

How To Be An Effective Supervisor

Kentucky School of Alcohol and Other Drug Studies

Conference

July, 2013

Presented
By
Mark A. Scureman

What this is NOT

Seminar on Conflict

Seminar on how to handle the Jerks

Seminar on your particular problems

What this IS

A one day seminar

Food for thought

Talk about the tough stuff

THREE TYPES OF PEOPLE

1. Those who watch things happen

2. Those who make things happen

3. Those who wonder what happened

What You Have Agreed To
Upon Accepting a Leadership
Position

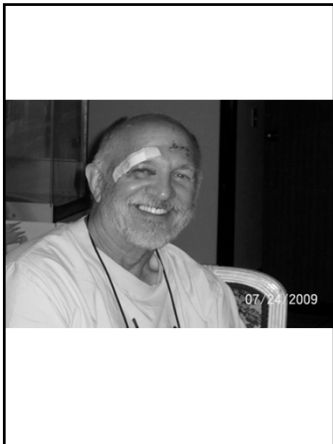
TOUGH STUFF 101

**Remember You could have said
NO**

**You have given up your right to
BITCH**

**You were chosen on your
potential**

**You have agreed to continuous
learning and to actually apply
what you have learned**



What makes an effective supervisor?

3 ASSUMPTIONS ABOUT PEOPLE

1. People are different

2. People (and life) are complex

3. No one is perfect

“At the same time, you have to be clear that although leaders are different, they are not superior human beings. Companies should instead see leadership for what it is; a distinct job that requires distinct talents that not everyone has to the same degree.”

Ram Charan
Leaders At All Levels

A LEADER

IS BEST KNOWN WHEN
PEOPLE BARELY KNOW
THAT HE EXISTS. WHEN HIS
WORK IS DONE, HIS AIM
FULFILLED, THEY WILL SAY
“WE DID THIS OURSELVES”.

**LEADERSHIP IS
COMPLICATED. IT IS
INTELLECTUAL; IT IS
EMOTIONAL; AND IT
IS PHYSICAL. IT IS
INHERITED AND IT IS
LEARNED. IT IS THE
SUMMATION OF THE
TOTAL MAN WHICH
MUST SQUARE WITH
THE MYRIAD DESIRES
OF THE GROUP**

Emery Stoops

Colin Powell
My America Dream

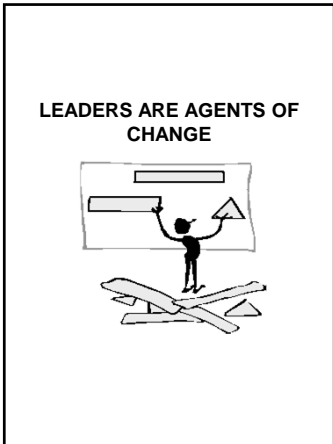
"I don't chase the latest management fads." Vogue phrases such as "power down" and "centralized versus decentralized management" were not part of my vocabulary. I would give each one of them whatever help was needed to get the job done. Sometimes I would hover over them: at other times I would give them a long loose leash. One technique was not right and the other wrong. The situation would dictate which approach would best accomplish the team's mission.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams

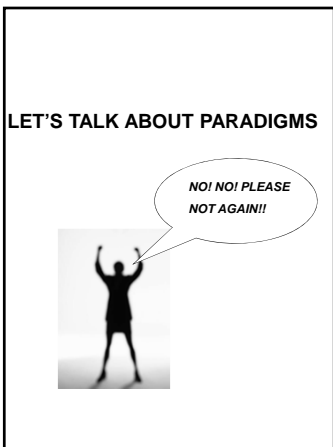
THE MANAGER ADMINISTERS
THE LEADER INNOVATES
THE MANAGER MAINTAINS
THE LEADER DEVELOPS
MANAGERS RELY ON SYSTEMS,
LEADERS RELY ON PEOPLE
MANAGERS COUNT ON CONTROLS
LEADERS COUNT ON TRUST
MANAGERS DERIVE POWER FROM POSITION
LEADERS FROM WITHIN
MANAGERS ARTICULATE THE PROBLEM
LEADERS DEVELOP SOLUTIONS
MANAGERS DEAL WITH THE TANGIBLE
LEADERS DEAL WITH THE INTANGIBLE
MANAGERS HAVE A MANUAL
LEADERS DO NOT
MANAGERS REDUCE CONFLICT
LEADERS CREATE CONFLICT
MANAGERS HAVE A PLAN
LEADERS HAVE A VISION
MANAGEMENT IS ABOUT WHERE WE ARE NOW
LEADERSHIP IS ABOUT WHERE WE ARE GOING
GOOD MANAGERS MAKE YOU COMPETITIVE
GOOD LEADERS KEEP YOU COMPETITIVE
MANAGERS ANSWER QUESTIONS CORRECTLY
LEADERS ASK THE CORRECT QUESTIONS
MANAGERS ARE GIVEN RESPONSIBILITY
LEADERS TAKE RESPONSIBILITY
MANAGERS DO THINGS RIGHT,
LEADERS DO THE RIGHT THING

