Habit of Vision*
- Mental creation precedes physical creation
- Define practical outcomes

#### Habit 3: Put First Things First®
*The Habit of Integrity and Execution*
- Focus on the important, not just the urgent
- Effectiveness requires the integrity to act on your priorities
- Plan weekly, act daily

#### Habit 4: Think Win-Win®
*The Habit of Mutual Benefit*
- Effective long-term relationships require mutual respect and mutual benefit
- Build trust with co-workers

#### Habit 5: Seek First to Understand, then to be Understood®
*The Habit of Mutual Understanding*
- To communicate effectively, we must first understand each other
- Practice empathic listening
- Give honest, accurate feedback

#### Habit 6: Synergize®
*The Habit of Creative Cooperation*
- The whole is greater than the sum of its parts
- Synergize to arrive at new and better alternatives

#### Habit 7: Sharpen the Saw®
*The Habit of Renewal*
- To maintain and increase effectiveness, we must renew ourselves in body, heart, mind and soul
Growth in the Work Environment

• As leaders, growth is a foundational element for success

• Growth thrives in favorable conditions:
  – A place with a variety of talent and opportunity for development
  – A place where employees are continually challenged
  – A work environment with a forward thinking focus
  – An environment that excites employees and their passions
  – A place where failure is not the enemy
  – A place where others are also growing
Performance Management: Outlines, Timelines, and Why Institutions Should Use a Formal Process (aka...let’s build a firm foundation)
Performance Management as a Tool

• Environment, Personality, and Values Matter when it comes to managing others (as we discussed in the previous section)

• Why PM is Important Internally & Externally

• Adopting Performance Management Process and Practices
  – Statistics, Suggestions, and Timelines
  – Myths about Performance Management
Performance Management is Critical

• ...Internally
  – Provide alignment and sets organizational expectations

• ...Externally
  – Provides guidelines for professional expectations and direction for personal/professional growth/development

Myths About Performance Management

• Performance Management is all about merit increases
• Performance Management is a once-a-year task
• Performance Management is a 1:1 process
In order to offer a successful performance management system, Managers must first commit to...

- Earning an employee’s trust and respect through fair treatment, honest feedback and showing interest in their careers and growth.
- Creating an environment which welcomes ideas, discussion, and open communication.
- Demanding high quality performance from themselves and modeling expected behaviors for their employees.
- Providing ongoing and timely feedback, with consistent coaching and recognition.
For an employee to perform at their highest potential, managers must commit to:

• Defining realistic yet challenging performance goals and expectations with their employees, and assigning measureable objectives when applicable.

• Planning and carrying out regular one-on-one conversations to review progress and create awareness about current performance levels.

• Objectively evaluating an employee’s strengths and determining how their strengths can be utilized within their role or on the team.

• Objectively evaluating an employee’s developmental needs and determining how improvement can occur.

• Offering timely correction of performance and/or policy issues.

• Encouraging employees to build from their successes and learn from their mistakes.

• Assisting in the creation of developmental plans based on competencies, behaviors, knowledge, skills and abilities.
Performance Management System Example

Employee Ratings:

- Look to distribute your team accurately and realistically
- Be sensitive to your organization’s culture
- Ensure that there are “no surprises”
Winning Hearts & Minds: Building Rapport & Making Connections and Group Performance Dynamics
Building Rapport & Making Connections

The key to personality is the person:

• Slow Down and Ask the Big Questions
• Pay Attention
• Assume Best Intentions
• Care and Communicate
• Extend a Helping Hand
• Model Excellence
Group Performance Dynamics

• Managing Group Deliverables
  – Step up and Step in
• Diffusion of Responsibility is Key
  – Many hands make light work
• Developing Clear Action Items and Ownership
• Establishing feedback loops and issue escalation protocol
• Lead and contribute at the next level before you’re in the job
  – Remember that you Lead by Example
    • Continuous Improvement Projects, College Councils, Tasks and Projects, Governance Opportunities
Communication is Key:
Reporting Up, Down, & Sometimes Sideways
Reporting Up: Verbal Updates

What to Discuss:

• Opportunity to make a connection / build rapport
• Hit the Highlights
  ➢ Top 5 most important items relevant to your position
  ➢ Share successes and suggest ideas for overcoming challenges
• Recap the results of a recent initiative and ask for feedback
• Do a goals and objectives check-in
• Discuss “noise” and agree on an escalation path
• Discuss a relevant article, market opportunity or training topic
• Always, always recap conversation and seek mutual agreement on action items

Combine these touchpoints with written updates

What formal communication tools/processes does your institution use?
Performance Improvement:
Tackling Tough Issues with a Leader’s Heart
Tackling Tough Issues with a Leader’s Heart

• **Deliver regular feedback:** no need to wait for mid-term or annual review time
  – We all need confirmation, affirmation, or directional correction
  – Real-time feedback is always the best to affect learning
  – Use or identify a tool for documenting feedback and ensuring a robust annual review cycle
  – Performance Management should NEVER be about surprises

• **Understand and the use the forms/tools of your institution/department**
  – Eliminating the Stigma of “Needs Improvement”
  – Accountability: Balancing improvement and sensitivity
  – Practice consistent “Performance Coaching”
    – Used to enhance growth and promote individual responsibility and accountability
    – Collaboration builds and maintains effective employee & supervisory relationships
Elements of Performance Coaching

This is Different than Performance Management

• Build Trust
  – Maintain and Enhance Self-Esteem

• Define the Issues
  – Listen Actively and Respond with Concern
  – Ask for Help and Encourage Involvement

• Coach for Success
  – Share Thoughts, Feelings, and Rationale

• Create a Plan of Action
  – Include performance goals that are simple, measurable and attainable
  – Provide Support without Removing Responsibility
Final Thoughts: Ensure Your Team is Heard

Practicing Effective Communication and Building an Employee Engagement Action Plan
2 Promoters of Effective Communication

(1) **People skills** underlie every interaction we have
   - Treat people with dignity and respect
   - Be firm, but fair and honest
   - Don’t judge; treat your team members like you would want to be treated
   - Use a neutral tone

(2) **Active Listening** works toward several key goals simultaneously
   - Lowers emotions and returns team members to “balance”
   - Establishes rapport and influence
   - Gathers information
   - Encourages behavioral change

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**7 Active Listening Skills**

- **Emotional Labeling:**
  - “You sound, you seem, I hear”

- **Paraphrasing**

- **Summarizing**

- **Open-Ended Questions**

- **Minimal Encouragers**

- **Effective Pauses**

- **“I” Messages**

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*Example:*
*the dictator vs the diplomat*
Building an Employee Engagement Action Plan

- **Practice Sound Team Dynamics**: Healthy group activities require a common goal and an aligned plan
  - Use data to define a Focus Area
  - Build a Timeline
  - Identify IDRs (Individuals Directly Responsible)
  - Articulate the Expected Outcomes
  - Drive Accountability through regular progress reports, review, and refinement
  - Engage Others & *make sure you have the direction you need to be successful.*
Summary

- As leaders, we are responsible for our own performance as well as the performance of others
- Effective leadership balances the use of both skills and tools
- Performance Management drives:
  - Healthy assessment
  - Healthy behavior
  - A Common language and common set of expectations
  - Clarity of Role and Responsibilities
- Performance is dependent upon:
  - Communication & Interpersonal Interactions
  - Leadership and living core values/principles/competencies
- As a leader, you will affect the performance of others
  - This is an honor and a responsibility