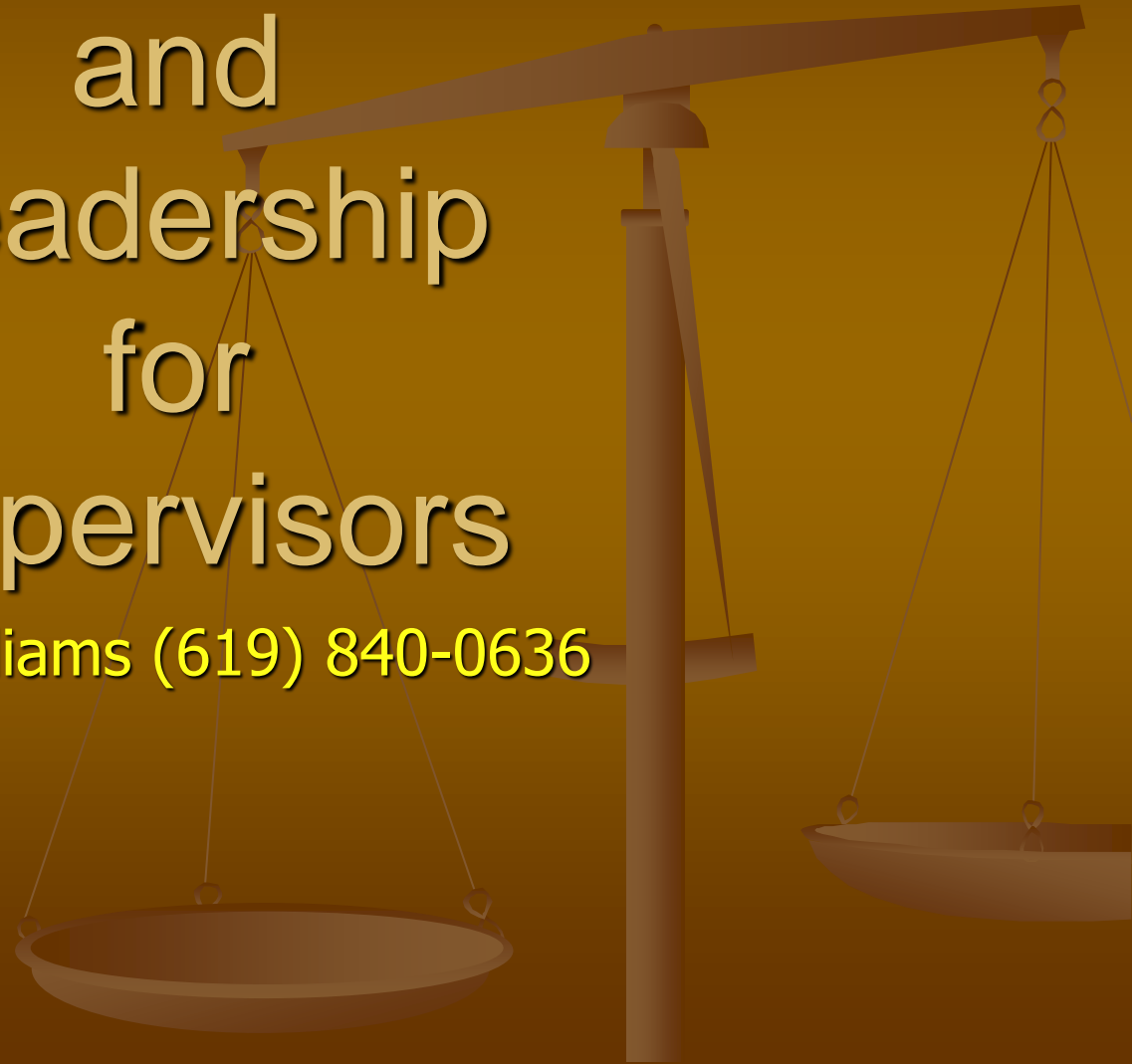


# Communication, Accountability and Leadership for Supervisors

Rich Williams (619) 840-0636



# Interpersonal Communications for Supervisors



# Course Objectives

- Communication
  - Benefits of good communications skills
  - Difference between verbal and non-verbal communications
  - Potential barriers to quality communications (perceptual filters)



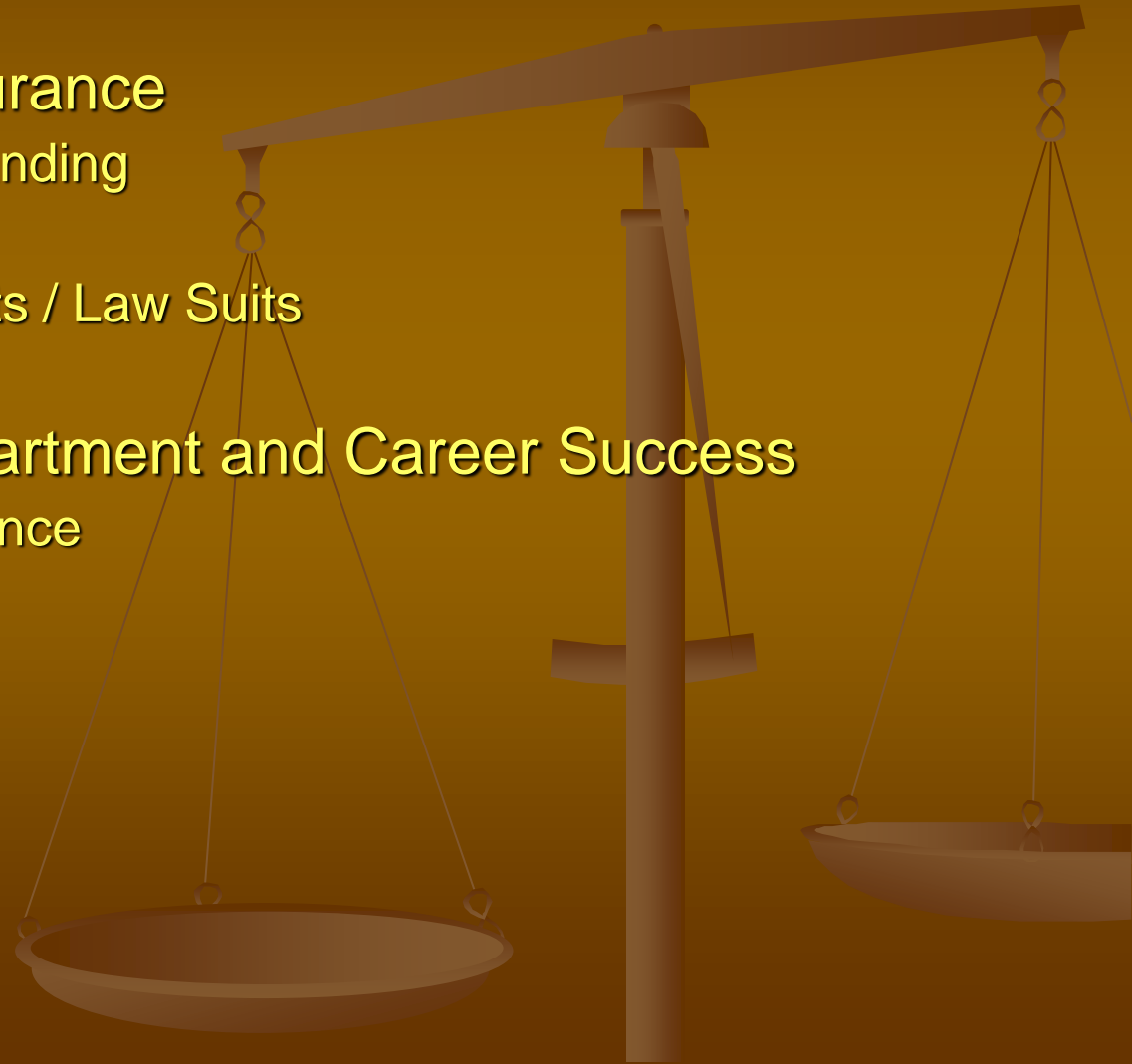
# WHAT IS YOUR MISSION?

- Be the Dictator?
- Be the Director?
- Be the Coach?
- Be the Mentor?
- Be the Delegator?
- Be the Abdicator?
  
- YOU are the primary quality assurance unit!
- You are the Sheriff's Department!