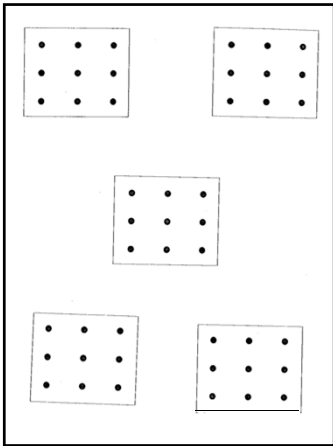
"LEADERSHIP IS THE ART OF ACCOMPLISHING MORE THAN THE SCIENCE OF MANAGEMENT SAYS IS POSSIBLE." Colin Powell



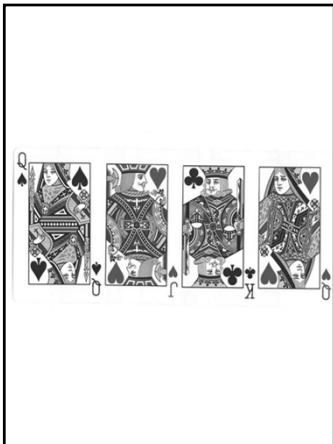
"A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be".

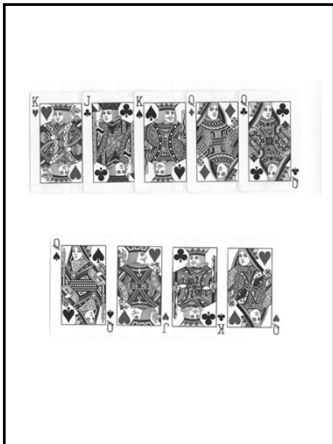
Rosalynn Carter











COUNT THE F'S

Read this sentence:

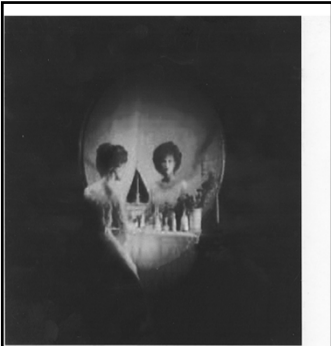
**FINISHED FILES ARE THE RE-
SULT OF YEARS OF SCIENTIF-
IC STUDY COMBINED WITH
THE EXPERIENCE OF YEARS.**

Now count the F's.

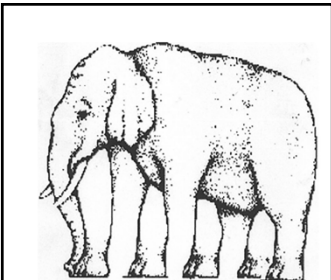
Count them **ONLY ONCE**: do not go

Back and count them again.





*Woman In Vanity... Or Skull?
hint: move farther a bit from the screen and
blink to see the skull or the woman (looking at
the mirror)*

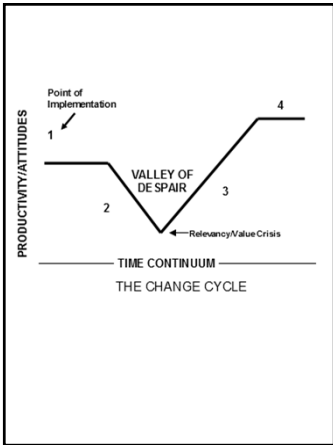


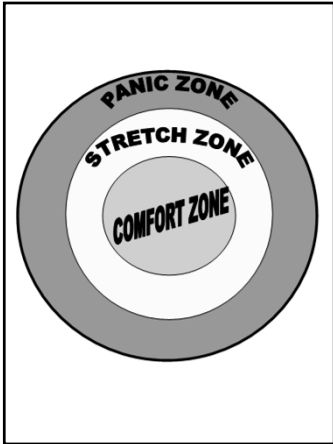
How many legs does this elephant have?

