



# Creating Leaders Through Supervision

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# Agenda

- Welcome & Introductions
- Defining Leadership & Supervision
- Leadership
  - Small group discussions
- Supervision
  - Role plays
- Bringing It All Together
- Resources

# Session Objectives

- Articulate roles and responsibilities of supervisors
- Gain knowledge about common challenges for new supervisors in higher education
- Utilize effective strategies to address issues new supervisors may face
- Identify professional development opportunities to enhance supervision skills

# Supervision vs. Leadership

- Supervision (Management)
  - “Great managers look inward. They look inside the company, into each individual, into the differences in style, goals, needs and motivation of each person. These differences are small, subtle, but great managers need to pay attention to them. These subtle differences guide them toward the right way to release each person's unique talents into performance.”
- Leadership
  - “(L)eaders are designers, stewards and teachers. They are responsible for *building organizations* where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models – that is they are responsible for learning.... (T)he first leadership act...*inspiring* (literally ‘to breathe life into’) the vision of the learning organization.” (Senge, P. 1990, pg. 340.)
- People in supervisory positions are not necessarily good leaders. And people in leadership positions are not necessarily good supervisors.

# Leadership

- What is leadership?
- What are characteristics of an effective leader?
  - Listening, listening, listening
- The “servant leader” (P. Senge)



# Small Group Discussions

# Supervision

- What is supervision?
- Difference between supervision and management
- Common challenges of new supervisors
- Getting comfortable with authority
- It's not about you (anymore)

# 12 Questions

- Do I know what is expected of me at work?
- Do I have materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do my opinions seem to count?
- Does the mission/purpose of my company make me feel my job is important?
- Are my co-workers committed to doing quality work?
- Do I have a best friend at work?
- In the last six months, has someone at work talked to me about my progress?
- This last year, have I had opportunities at work to learn and grow?

# Four Keys To Management

- Know how to select a person
  - Select for talent, not just experience
- Set accurate performance expectations
  - The right outcomes, not the right steps
- Invest time - motivate the person
  - Focus on strengths, not weaknesses
- Help grow and develop the person
  - Identify the right fit, not just next step up



# Role Plays



# Bringing It All Together

# Resources

- Buckingham, M. & Coffman, C. (2002). *First, Break All The Rules: What the World's Greatest Managers Do Differently*. New York: Simon & Schuster.
- Senge, P. (1990). *The Fifth Discipline: The Art and Practice of The Learning Organization*. London: Random House.

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