

Best Practices for Supervisors
 Presented to the Minnesota Fall 2021 Supervisors' Conference
Tuesday, Sept. 14, 2021
 Presented by
Rebecca Schueller Training & Consulting, LLC
www.bemidjiconsulting.com/Trainings








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**PLEASE FEEL FREE TO CONTACT ME
 WITH QUESTIONS**

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About Your Presenter: Becky Schueller
 Bemidji, Minn./USA

- 30+ Years Working with Nonprofits
- Nonprofit Executive Director for 16 years
- CoC Coordinator for Northwest Minnesota
- Experience:** women's organizations, refugee services, tribal business development & tribal planning, homeless and runaway youth & families, and fundraising for international social & community development projects
- Clients:** Tribes, nonprofits, counties, schools
- Training:** Supervision & Performance Appraisal, Remote Supervision, Grant Writing Readiness: It Takes a Team, Ethical Conflict Management & Communication Skills, Developing Exceptional Customer Service Skills, and more
- Consulting:** executive & supervisory coaching & mentoring, board support, annual planning, strategic planning, meeting facilitation

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Training Provided:



Topics:

- Supervision & Performance Appraisal
- Improving the Quality of Remote Supervision
- Grant Writing Readiness
- Grants Management & Reporting
- The Executive Director's Toolkit
- The Fully Effective Nonprofit Board
- Preparing the Board for the Annual Executive Director Evaluation
- Developing Exceptional Customer Service Skills
- Self-Management for the Workplace
- Conflict Management & Communication Skills
- Managing Up: Strategies for Direct Care & Administrative Support Staff
- Custom Topics within my expertise (upon request)

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Consulting Services:



- Executive & supervisory coaching & mentoring
- Board support: Executive Director Transitions, Onboarding, & Executive Director Evaluation
- Strategic planning & Annual Planning
- Meeting facilitation for strategic discussions & difficult conversations
- Pitch me on other organizational needs

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Why Linked In for County Supervisors?

Articles:


- * Strategic Planning
- * Annual Planning
- * Boards of Directors
- * Supervision & Performance Appraisal
- * Workplace Mental Health

Connect with Me

<https://www.linkedin.com/in/rebecca-becky-schueller-133510a8/>

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Where does your power and authority as a supervisor come from?



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What Makes Work Meaningful

“Volumes of research show that pursuing extrinsic rewards for work, such as money, actually hurts your interest in that work. For real satisfaction, you should pursue intrinsic goals—two in particular. The first is *earned success*.... Earned success instead gives you a sense of accomplishment (which Seligman has shown is a source of happiness, and which strongly predicts happiness at work) and professional efficacy (the idea that you are effective in your job, which pushes up commitment to your occupation, also a good measure of job satisfaction). Employers who give clear guidance and feedback, reward merit, and encourage their employees to develop new skills are the most likely to give you those feelings. Look for a boss who acts that way—and if you have the opportunity, *be* that kind of boss.”

Arthur C. Brooks, Harvard Kennedy School & Harvard Business School, Sept. 3, 2021, The Atlantic, <https://www.theatlantic.com/family/archive/2021/09/dream-job-values-happiness/619951/>

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“The true value of a leader is not measured by the work they do. A leader’s true value is measured by the work they inspire others to do.”

Simon Sinek




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The Supervisor's Pledge

(PP. 7-8 in your Resource Packet)



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Don't Treat Your Staff as a Task

“People boil the job down to their to-do list and all of the actions that they can cross off the list, rather than asking: **How did my team experience me today?**”

Muriel Wilkins,
Executive Coach

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The Supervisor's Super Power

The ability to review & reset priorities with your staff.

“Please get these three things done by Friday.”

“These projects/tasks can wait until next week.”



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Work has a
reset
button.
It's called
"Next
Week."

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The Two-Question Weekly Check-in

- What Are Your Top Two Priorities?
- How Can I Help?



The Focus is **Priorities** – the supervisor and employee partner to discuss **challenges & solutions**

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Frequency Outweighs Quality in Supervision

“They (the best team leaders) realize that it’s less important that each check-in is perfectly executed than that it happens, **every week**. ...The more frequently and predictably you check in with your people or meet with your team—the more you offer your **real-time attention to the reality of their work**—the more performance and engagement you will get.”

