

BUSINESS BUILDERS

FOUNDATIONS OF SMALL BUSINESS SUCCESS

JUNE 2 – SUPERVISION 101:

TIPS AND STRATEGIES FOR NEW SUPERVISORS

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Supervision and Leadership

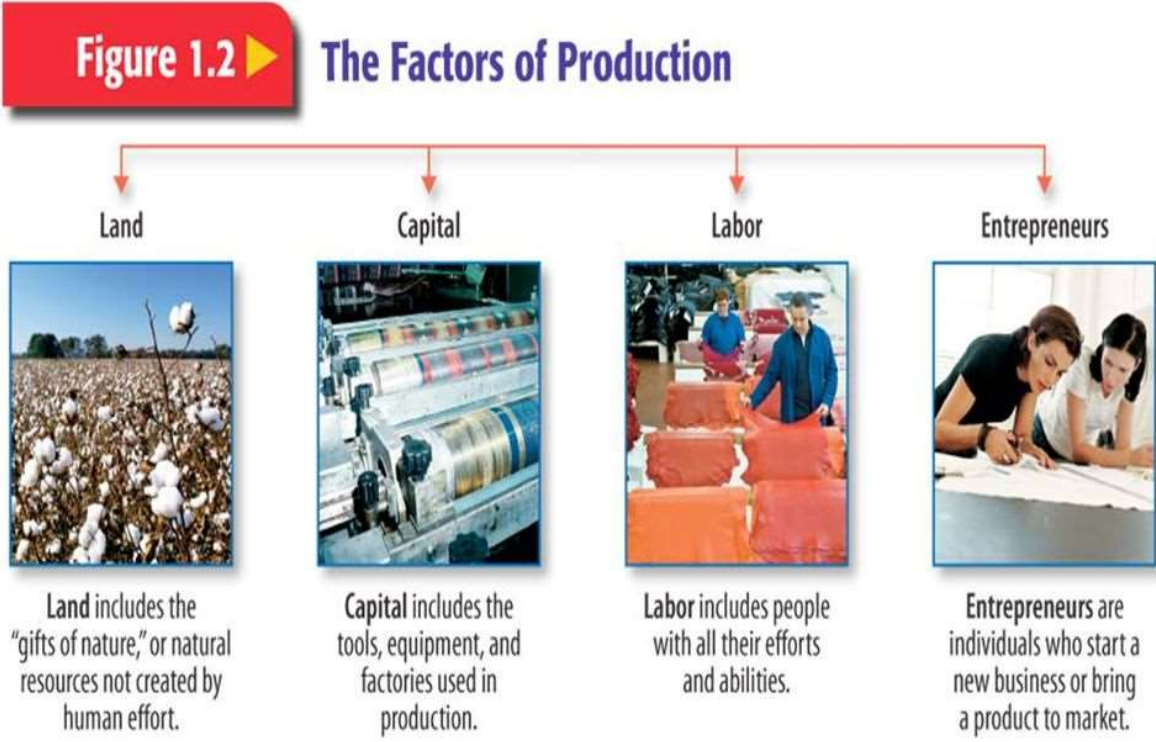
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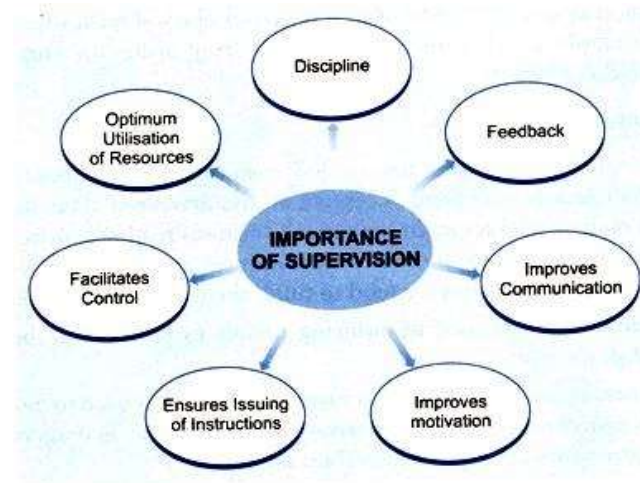
4 Resources Needed to Start a Business



Major Functions of a Manager



Major Functions of a Supervisor



Source: Also, see Robert D. Ramsey, "The Management (Mason, OH: Thomson South-Western) Most Important Skills for Today's Supervisors," *Supervision*, November 2007, 3–6; Chuck Williams, (2008), 14–15; E. Van Velsor and J. Brittain, "Why Executives Derail: Perspectives across Time and Cultures," *Academy of Management Executive*, November 1995, 62–72.