Look at the chart and say the COLOR not the
word

YELLOW BLUE ORANGE
BLACK RED GREEN
PURPLE YELLOW RED
ORANGE GREEN BLACK
BLUE RED PURPLE
GREEN BLUE ORANGE

I cdnuolt blveiee taht I cluod aulacity
 uesdnatnrd waht I was rdgnieg. The
 phaonmneal pweor of the hmuan mnid,
 aocccdrnig to rsceearch at Cmabrigde
 Uinervtisy, it deosn't mtttaer in waht
 oredr the ltteers in a wrod are, the only
 ipmooatnt thng is taht the first and
 lsat ltteer be in the rghit pclae.
 The rset can be a taotl mses and you
 can sitll raed it wouthit a porbelm.
 Tihis is bcuseae the huamn mnid deos
 not raed ervey lterter by istlef, but the
 wrod as a wlohe. Amzanig eh? And I
 awlyas tohghut speling was
 ipmorantt..! And for toshe of you wth
 mroe tnie tahn ohrets you wlli nctocie
 taht not olny are msot of the wrosd a
 mses but smoe of tehmr are
 cpmlpoetley msis seplrt awslle....!





Techniques to Manage Change

Inform and Describe

Train (Skills & Concepts)

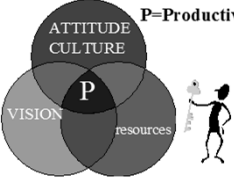
Involve Everyone
(Give Special Help to Those Who Need it)

Encourage Creativity

**Look for Positives, Catch People
Doing Right, & Celebrate
Successes and Failures**

Mark's Three Circles

P=Productivity



ATTITUDE
CULTURE

VISION

resources

P


VISION SHOULD BE

- OUTCOME ORIENTED
- CUSTOMER FOCUSED
- SHARED
- CLEAR
- REALISTIC




HEISENBERG'S RULE

ONE WHO ENGAGES
IN FORESIGHT
ALTERS THE
FUTURE BY THE
CHOICES HE MAKES




Lily Tomlin

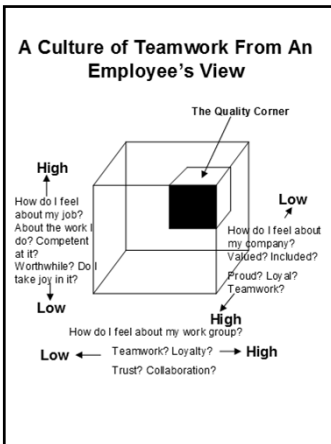
**" I ALWAYS WANTED
TO BE SOMEBODY,
BUT I SHOULD HAVE
BEEN MORE
SPECIFIC."**



**LOSERS VISUALIZE
THE PENALTIES OF
FAILURE. WINNERS
VISUALIZE THE
REWARDS OF
SUCCESS**

Dr. Rob Gilbert





Attitude is Everything

Attitude is the way you think. Your attitude is something other people can actually see. They can hear it in your voice, see it in the way you move, feel it when they are with you. Your attitude expresses itself in everything you do, all the time wherever you are.

Positive attitudes always invite positive results. Negative attitudes always invite negative results.

Attitude makes a difference every hour, every day, in everything you do for your entire life. What you get out of each thing you do will equal the attitude you have when you do it.

Anything that you do with a positive attitude will work for you. Anything you do with a negative attitude will work against you.

If you have a positive attitude, you are looking for ways to solve the problems that you can solve, and you are letting go of things over which you have no control.

You can develop a positive attitude by emphasizing the good, by being tough-minded, and by refusing defeat.


ATTITUDE

Charles Swindoll

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company... a church... a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change the past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude... I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you... We are in charge of our Attitudes.

**DEVELOP AND
ENHANCE**

**COMMUNICATION
SKILLS**



NEWS ALERT!
NEWS ALERT!
NEWS ALERT!

email is not communicating!!!!