# Benefits of Good Communication

- Key in Quality Assurance
  - Increases Understanding
  - Reduces Injuries
  - Reduces Complaints / Law Suits
- Contributes to Department and Career Success
  - Increases performance
  - Recognition
  - Reputation
  - Rewards



# Benefits

## ■ Improved Relationships

### ■ Personal:

- Family and Friends

### ■ Professional:

- Peers, Subordinates, Superiors

## ■ Personal Health

### ■ Physical

### ■ Emotional

### ■ Mental

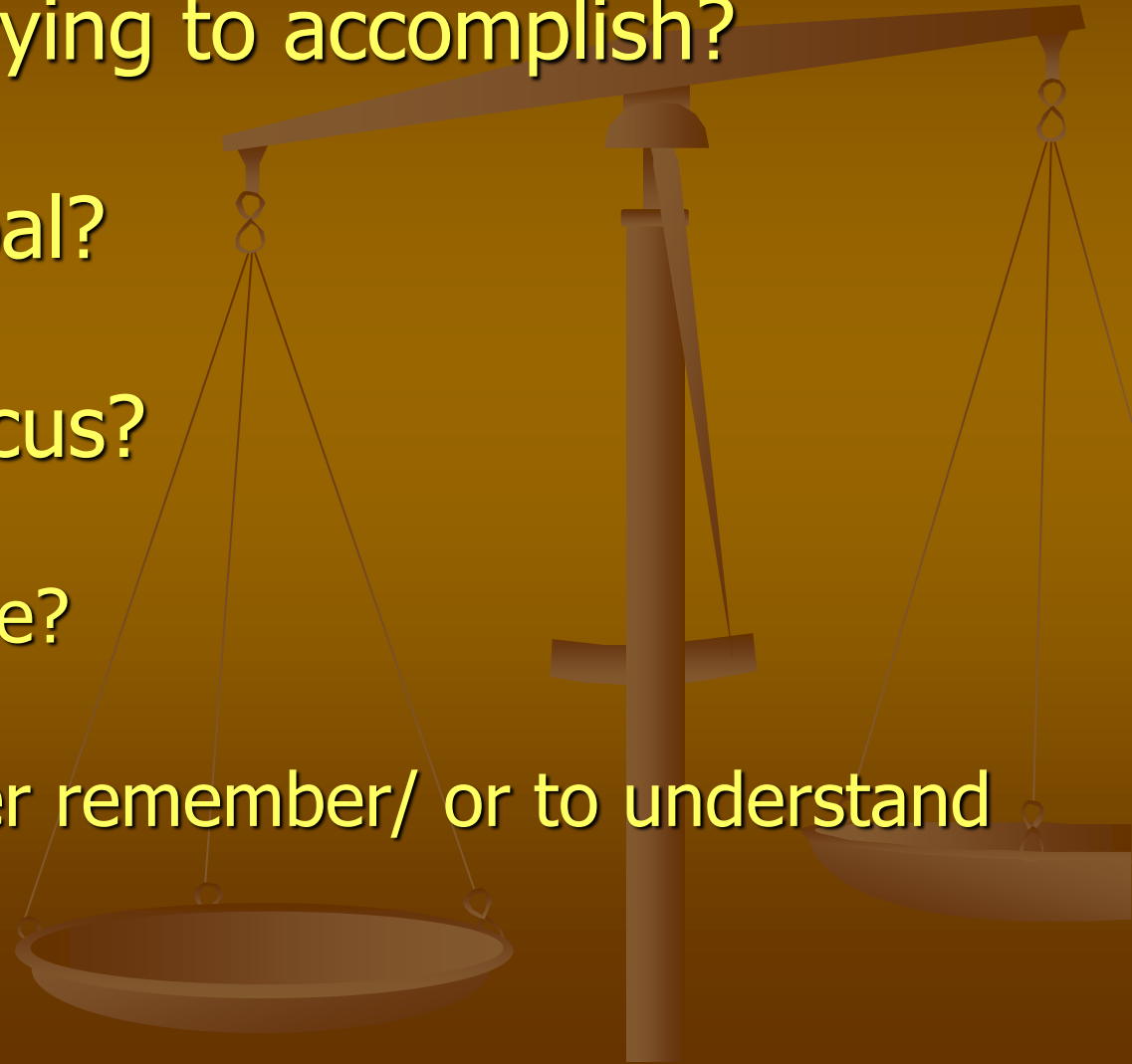
### ■ Fiscal

### ■ Spiritual



# Communication Purpose

- What are you trying to accomplish?
- What is your goal?
- What is your focus?
  - To communicate?
  - To have another remember/ or to understand what you said?



# Elements of Communication

- 7% Content

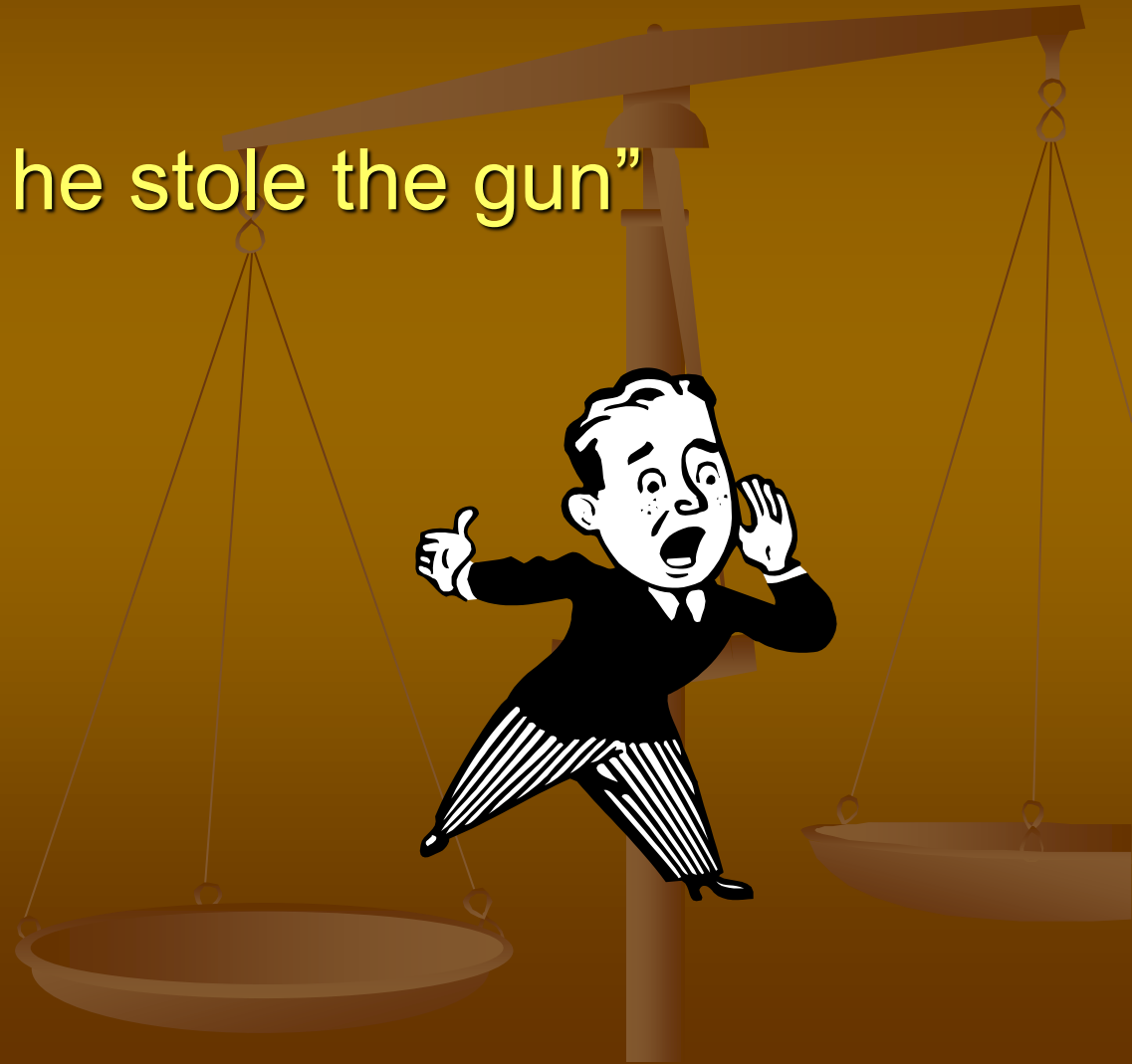
“I didn’t say he stole the gun”

