

Self Study Guide



Management **A**cceleration **P**rogram

Introduction to Supervision



Learning Outcomes

- Understand role and importance of supervision
- Promote positive relationships within supervision
- Comprehend system of supervision
- Comprehend process of managing staff
- Understand, identify and implement boundaries



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Additional comments on the slide:

Participants:

What questions and/or key points do you have from this slide?



Definitions

Supervisor

- A person's immediate superior in the workplace, the person to whom you report directly in the organization

Supervision

- Oversight of activities to assure job quality and completion
- Responsible for one or more individuals
 - Meeting time lines
 - Monitoring quality outcomes

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Importance of Supervision

- Ensures plans and policies are implemented properly
- Plays important role in ongoing monitoring of compliance of regulations
- Assures communication and coordination with all staff

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Relationships

Effective supervision depends upon:

- Boundaries
- Communication
- Confidentiality
- Honesty
- Acknowledgements
- Appraisals

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System of Supervision

- Develop system of accountability within the organization
 - Use Internal Dispute Resolution
- Follow system when addressing concerns

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Monitoring Staff

- Systems for monitoring in place
- All supervisors must monitor
- Concerns identified and addressed

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Policies and Procedures

- Create and adapt as program evolves
- Staff take ownership
- Implement on regular basis
- Review and/or revise annually

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Core Competencies

- **Interpersonal Competencies**
 - Communication
 - Manage yourself
- **Management Competencies**
 - Planning
 - Problem Solving
- **Technical Competencies**
 - Acquire knowledge of Head Start Performance Standards
 - Collect, measure, synthesize and analyze data
 - Use computer technology to manage and coordinate
 - Apply research and best practices to solve problems

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Suggested Strategies for Internal Communication

- Provide weekly written reports to supervisor
- Meet monthly with all employees
- Meet weekly or bi-weekly with all managers
- Meet one-on-one every month with managers

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Building Trust

“Trust is the basis for our drive to contribute”

Four steps toward establishing trust:

- Define trust
- Understand blind spots
- Communicate with intention
- Produce “Win-Win Attitude”

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Delegation of Responsibilities

- Assign and use diverse team leads
- Clearly state expectations and outcomes
- Obtain on-going feedback
- Maintain open lines of communication
- Evaluate and reward performance

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Managing Diversity in the Workplace

- Learn and support the professional aspirations of team members
- Practice motivating skills with all staff, not just ones you feel most comfortable
- Communicate intolerance of inappropriate and disrespectful behavior
- Consider individual needs
 - “Fair” does not necessarily mean “same”

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Interpersonal Styles of Management

- **Behavioral Styles**
 - Analytical
 - Amiable
 - Driver
 - Expressive
- **Adult Learners**
 - Increasingly self-directed
 - Rich in their own resources
 - Motivation stems from the needs and interests of multiple roles
 - Application of new knowledge is immediate
 - Problem-centered in their orientation to learning

Face to Face: Communication by Angelis Herrin, Published 2002, Harvard Management Communication Letter, Based on McKenna and Maister, 2002, First Among Equals

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Boundaries

- Definition
- Functions
- Considerations
- Myths
- Strategies
- Expressing and Setting
- Application

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It's ALL About YOU!



- Monitor work hours
- Recognize own signs of stress
- Have a mentor or coach
- Learn to delegate
- Communicate regularly
- Recognize what's important from what's urgent
- Fix the system not the problem
- Recognize accomplishments

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Professional Development



Learning to drive a car requires knowledge, skill and ability and improves with practice.

Supervision skills develop over time

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Conclusion

- Planning and Delegation
- Decision Making
- Problem Solving
- Productive Meeting Management

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RESOURCES:

- <http://www.eclkc.ohs.acf.hhs.gov/hslc>
- The ECLKC website has links to IM's and PI's as well as Policy Clarifications important to programs management of Head Start.

CHECK IT OUT!