1. Insensitive to others; dominating, intimidating, bullying style.
2. Feeling of superiority; arrogant, cold, indifferent to employees.
3. Unwilling to listen.
4. Unable to get people to work as a team.
5. Betrayal of team's trust—deceptive, untruthful, manipulative.
6. Micromanagement; failure to delegate.
7. Out for self; overly political, not sharing credit, pushing one's own career.
8. Too nonassertive; hands-off; won't address performance problems/issues.
9. Lack of technical skill/understanding.
10. Boss-related issues; unable to get along, overdependence, unwilling to disagree.

Exhibit 1.11 - Changing Views of Supervisor's Job

TRADITIONAL VIEW OF SUPERVISOR'S JOB	EMERGING VIEW OF SUPERVISOR'S JOB
Supervisor-focused work unit	Team-focused work unit
Dominant role	Supportive role
Technical skills emphasis	Facilitation skills emphasis
Seeking stability	Encouraging change
Telling, selling skills	Listening skills
Personal responsibility for results	Shared responsibility for results
Personal problem solving	Team problem solving
Narrow, vertical communication	Broader, horizontal, external communication
Fear, pressure used to motivate employees	Pride, recognition, growth used to motivate employees
Autocratic decision style	Participative decision style

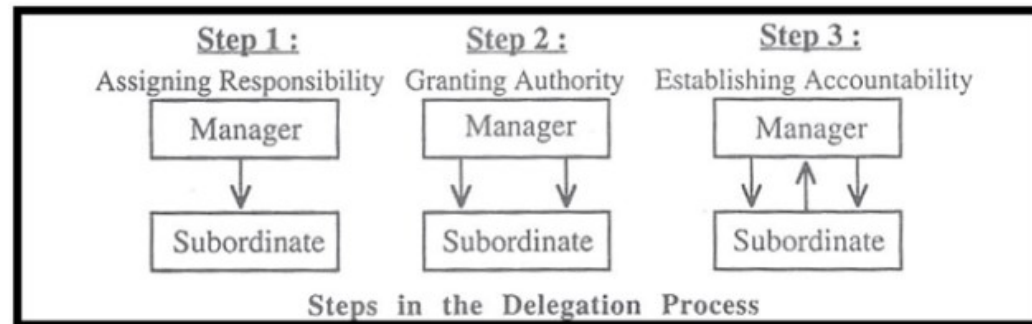
Coaching



Motivating Staff



Delegating effectively



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Process of Delegation of Authority



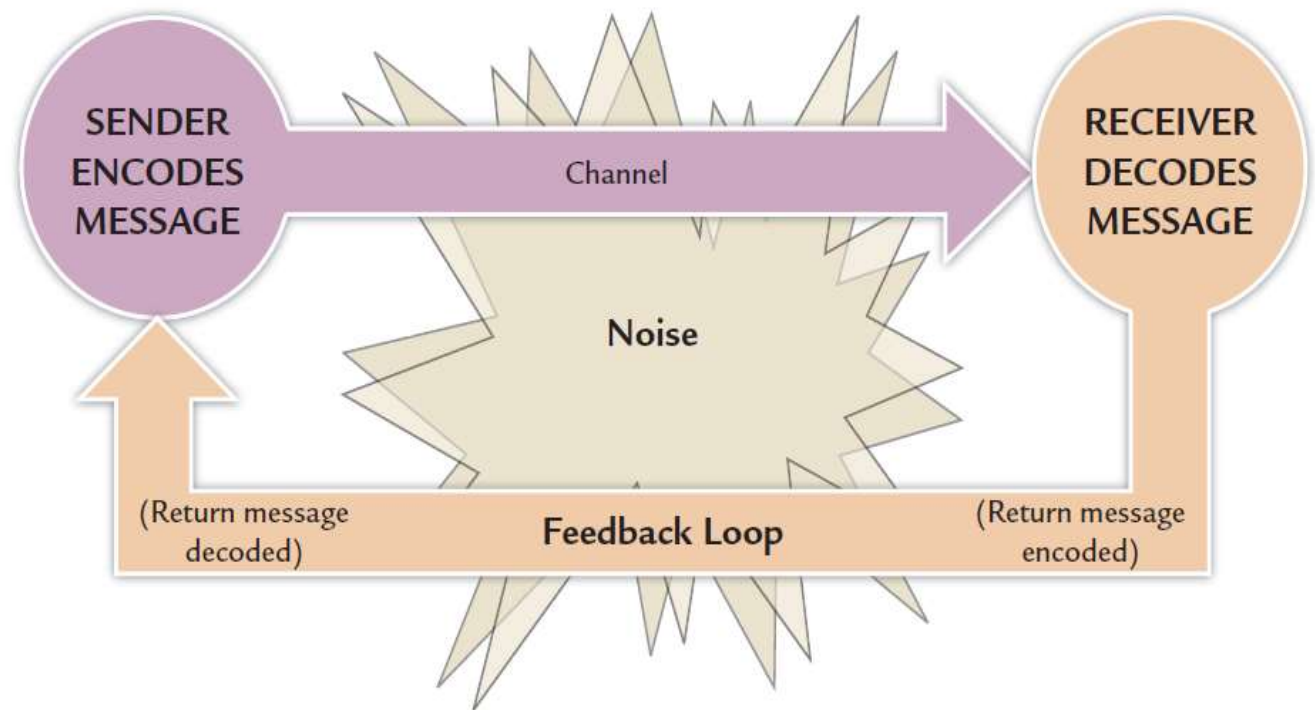
Gary Yukl (Management vs Leadership)