- 38% Voice

- Rate

- Pitch

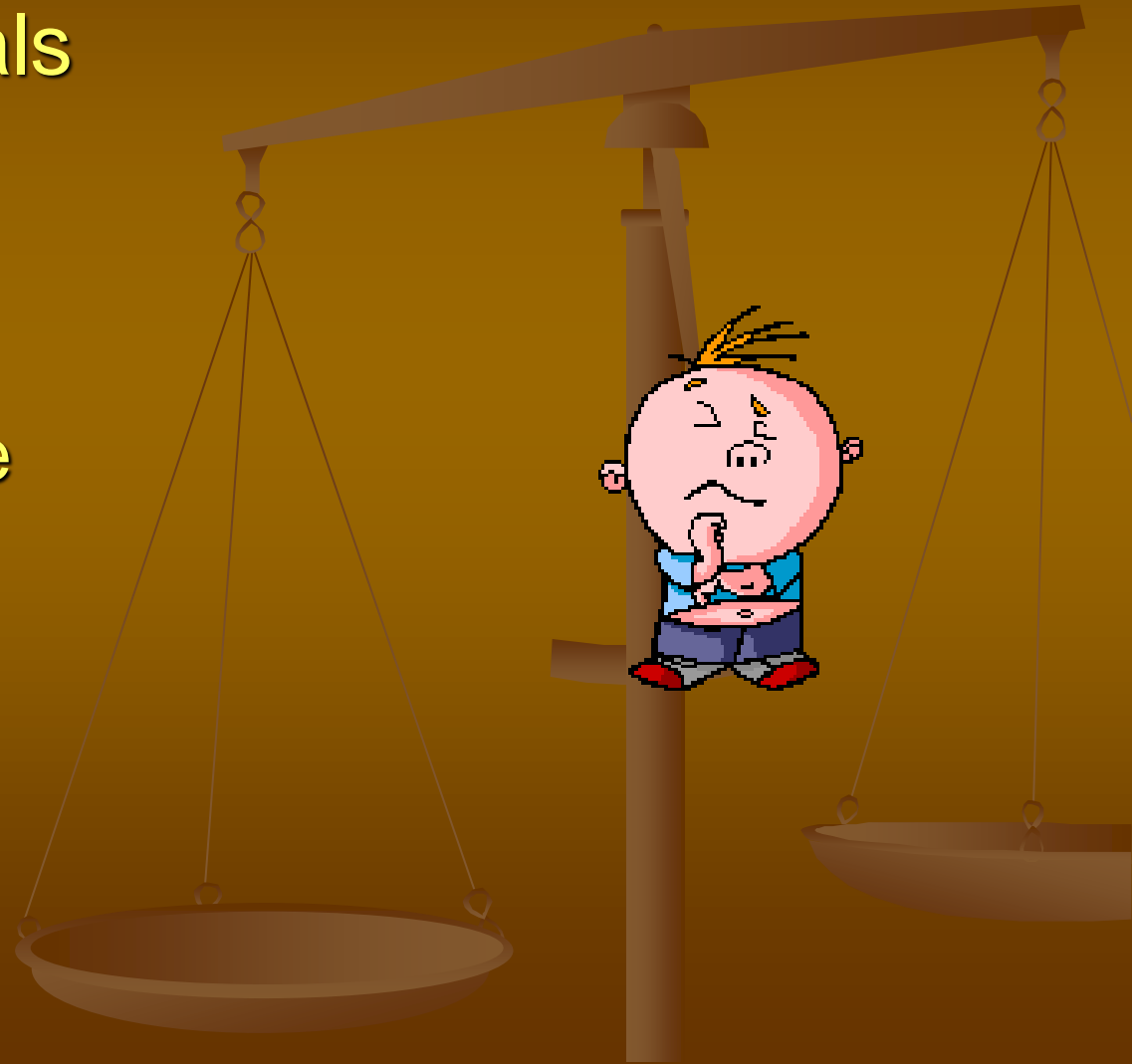
- Modulation





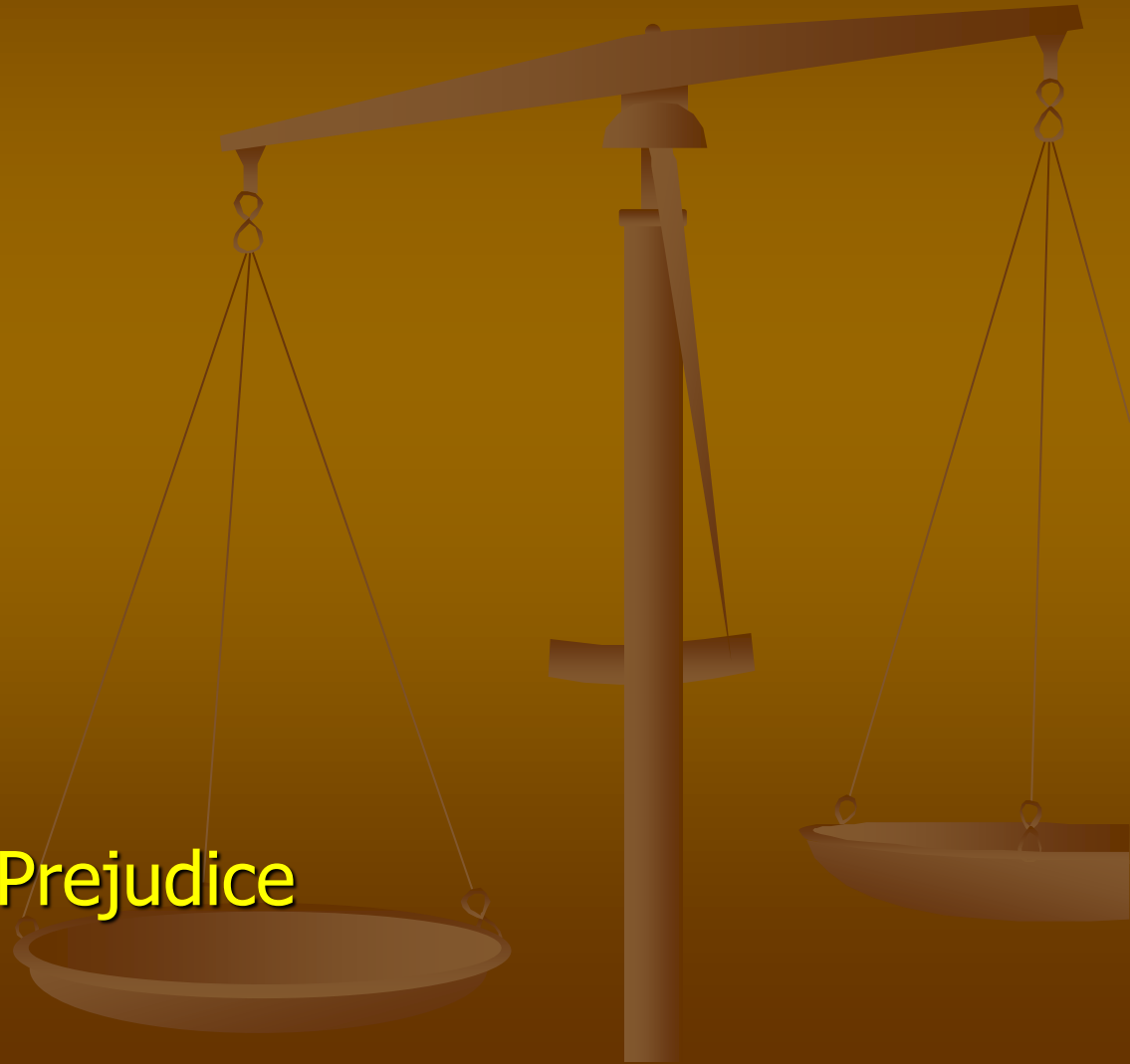
# Elements of Communication

- 55% Non-Verbals
  - Touch
  - Voice
  - Body Language
  - Appearance



# Perceptual Filters

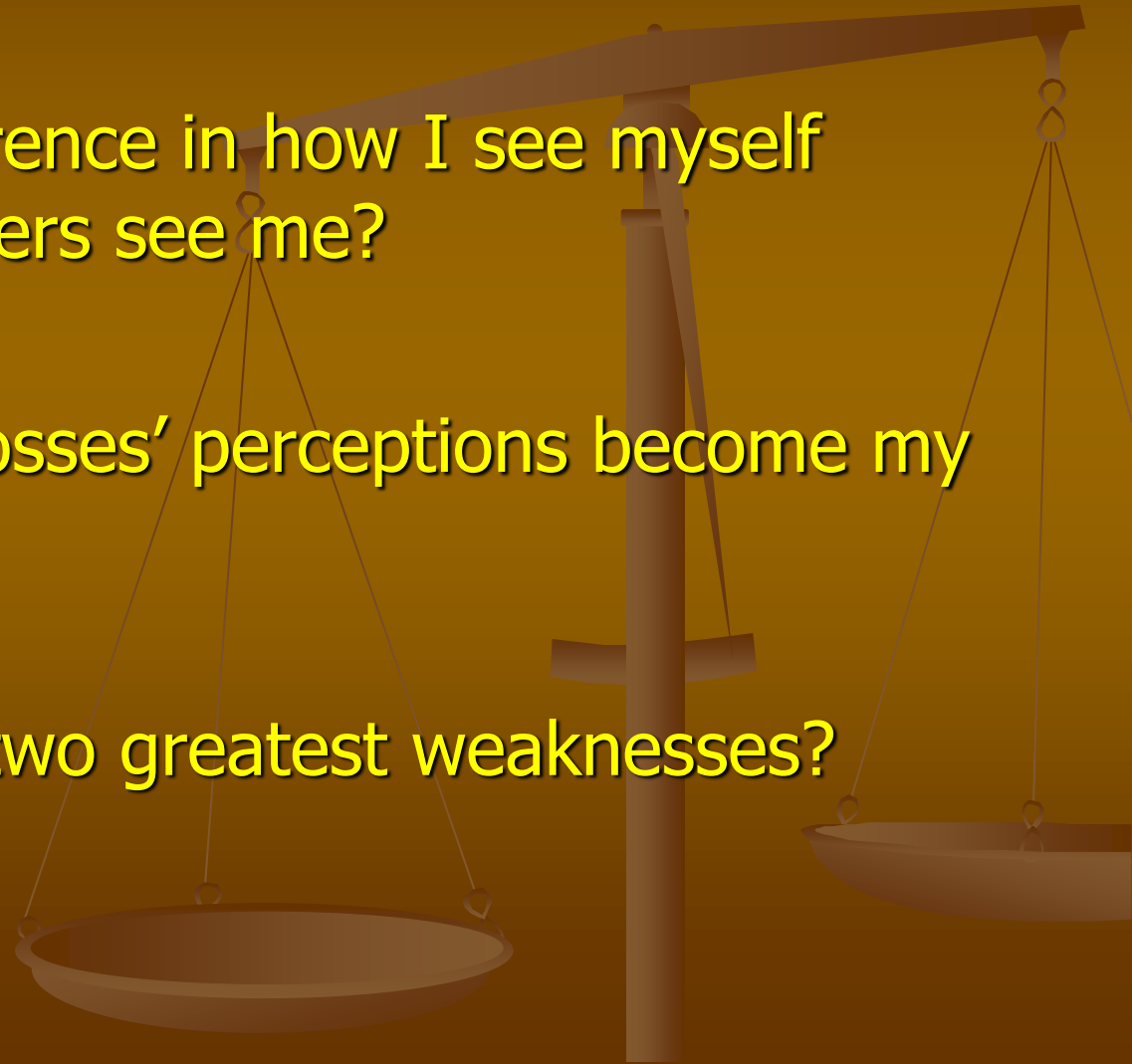
- Fears
- Experiences
- Emotions
- Education
- Stereotypes / Prejudice