**Telephone poll of 2826
adults:**

55 % of employers consider them
selves good communicators, but
only 35 % of workers agree.

Only 8% of employers say they
are poor communicators but 31%
of workers describe their
employers as lacking
communication skills.

“Communicating in an environment of no trust is impossible. Even if communication is clear and precise, people will always look for hidden meanings and agendas. But when there’s high trust, communication is easy and instantaneous.

There is nothing as fast as the speed of trust.”

Stephen R. Covey
The 8th Habit

**EFFECTIVE
TRANSMISSION**

GETTING WHAT’S INSIDE
OUTSIDE
INTERPRETED THE WAY
YOU WANT
WHILE PRESERVING THE
DIGNITY OF THE RECEIVER

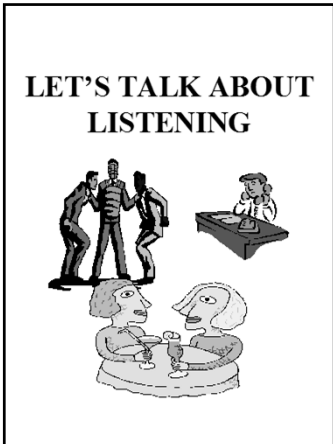
**DO NOT
ASSUME**

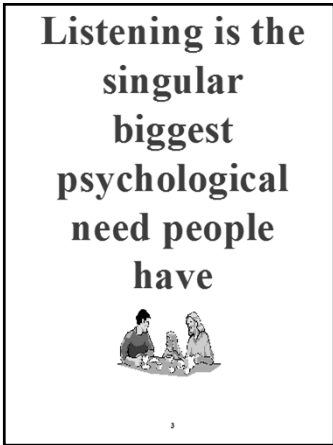
WORDS CONTAIN MEANING

OTHER PERSON IS
LISTENING

YOU’RE UNDERSTOOD

YOU HAVE ALL FACTS







Listening is the complex, learned, human process of sensing, interpreting, evaluating, storing and responding to oral messages.

Dr. Manny Steil

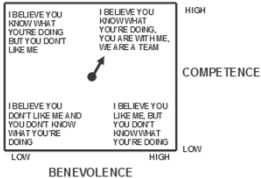
Communication Activities		Taught in School	
Time Spent:		Time Spent:	
Listening.....	40%	Writing.....	54%
Speaking.....	35%	Reading.....	36%
Reading.....	16%	Speaking.....	3%
Writing.....	9%	Listening.....	3%
Total.....	100%	Total.....	100%

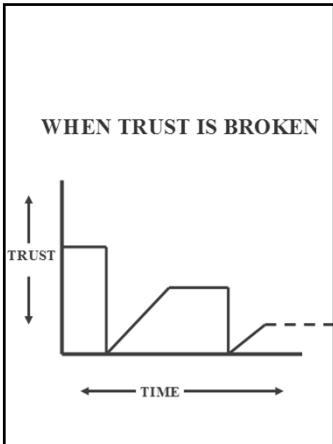
- We probably should add "L" (listening) to the three Rs.
- A child will learn listening skills mostly from his parents.

ON to TRUST



TRUST & RESPECTOMETER







TRUST

IS GAINED THROUGH THE ACCUMULATION OF GOOD WILL.

COVEY ON TRUST	
Deposits	Withdrawals
Seek first to understand	Seek First to Be Understood
Keeping Promises	Breaking Promises
Honesty, Openness	Smooth Manipulation
Kindness, Courtesies	Unkindness, Discourtesies
Win/Win or No Deal Thinking	Win/Lose or Lose/Win Thinking
Clarifying Expectations	Violating Expectations
Loyalty to the Absent Apologies	Pride, Conceit, Arrogance
Receiving Feedback and Giving "I" messages	Not Receiving Feedback and Giving "You" Messages
Forgiveness	Holding Grudges

HOW I FEEL ABOUT A PERSON/FAMILY/ORGANIZATION	
List A	List B
Is responsible	Give inch take mile
Wants to contribute & do good work	Does just what's required
Wants to succeed	Just another job
Works toward success	Doesn't really give a damn
Can be trusted	Here today gone tomorrow
	Can't be trusted
