

Building your Identity, Skills, and Confidence as a Supervisor

Texas Conference on Ending Homelessness
Austin, TX
September 27, 2018



ken kraybill

Quality supervision is critical to fostering staff members' development, enhancing their skills, implementing best practices, and improving client outcomes.

"Studies show that nearly half of new hires fail within their first 18 months on the job. Of course, the million dollar question of their managers is, 'Were they dead when you hired them, or did you kill them?'"

Amy Leslie, Perspective Consulting

"People join organizations... and they leave supervisors."

Topics

- Overview of supervision
- Administrative functions
- Evaluative functions
- Clinical/educative functions
- Supportive functions

Overview of Supervision

An administrative and clinical **process** designed to **facilitate the worker's ability to deliver the best possible services to clients**, both quantitative and qualitative, in accordance with agency policy, procedures, and **within the context of a positive relationship between worker and supervisor.**

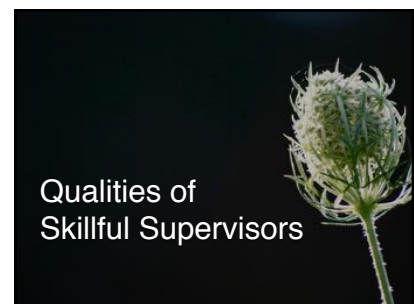
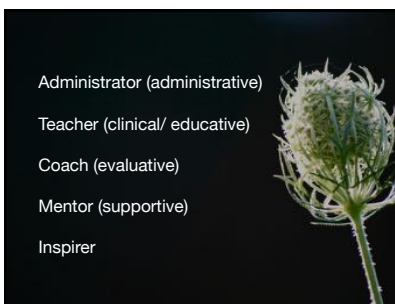
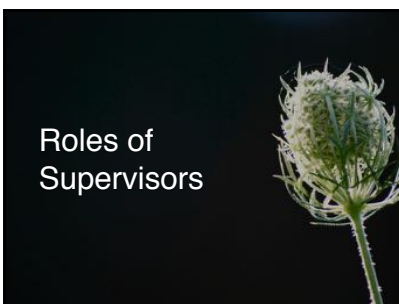
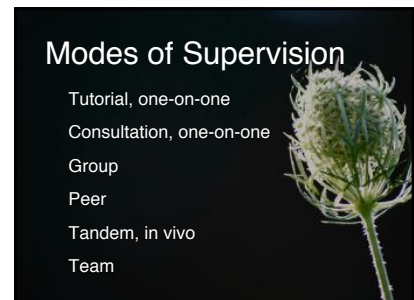
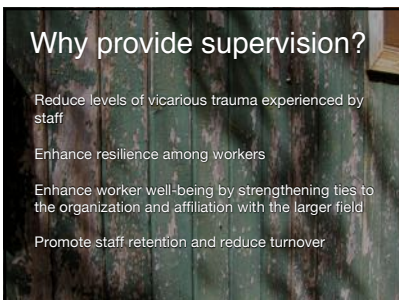
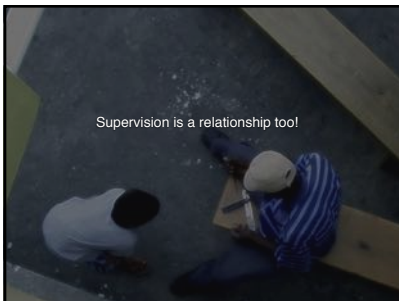
Kadushin & Harness (2002, p. 23)

A **joint endeavor** in which a practitioner with the help of a supervisor, attends to their clients, themselves as part of their client/practitioner relationships and the wider systemic context, and by so doing **improves the quality of their work, transforms their client relationships, continuously develops themselves, their practice, and the wider profession.**

Hawkins & Shohet (2012, pp. 5, 60)

A disciplined, tutorial process wherein principles are transformed into practical skills, with four overlapping foci: **administrative, evaluative, clinical, and supportive**

Powell (2004)



Practice self-care

Understand importance of supervision

Know responsibilities of being a supervisor

Invested in the development of supervisees

Determine the developmental learning needs of supervisees

Initiate regularly scheduled supervision meetings



Create safe space

Use a racial+ equity lens

Communicate respectfully and effectively

Are personally and professionally mature

Are accessible, reliable, and credible

Model ethical behavior and maintain appropriate boundaries



Teach practical skills

Have the courage to expose vulnerabilities, make mistakes, and take risks

Encourage exploration of new ideas

Affirm strengths and provide constructive feedback

Employ progressive discipline steps when needed

Are aware of and accept own limitations and strengths



Have an awareness of personal authority

Work collaboratively with supervisees in planning and evaluation

Foster supervisees' autonomy/decision-making latitude

Have a sense of humor

Practice self-care



A Framework for Supervisory Sessions: **PROCESS**

Establish regular schedule for supervision (e.g. weekly, bi-weekly) at a mutually agreed upon time and place

Create meeting agenda together – each responsible to bring relevant information, questions, and topics for discussion

Supervisor should document content and key decisions of meeting in a supervisory log – supervisees encouraged to do the same

A Framework for Supervisory Sessions: **CONTENT**

Well-being of supervisee

Task and project updates

Client issues and challenges

Professional development

Self-care

Performance feedback

Supervisory relationship

Next steps

Structuring Supervision: The **CLEAR** Model

(Hawkins & Shohet, 2012)

Contracting

Listening

Exploring

Action

Review



Contracting

Starting with the end in mind and how you're going to get there

Possible questions

What do you want to make sure we cover today?

What would you like to achieve in our time together?

How might I be most valuable to you?

What's going well? What challenges are you facing?

Would it be all right if we explore...?

I want to make sure that we talk about...?