# Perceptual Filters

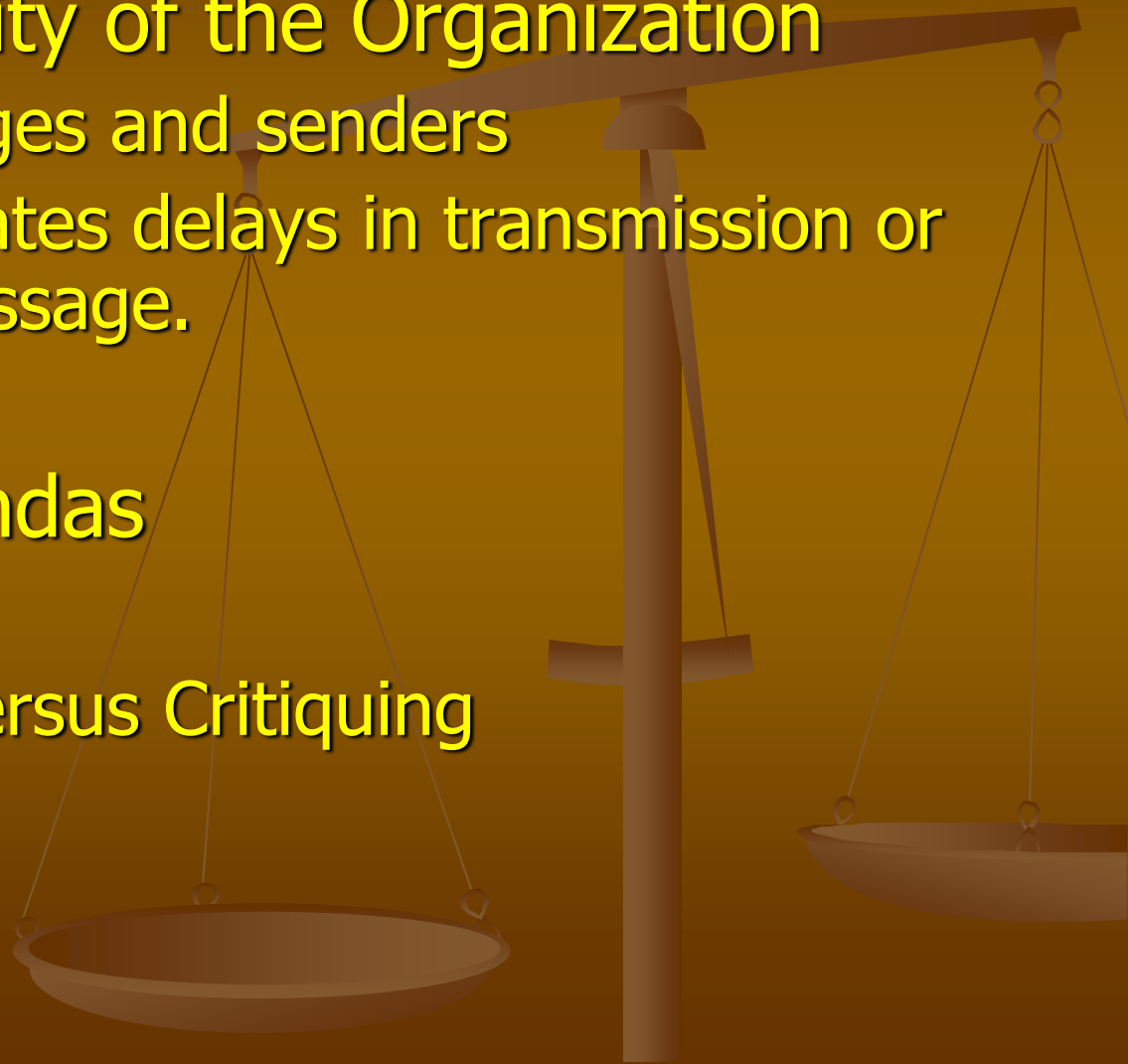
## ■ Self Image

- Is there a difference in how I see myself versus how others see me?
- When do my bosses' perceptions become my reality?
- Do I know my two greatest weaknesses?



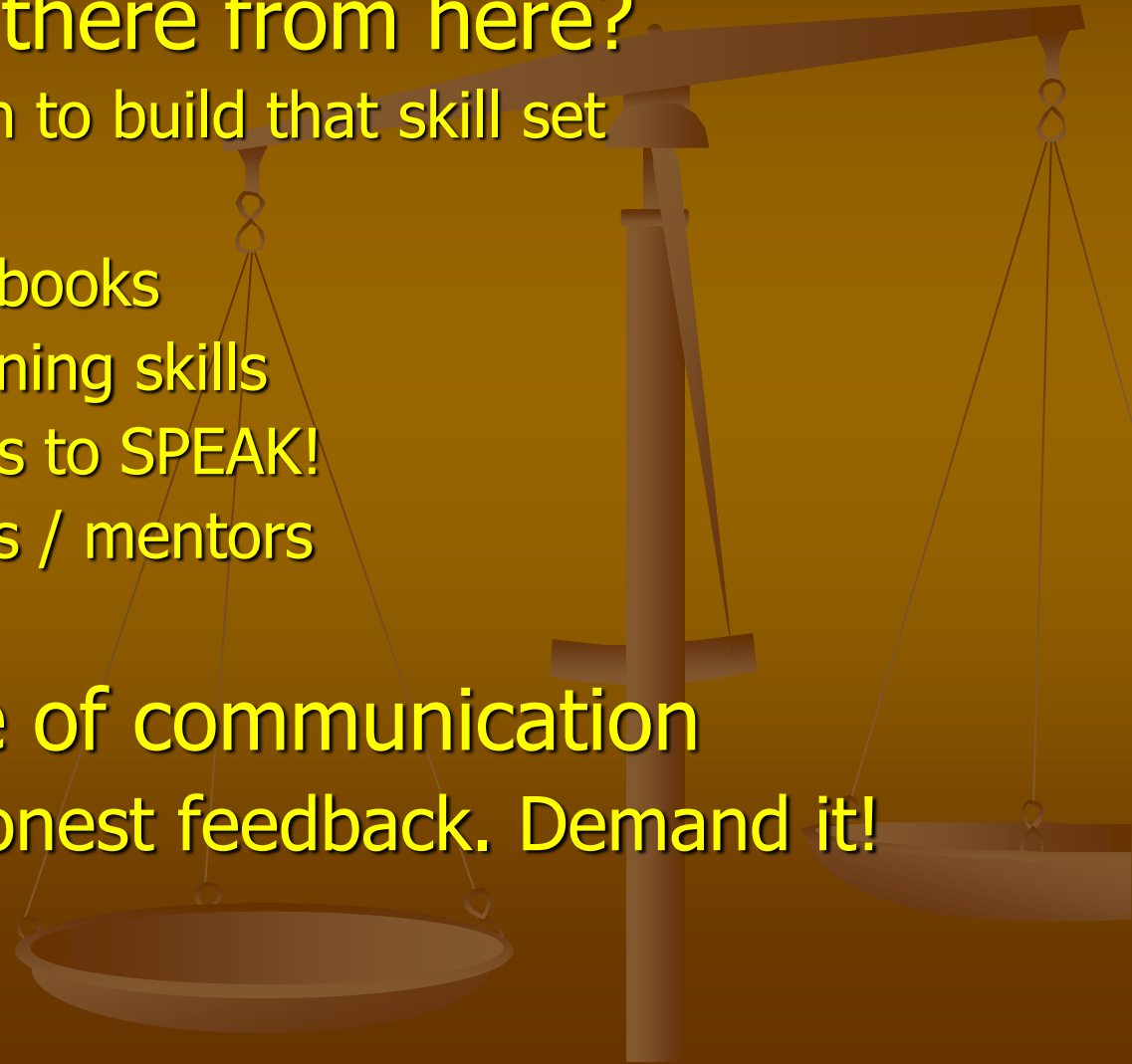
# Communication Barriers

- Size & Complexity of the Organization
  - Multiple messages and senders
  - Complexity creates delays in transmission or receipt of a message.
- Conflicting Agendas
  - Gossip circle
  - Undermining versus Critiquing
  - Not my guy