A Freethinking Leader’s Guide to the Real World: Nine Lies About Work by Marcus Buckingham and Ashley Goodall, Harvard Business Review Press, 2019

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Check-Ins ARE the Work of Supervisors

"...the weekly check-in is the anchor ritual. You need to design your teams, and their size, to enable it. And, if ever you become a leader of leaders, you'll need to ensure that your leaders know that **this check-in is the most important part of leading.** Checking in with each person on a team—listening, course correcting, adjusting, coaching, pinpointing, advising, paying attention to the intersection of the person and the real-world work—is not what you do *in addition to* the work of leading. **This is the work of leading.**"

A Freethinking Leader's Guide to the Real World: Nine Lies About Work by Marcus Buckingham and Ashley Goodall, Harvard Business Review Press, 2019

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The Process

Establish a schedule – book an extra 15-30 minutes after it for your notes



Check-in Questions & Feedback

Acknowledge Strengths...be specific & detailed

Ask how things are going...with classes, clients, with co-workers, with partners/referrals, or other components of the job

Discuss if the job feels manageable – and help identify priorities

See your Resource Packet- Probationary Period Questions & Annual Evaluation Questions

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The Big Issues

+ Significance + Success - Help staff make meaning of their accomplishments & strengths

☑ Discuss staff **priorities** for the coming week

📈 Clearly inform staff if there is anything they aren't doing well or need to improve...or if their actions are in violation of policies

📅 Check in to ensure staff are scheduling & using leave time

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Questions to Support Staff Self-Care

- Are you getting what you need from me?
- Is there anything you'd like me to consider doing differently?
- What are your leave plans (sick, vacation, flex time, etc.)?
- What do you need from the agency to support your self-care goals?

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Positive to Negative Feedback Ratio: 5 – 1

- ❖ Reinforce the things your employees are doing well
- ❖ Help Your Employees Hear Constructive Feedback
- ❖ Minimize "Fight or Flight" Responses

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"There is no hierarchy in a circle."

Solve Problems & Build Relationships without Using Power

- All staff have equal voice in naming the issue
- Discuss what happened/ or what the issue is
- Was harm done?
- How can each party take accountability to improve the situation?

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When You Don't Know the Answer

Tell staff, "I'm not sure," or "I'd like to discuss this with the team first" or "I have to check with the director/my boss."

When staff demand an immediate decision, reply with:

"If you need an immediate decision, the answer is 'no.'"
 "If you can wait a few days, I'll consider it carefully and get back to you."

"I need some more time to think this through, I'll get back to you by next Monday."

Thinking is good! Don't let others pressure you into immediate decisions.

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MUST-SEE
MN STATE PARKS

**Schedule a 2-Week
Vacay or Stay-cay
Once a Year**

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**Schedule a 1-Week
Vacation Twice a Year**

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Schedule a 4-Day Weekend every month you're not taking a longer vacation

Friday
Saturday
Sunday
Monday

**4-DAY
LONG
WEEKEND**

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Reach Out for Support & Questions



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Build strong working relationships
& healthy organizational culture

Rebecca Schueller Training & Consulting Presents:
October 2021 Webinar Series – 6 Sessions, 15 Hours
Supervision & Performance Appraisal Skills to Support Effective Teams
Oct. 4, 5, 7, 12, 14, & 15 2021 (1:00-3:30 p.m.)
U.S. Central Time
Fee: \$360/Participant

Register Online: www.bemidjiconsulting.com/trainings
For Questions: Becky@bemidjiconsulting.com

SEATS AVAILABLE - Oct. 2021 Series
Supervision & Performance Appraisal
Appropriate for: *New and Experienced Supervisors
*** Executive Directors * HR Directors**
*** Training Directors * Program Directors**

"It was one of the best, most uplifting trainings I've attended. Thank you."
"I gained confidence in having conversations and evaluations with staff."
"I appreciated your role modeling of difficult feedback. I enjoyed this very much."
"I learned to be much more deliberate in my interactions with staff."
"I am very excited to implement the Team Designed Alliance. We gained a lot from this, and I love your passion and energy."
"The tools Becky provided, like the Supervisor Log and the Team Designed Alliance, fit so well to the needs of my team and our agency." Angie Obermillor, Human Services Supervisor, Nicollet County Child Protection

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- * Take care of yourselves & your co-workers
- * Schedule Your PTO Time!
- * Commit random acts of kindness
