

Your Role as Leader and Supervisor



The Missouri Coalition Against Domestic and Sexual Violence

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What we will talk about today:

- Hiring / Interviewing
- Orientation / On-boarding
- Coaching as a management style
 - Delegation
 - Networking

Pledge

I can never know everything.

I will never be perfect.

I can not please everyone.

I can not do everything by myself.



**LEADERS ARE VISIONARIES WITH A POORLY
DEVELOPED SENSE OF FEAR AND NO
CONCEPT OF THE ODDS AGAINST THEM.
THEY MAKE THE IMPOSSIBLE HAPPEN.**

DR. ROBERT JARVIK



Your success is going to come from your technical skills but in greater part from your success in managing staff.



HIRING THE RIGHT PERSON

Or, as the question is more often posed, “How do I find someone with the heart of an advocate?”



STARTING WITH THE JOB DESCRIPTION

- A job description should include:
 - Wage status
 - Expected work hours
 - Description of job responsibilities, not a task list
 - Special requirements
 - Disclaimer

REVIEWING RESUMES

- Know what you need.
- Look only for that.
- Sort into stacks.
- Review again.

Orientation



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The Rose Brooks Center Welcome Wagon



The Coalition's Orientation Process



Make them feel
welcome before they
even walk in the
door.

Welcome to the team!

Easy On-Boarding

- Email
- Mix it up
- Welcome Signs
- Office / Work Space Ready
- Pot Luck

Existing Staff



Development or Management?

Both?



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- In a study of 6,000 non-profit employees 30% said they would not want to become an executive director.

- 55% believe they need to leave their organizations in order to advance their careers.

- The Meyer Foundation, The Annie E. Casey Foundation, idealist.org and CompassPoint Nonprofit Services Study, *Ready to Lead?: Next Generation Leaders Speak Out*.

Coaching, mentoring, counseling



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Coaches Point of View



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As a supervisor your job is to facilitate their getting their job done - and done well.



INSPIRE

Challenge

Motivate



Like it or not, our job as supervisors is
to manage the work loads and
priorities while balancing the needs
of our employees.



To be a coach...

- ...you need to listen.
- ...ask questions about how they think they can get to the next level.
- ...ask open-ended questions.

- ...ask about their reasons for taking the actions they did.
- ...build on their ideas.
- ...provide feedback and encouragement.
- ...provide examples of what success will look like.
 - Coaching is NOT training. That should have already happened.

Admit when you are wrong.



The most frequent thing interviewees say they are looking for in a supervisor?



Honesty and Availability

Good coaches build trust
and reduce barriers.



Employees are more likely to commit to a manager's decision – even one they disagree with – if they believe that the process the manager used to make the decision was fair.

Be a student of behavior.



“One size”
does not fit all.



What you do sometimes matters
more than what you say.



Respecting the process

- Tell?

Do you:

- Tell and Sell?

- Consult?

- Join?

- Delegate?

Research shows that people care as much about the process that goes in to making the decision as they do the outcome of the decision.



Building Trust Through Fair Process



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The goal of a team is not to eliminate conflict but to learn how to manage conflict constructively.



Building a good team



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Conflict Resolution

- Encourage communication.
- Identify purpose of the meeting.

- Agree on what each person will do to resolve the conflict.
- Allow both parties to be heard.
 - Psst, this means really listening.

Time for some self-examination



- Does your staff feel free to disagree with you when you talk? Do you see this as good or bad? Respectful or disrespectful?
- Do employees know at least one specific thing they can do to get a better rating?

- Does staff know what you expect from each of them?
- Are you consistent?
- Do you ask what they want?
- Have you asked what motivates them?
- Do you ask how they want to receive information?

- Do you focus on specific instances of individual performance?
- Develop concrete steps?
- When an employee comes in to your office for a closed door meeting are they nervous?
- When an employee gets their yearly evaluation are they surprised by your comments?



What frustrations do you experience when having to explain a decision you have made?

Your employee's frustrations?



Mentoring

A mentor is an individual with advanced experience and knowledge who is committed to giving support and advice to a less experienced person.

It is hands on instruction,
teaching new skills,
explaining new outlooks,
and giving them new things
to consider.



Mentoring makes room
for employees to build
character, judgment
and approach.



Counseling

Counseling is a supportive process to define and correct problems or skills that affect performance. The counselor rectifies behaviors and provides direction and discipline as needed for as long as necessary.

What are the reasons we avoid this critical aspect to management?

- Fear of failure or making the situation worse.
- “If I give it more time they can turn it around on their own.”
- “If they leave then we will be short-handed.”
- “They will get mad or defensive and then they will be hard to work with.”
- “I don’t have the documentation.”
- “I don’t want to admit I made a bad hiring decision.”

When counseling comes in to play

- Employee is unhappy.
- Employee in conflict with a peer.
- Employee feeling stressed or burned out.

Identify the issue

- Lack of time?
- Tools?
- Training?
- Temperament?
- Talent / skill?

- Have their duties been clearly communicated?
- Is the behavior ongoing?
- Is the employee's behavior willful or just inadequate?

Other Issues to Address

- Missed deadlines
- Absenteeism
- Decreased productivity
- Poor quality of work
- Little enthusiasm
- Lack of initiative
- Uncooperativeness or insubordination
- Withdrawal, quiet
- Blaming
- Not involved with the team
- They are just mean

Clarity

Why?

What ?

How?

Success = What behavior?



This is course correction.



Review

Follow-up

Create

Your Role

Timeline



Clarifying Questions


- Do you fully understand the demands and responsibilities of this job?
- Is there any aspect of your job duties you could use some clarification?

Clarifying Questions

- Can you do these activities?
- Is there anything you feel you might lack in order to do the duties of your job properly?
- How would you explain the duties (or the one in particular) and the reason for it to a new employee?

Clarifying Questions

- What can you tell me about this problem?
- What can we do to make sure this will solve the problem?



Hesitancy = Mixed
Messages



Performance Appraisals

- Honest opinion
 - Balanced
 - Goals



Succession Planning through Delegation



Do you **EXPECT** good
work or do you
ASSUME you will get
good work?



When you try to do everything on your own...



Ask Questions



Stay Informed



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If you have done their
job before you became
their supervisor...



Managing the Boss

- Things to understand when you report to a boss.
- What do they need from you?



Termination

- Get to the point
- Use current language
 - Has been
 - Not will be
- Thank them
- Be prepared for questions



Accountability

A two-way street.



Make time for yourself, even if
you have to schedule it.



Supervising requires a
daily renewal of
commitment on your
part.



Inside your organization

Outside your organization

NETWORKING



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Enjoy your team!



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