# Good Communicators

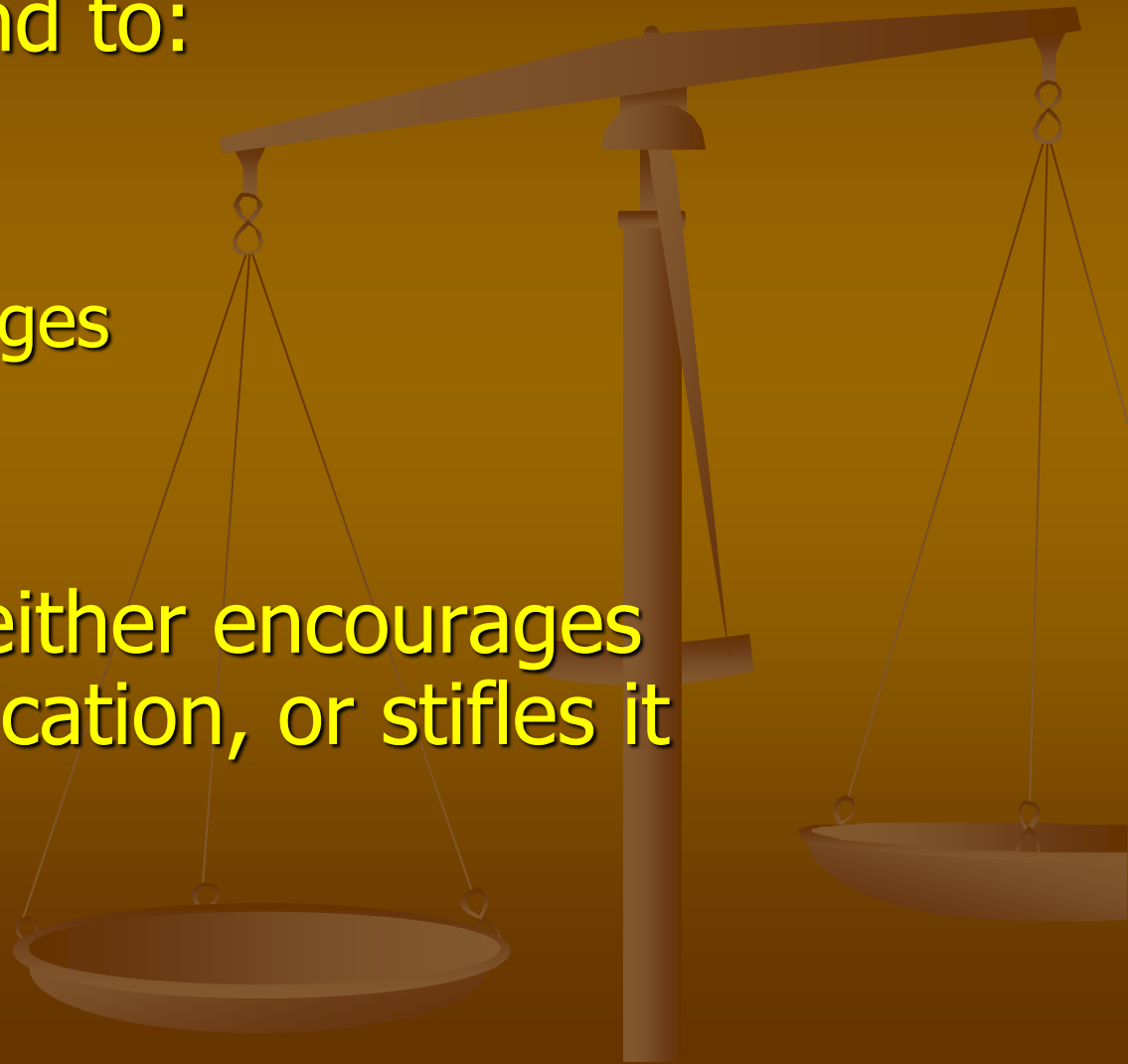
- How do we get there from here?
  - Conscious decision to build that skill set
  - Take courses
  - Read articles and books
  - Develop your listening skills
  - Take Opportunities to SPEAK!
  - Target role models / mentors
- Create a culture of communication
  - Don't ask for honest feedback. Demand it!



# Good Communicators

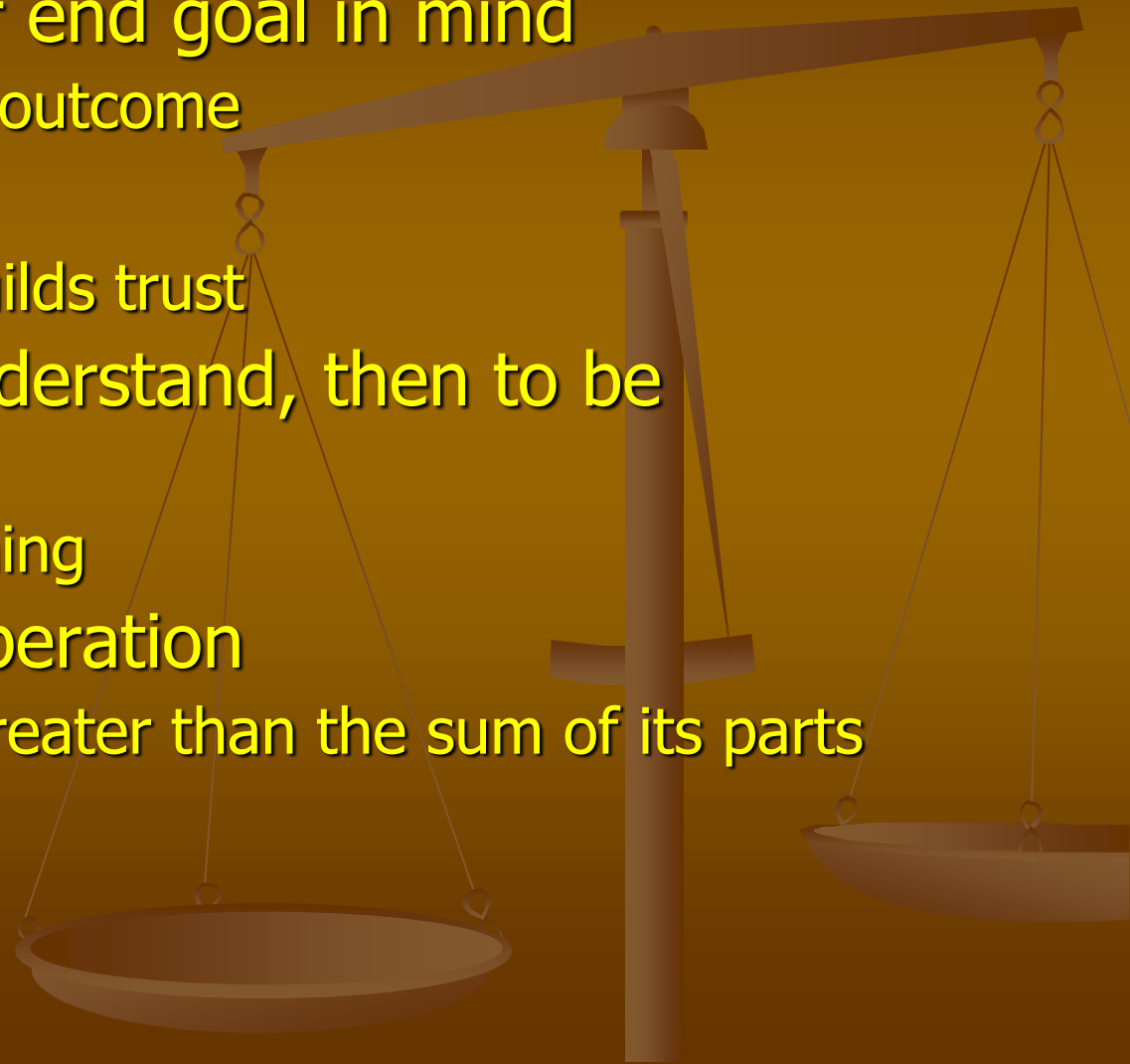
- How you respond to:
  - Dissent
  - Criticism
  - Crisis & Challenges
  - Failures

Sets a tone that either encourages positive communication, or stifles it



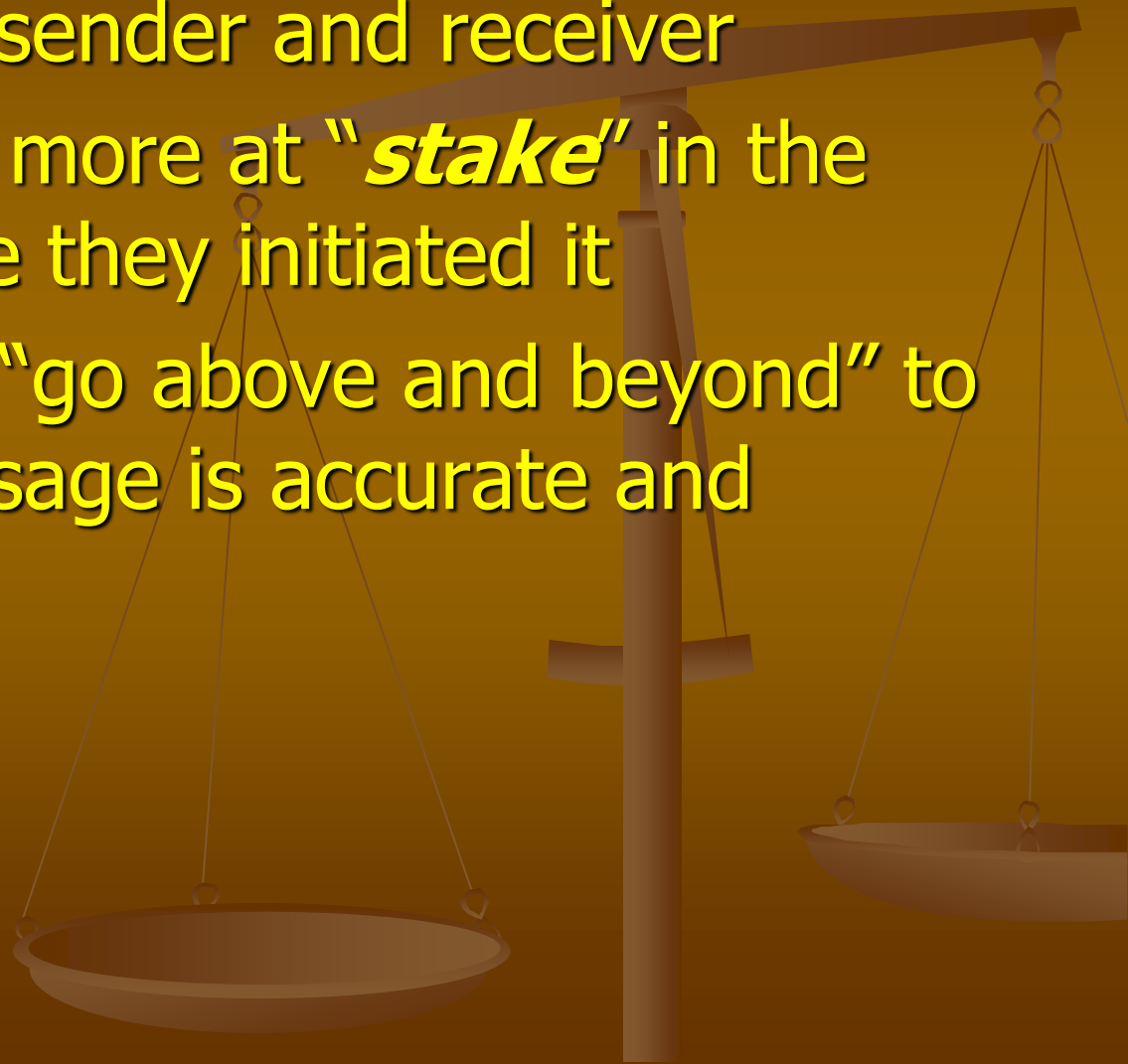
# Good Communicators

- Begin with your end goal in mind
  - Define desired outcome
- Think win / win
  - Gets buy in, builds trust
- Seek first to understand, then to be understood
  - Empathic listening
- Encourage cooperation
  - The whole is greater than the sum of its parts