- Management is a process that seeks to produce predictability by
- (1) setting goals
- (2) organizing and establishing structure
- (3) monitoring results and problem solving.

Gary Yukl (Management vs. Leadership)

- Leadership seeks to produce necessary changes by
 - (1) Developing a vision
 - (2) Articulating the vision
 - (3) Inspiring the people of the organization to attain the vision

17.2 The Communication Process



Team Development Process



Managing meetings efficiently

- ▶ According to Ray B. Williams of Psychology Today, Industry Week reported in a survey that 2000 managers reported that 30% of their time in meetings was a waste.

Managing Meetings Effectively

- ▶ Many organizations create a culture that treats meetings as though they are habitual rather than necessary.
- ▶ “We’ve always done it this way, so we’ll continue to do it this way”

Managing Meetings Effectively

- ▶ According to Miller (1997) Industry Week \$37 billion dollars is wasted annually on ineffective meetings.

Managing Meetings Effectively

- ▶ Common reasons to hold a meeting
 - Solicit diverse perspectives
 - Provide participation and growth opportunities
 - Identify or delegate tasks to employees
 - To share information or get feedback
 - To Motivate the team
 - Networking

Managing Meetings Effectively

- ▶ Common Reasons not to hold a meeting
- ▶ Waste of time
- ▶ Waste of money
- ▶ Disorganized or do not produce results
- ▶ The “buck” is being passed around
- ▶ May discourage creativity and create “groupthink”
- ▶ Additional stress on employees

Managing Meetings Effectively

- ▶ 2 types of meetings
- ▶ Informational (to give information and or to get information)
- ▶ Problem Solving (only the key stakeholders and decision makers should attend this meeting)

Managing Meetings Effectively

- ▶ 7 important steps before starting the meeting:
 1. Decide and inform the type of meeting
 2. Provide a detailed agenda
 3. Let the players know their roles and what is expected
 4. Let them know location and expected time span
 5. Give an adequate advanced notice
 6. Notify and inform in writing
 7. Confirm that all have received the notification

Managing Meetings Effectively

- ▶ Before organizing the meeting ask 3 questions:
- ▶ Do the players have necessary expertise to make beneficial decisions.
- ▶ Will groupthink occur if so, how can it be prevented.
- ▶ Will conflict occur if so, how can it be overcome.

Managing Meetings Effectively

- ▶ After the agenda is sent out it is beneficial to request everyone to describe what they believe the purpose of the meeting is and what they expect to get out of it.

Managing Meetings Effectively

▶ Setting the room:

- For lectures classroom style is best
- For group discussion round table is best
- Set the room so that social cliques are not reinforced
- Set the room so that opposing factors are not staring each other down

Managing Meetings Effectively

- ▶ If there are any newcomers allow for introductions
- ▶ Establish clear ground rules up front
- ▶ Be aware of the time
- ▶ Stick to the topic
- ▶ Encourage interactive discussion
- ▶ Rephrase questions neutrally
- ▶ Summarize at the end
- ▶ Keep the minutes short and sweet and distribute to everyone and keep on file

Managing Meetings Effectively

- ▶ Decision-Making meetings
 - Define & clarify the issue
 - Articulate possible decisions
 - Compare solutions & finalize

Managing Meetings Effectively

▶ General steps of a meeting

- Present information
- Evaluate information
- Come to a decision
- Take action
- Follow-up

Managing Meetings Effectively

▶ Avoid Groupthink

- Too much focus on team play and unanimity
- Self-censorship among the group
- Pressure on the minority opinion
- Believing the group is almighty and self-righteous

Managing Meetings Effectively

- ▶ Keys roles during a meeting
- ▶ Facilitator – conducts the meeting keeps everyone on task
- ▶ Recorder – takes down the main points during the meeting

Managing meetings efficiently

- ▶ Evaluate how effective the meeting was.

Time Management



facilitating
change within
your
organization