Listening and Asking

Facilitating the supervisee in generating personal insight into the situation

In listening to you, it sounds like...

You're wondering if...

I wonder who/what else might be involved...

How do other people see the situation?

Let me see if I can summarize the issue.



Exploring I

Helping supervisee understand the personal impact of the situation

How are you feeling about...?

What would you like to say to this person?

What patterns might be recurring in this situation?

Exploring II

Challenging the supervisee to create new possibilities for future action in resolving the situation

What outcomes do you/others want?

What do you need to do differently to achieve these outcomes?

Who else might be able to help?

What are several ways that you could proceed?

Action

Supporting the supervisee in committing to a way ahead and creating the next step

Pros/cons of each strategy?

Long-term objective?

What is the first step?

When will you do that?

Is the plan achievable?

What will you do/say?

Review I

Reinforcing ground covered and commitments made. Reviewing the process and how it could be improved.

What do you think you will do next?

What was helpful in this supervision process?

What could be better next time?

Review II

Debriefing at the next session the actions taken between sessions

How did what you planned work out?

How do you think you did?

What feedback did you receive?

What did you do well and what could have been even better?

What can you learn from what happened?

Video Demo: Supervision Using Motivational Interviewing Style

<https://youtu.be/p56mNL16w9A>

Administrative Roles and Responsibilities

Administrative

Carrying out managerial responsibilities

Making decisions

Providing organizational structure and access to agency resources

Addressing organizational barriers to effective provision of care

Recruiting, hiring, onboarding, training new staff

Structuring work and time management

Administrative

Planning, organizing, coordinating and delegating tasks

Translating policies and procedures

Quality assurance and data monitoring

Managing program resources and budget

Evaluation and performance management

Mediation

Evaluative Functions

Common Evaluative Activities

Offer ongoing, informal and formal feedback on performance, including annual reviews

Evaluate adherence to best practices

Manage disciplinary proceedings

Leading with a Strengths-Based Perspective

"Which would help you be more successful in your life – knowing what your weaknesses are and attempting to improve your weaknesses, or knowing what your strengths are and attempting to build on your strengths?"

Buckingham & Coffman

"Focus on the strengths. Manage around the weaknesses."

Buckingham & Coffman

Providing Constructive Feedback

"The purpose of constructive feedback is to help the employee do his or her job better and, as such, it should always focus on the problem not the person."

McConnell (2003)

Why it's important?

"Be patient with the individual, but impatient about client care."

We are all works in progress.

Your role is to help staff do the best job they can.

If not addressed, it can send a message to other staff about what you believe is acceptable.

Why it's difficult?

We care about our employees

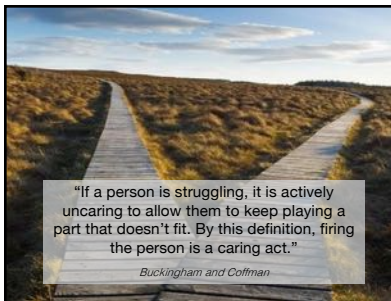
We want to be liked

We don't want to hurt employees' feelings especially if they're well-meaning

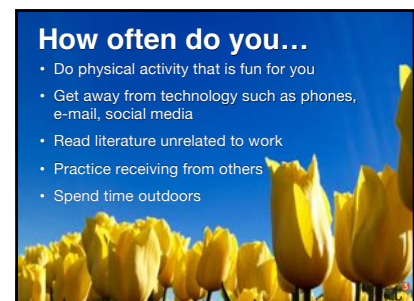
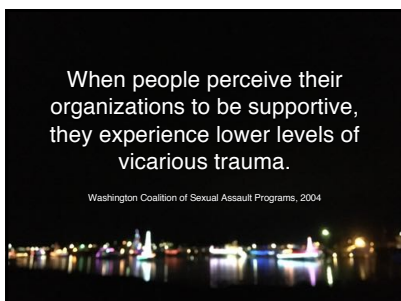
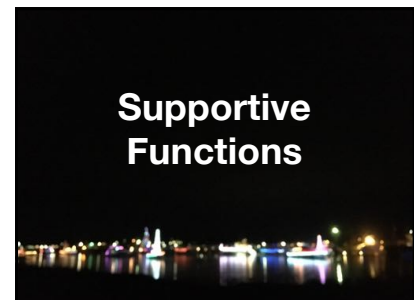
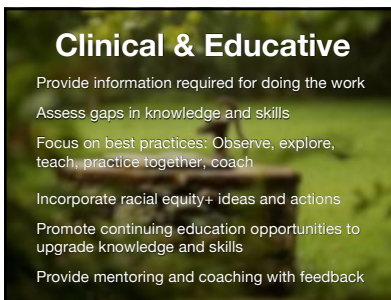
Demands time and effort on our part

Want staff to work out issues on their own

Giving constructive feedback is hard!!



Feedback Planner	
Name: _____	Date: _____
1. Describe Current <u>Behaviors</u>: Describe current behaviors that you want to reinforce (praise) or redirect (feedback) to improve a situation. Ask what they notice (Elicit)	2. Identify the <u>Effect</u> Describe how the specific situations you observed impacted others/ the organization
4. Focus on <u>Results</u> Let employee identify alternative behaviors and actions to take to improve a situation. State consequences of not correcting. Have them commit to a plan of action.	3. State your <u>Expectations</u> State or clarify your expectations



How often do you...

- Find things that make you laugh
- Spend time with joyful people
- Sing
- Have time when no one needs anything from you
- Have awe-full experiences

What is something you can do for self-care...

- In 5 minutes
- In an hour
- In a day
- For free
- With \$20



Video Demo: Supervision Using Motivational Interviewing Style

<https://youtu.be/p5bmNL16w9A>

With gratitude
for all you do...