# Responsibility for Good Communication

- = between the sender and receiver
- The sender has more at "*stake*" in the process because they initiated it
- Do you "try" or "go above and beyond" to verify your message is accurate and understood





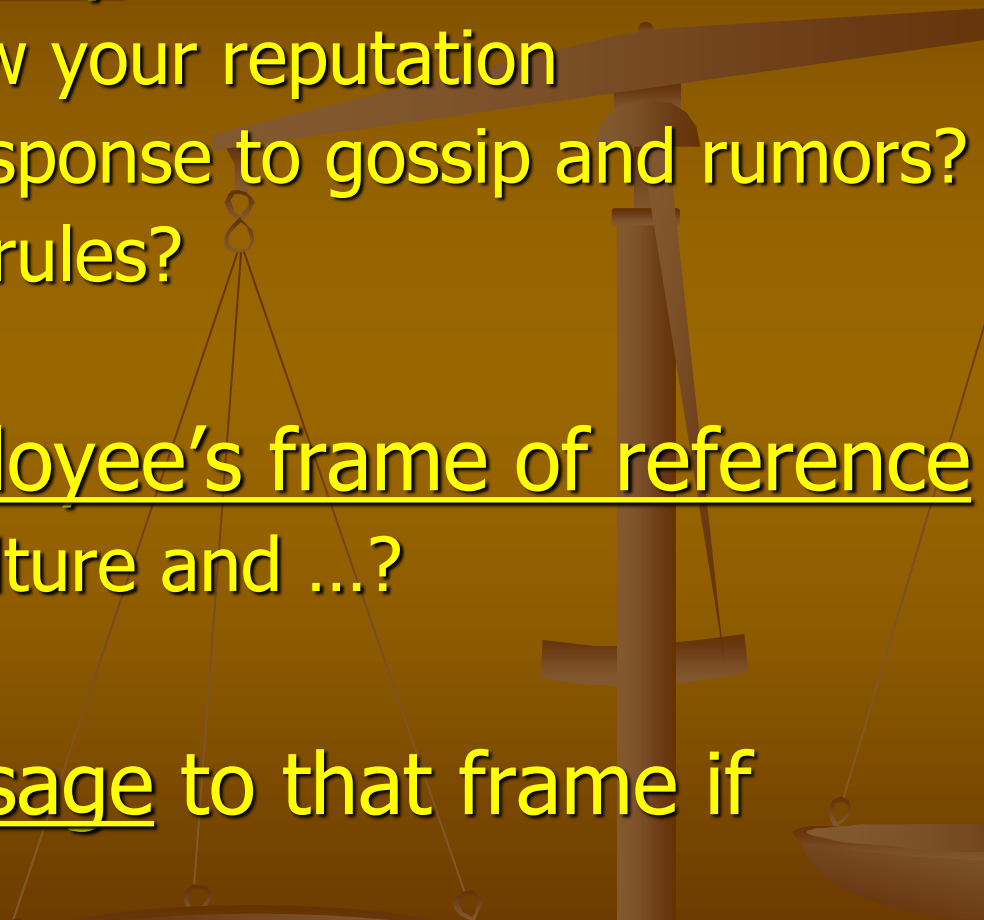
# One & Two Way Communication



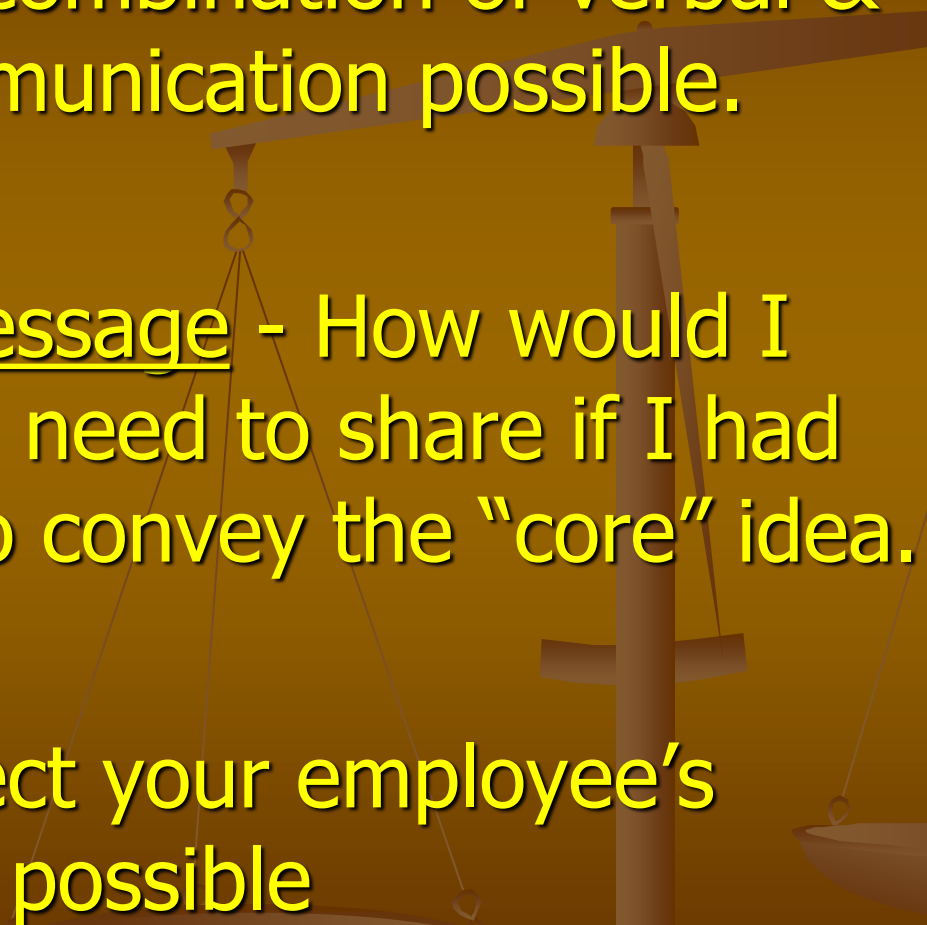
- Examples of two-way communication?
- One-way?
- Advantages ? Disadvantages?



# Guidelines for Success

- Establish Credibility
    - Employees know your reputation
    - What is your response to gossip and rumors?
    - Do I follow the rules?
  - Learn your employee's frame of reference
    - Background, culture and ...?
  - Tailor your message to that frame if possible
- 

# Guidelines

- Select the best combination of verbal & non-verbal communication possible.
  - Organize the message - How would I structure what I need to share if I had three minutes to convey the “core” idea.
  - Delivery - Respect your employee’s “position” when possible
- 

# Observing Your Employee

## Looking At:

- Behavior
- Body Language
- Appearance
- Surroundings

## Deciding If:

- Normal
- Abnormal
  - Use Caution
  - Employ Strategies
  - Critique



# Paraphrasing

## “Active Listening”

### ■ Advantages

- Demonstrates Listening
- Gives Speaker an Opportunity to Clarify the Message
- Remains Non-Judgmental
- Encourages Communication

*“What I heard you say was \_\_\_\_\_”*

- Summarization

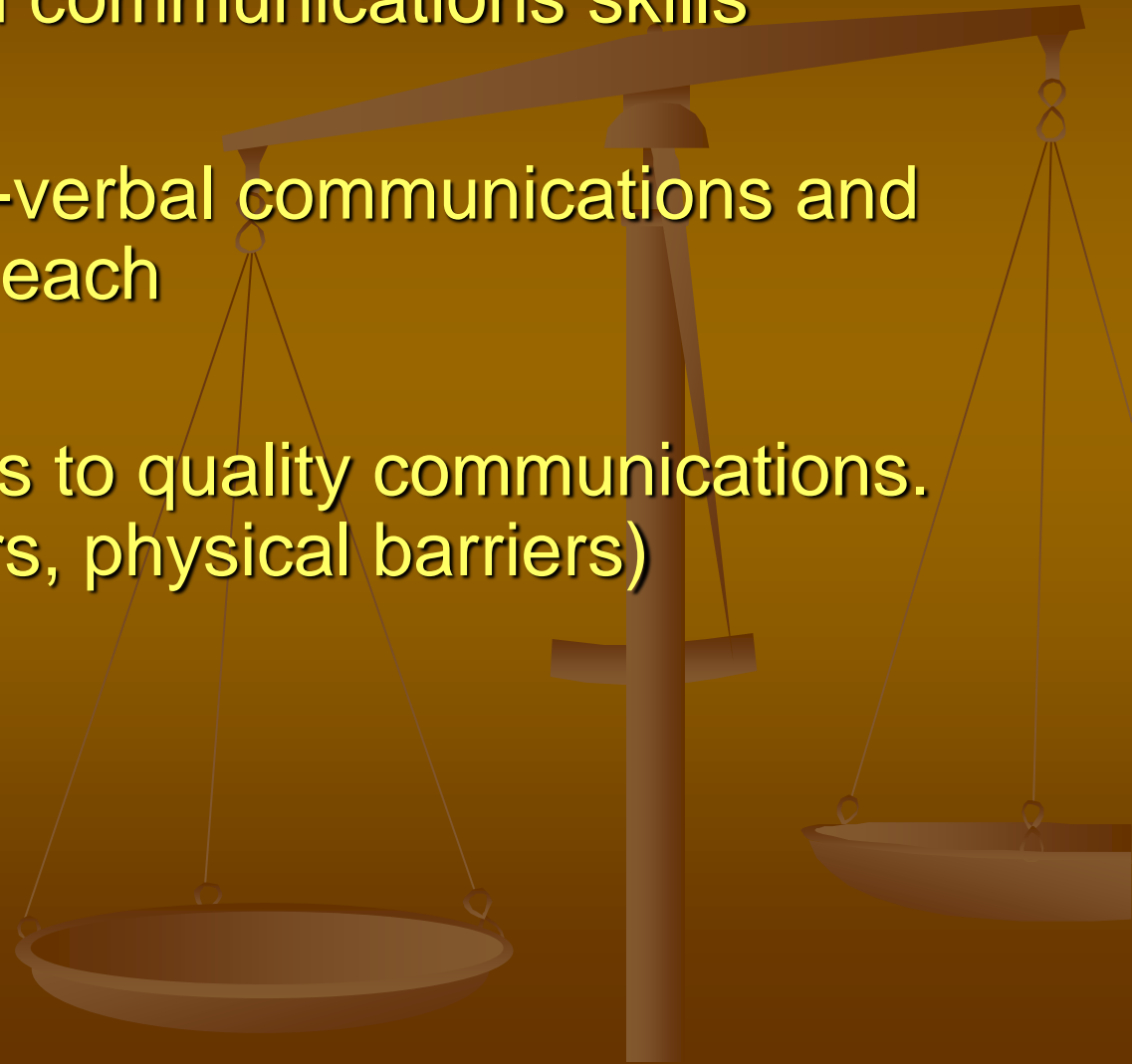
### ■ Disadvantages?

- Takes practice
- Requires listening



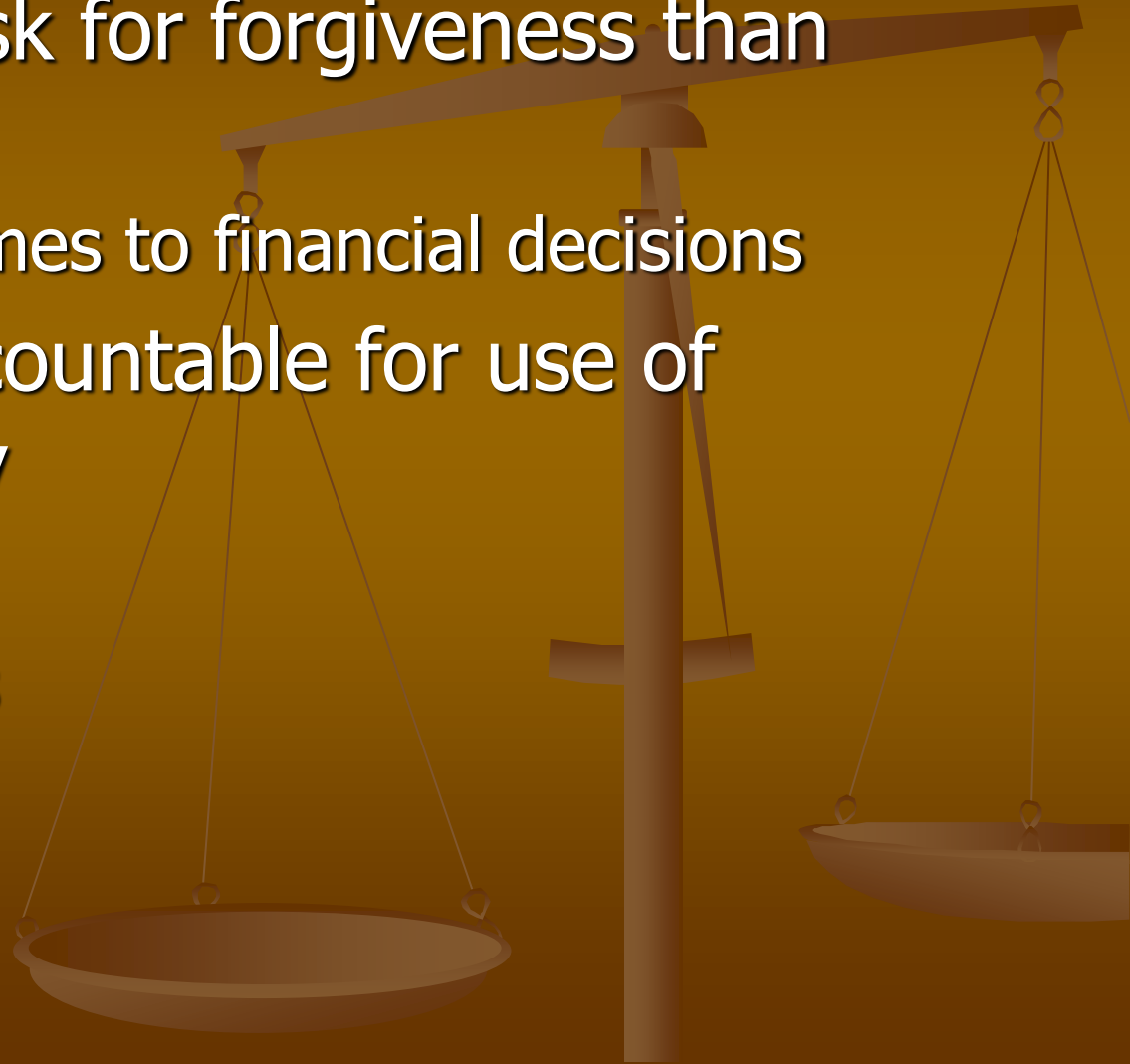
# Review

- Benefits of good communications skills
- Verbal and Non-verbal communications and the elements of each
- Potential barriers to quality communications. (perceptual filters, physical barriers)



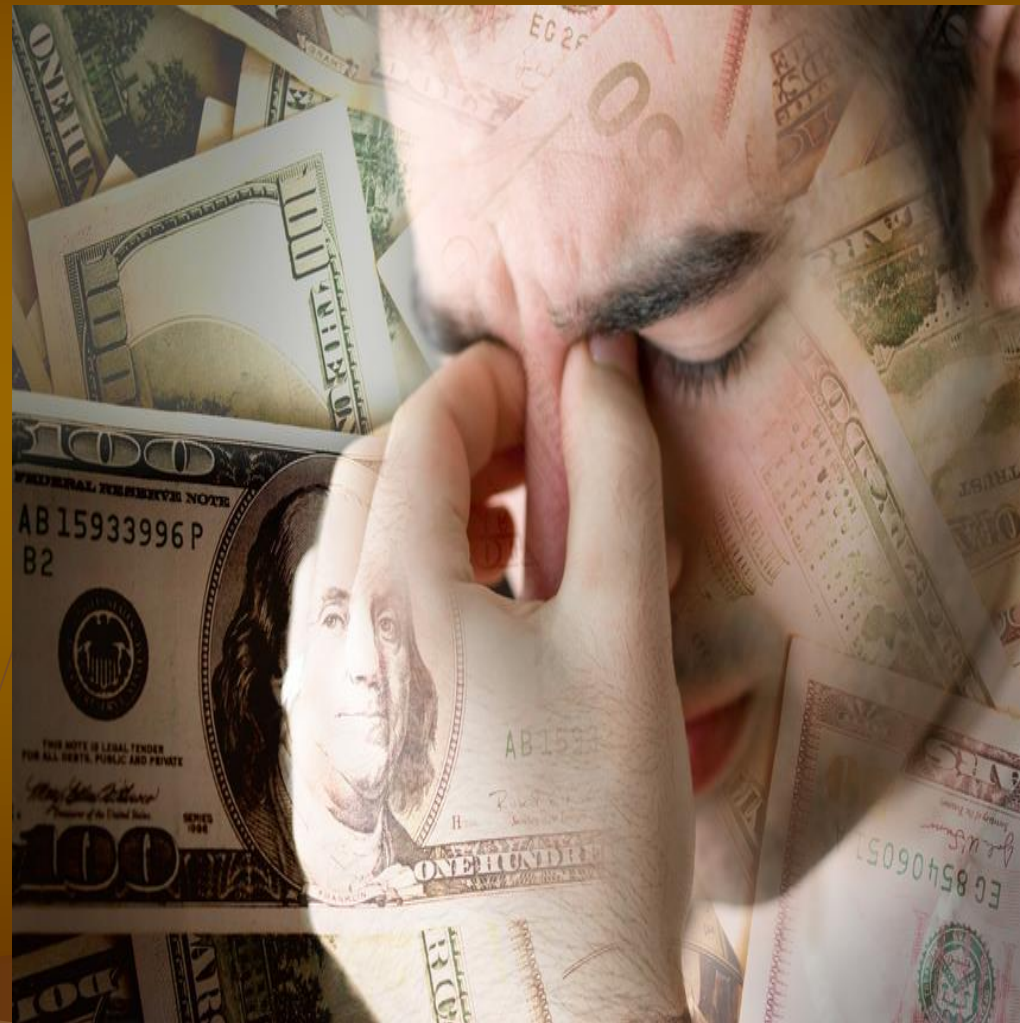
# Financial Accountability

- Is it better to ask for forgiveness than permission?
  - Not when it comes to financial decisions
- All of us are accountable for use of taxpayer money
  - Employee Gifts
  - Gifts to Citizens



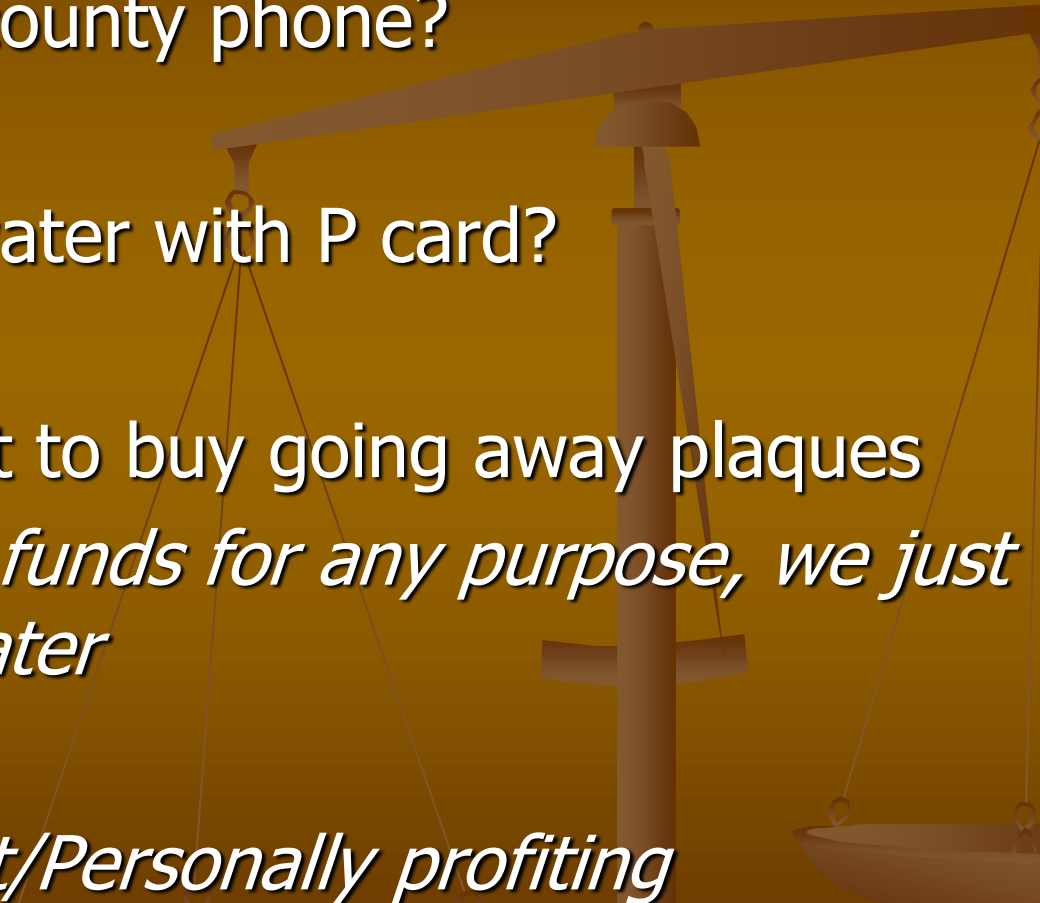
# 'More Money 'More Problems

- County policy and State law governs
- Rules are in place to protects you, your bosses and your people





# Can we do that?

- Personal calls on county phone?
  - *"Magic" Time?*
  - Buying meals or water with P card?
  - *Have a unit fund?*
  - Use station budget to buy going away plaques
  - *We can use grant funds for any purpose, we just have to justify it later*
  - Inventory
  - *Conflict of Interest/Personally profiting*
- 

# The City of Bell



- Mayor, former City Mgr, former Asst City Mgr and current and former City Council members arrested and charged with Misappropriation of Public Funds

- Officials said to have used city's tax dollars as their own piggy bank

- City Mgr being paid \$ 787,000 – received loans of over \$1 .5 mil in City funds

- Police Chief stepped down from \$457,000 year salary – not charged YET with any crimes



# Controller John Chiang

California State Controller's Office

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John Chiang was elected in November 2006 to serve as Controller of the State of California, the eighth-largest economy in the world. As the State's chief fiscal officer, Chiang has fought to make the State's finances more transparent and accountable to the public, and to weed out waste, fraud and abuse of public funds. Chiang has led efforts to reform the State's public pension systems, helped local governments navigate difficult economic times, protected California's precious natural resources, reunited owners with more than \$1 billion in unclaimed property, and launched financial and tax assistance seminars for California's working families, seniors, small businesses and non-profit organizations. [Read more about Controller Chiang.](#)

## CONTROLLER'S PROGRAMS AND NEWS

### SEARCH California City and County Salaries and Compensation



As part of his ongoing commitment to government transparency, Controller Chiang has launched a new statewide database of salaries and compensation as reported by California cities and counties for all job classifications. Just click on the picture above or [follow this link to the Local Government Compensation Reporting database](#) and search tool.

#### FEATURED LINKS

- Search for Unclaimed Property
- Reporting Unclaimed Property
- Property Owner Bill of Rights
- Property Owner Advocate
- Search Local Government Salaries and Compensation

#### Find Your Unclaimed Property

[Search for Unclaimed Property](#)

Use Controller Chiang's free website search tool to find and claim your or your family's unclaimed property!

- Select Language: [English](#) | [En Español \(Spanish\)](#) | [中文 \(Chinese\)](#) | [Sa Tagalog \(Tagalog\)](#) | [Tiếng Việt \(Vietnamese\)](#) | [한국어 \(Korean\)](#) | [Հայերեն \(Armenian\)](#)



[Controller Chiang Seeks Nominations for Independent Citizens' Oversight Committee](#)



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Home » [Public Services](#) » Search Local Government Salaries and Compensation

## Search Local Government Salaries and Compensation

Welcome to the Controller's new database of California city and county salaries and other compensation for all job classifications, as reported to the Controller's Office by the individual cities and counties.

A list of those cities and counties that have thus far failed to file salary and compensation reports as directed by the Controller -- or that have filed incomplete or otherwise noncompliant reports -- can be accessed through the second link below. No information from a noncomplying city or county will be found in the salary and compensation search database.

Both the database and the list of the noncompliant local governments will be updated periodically as new information is provided to the Controller's office.

In the interest of providing this information as quickly as possible, the Controller's office presents this project as only the first phase in its effort to make salary and wage data more accessible. We are working to add more search and sort capabilities that will become available as the website develops.

This is the first phase of the Controller's statewide government salaries and compensation public database project. We welcome your suggestions for future additions, and other improvements, using our [website e-mail submission form](#).

- [Search California city and county salaries and compensation](#)
- [List of noncompliant cities and counties](#)  
(current as of October 27, 2010)



SCO Home Page -> LGCR Home Page -> Counties -> Compensation Details

## Local Government Compensation Reports

- LGCR Home Page
- SCO Home Page

### Calendar Year 2009

#### County of Lake

Population: 64,025 (as of June 30, 2009)

Web Address: <http://www.co.lake.ca.us>

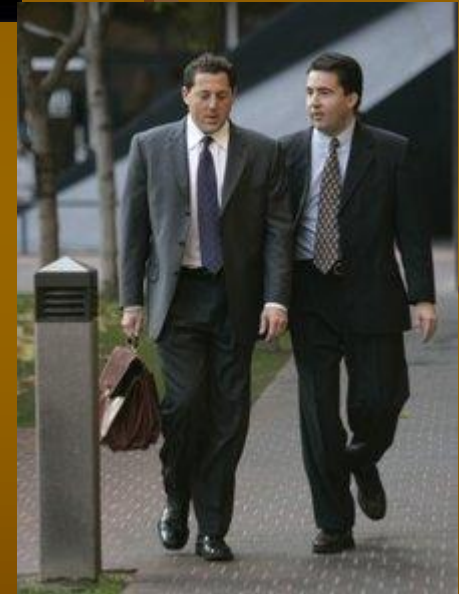
The information presented is listed by Department for this entity. However, you also have the option of sorting by each of the different headings. Please click on any of the underlined words to sort by that heading.

[Column Definition](#)

Department	Classification	Multiple Positions	Annual Salary Minimum	Annual Salary Maximum	Total 2009 Wages Subject to Medicare (Box 5 of W-2)	Applicable Defined Benefit Pension Formula	2009 Employer Contributions To		
							Employees' Share of Pension Contributions	Deferred Compensation	Health, Dental, Vision
Administrative Office	Accountant II - Confidential		\$40,317	\$49,005	\$58,216	2% @ 55	\$3,689	-	\$16
Administrative Office	Administrative Analyst, Senior		\$50,231	\$61,056	\$52,131	2% @ 55	\$3,428	-	\$3,598
Administrative Office	Administrative Assistant		\$39,357	\$47,839	\$39,362	2% @ 55	\$2,555	-	\$7,323

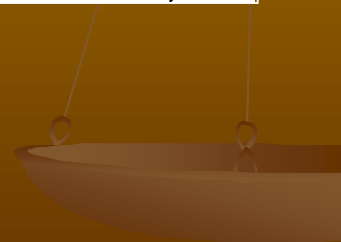
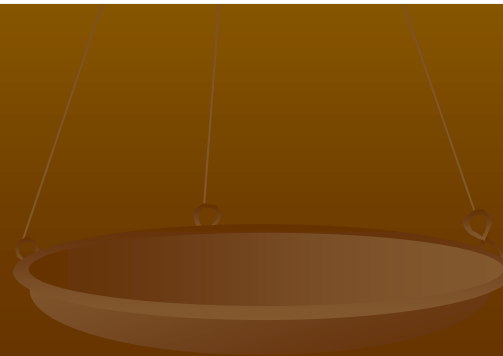


**October 8<sup>th</sup>, 2015 - Assistant Sheriff Michael Rothans (3<sup>rd</sup> from left) bought an 2010 Audi from a tow company for \$3000 and it turned out to be stolen. Rothans has resigned and LASO is investigating.**



# Government Code 87100

18           8. Section 87100 of the California Government Code  
19 prohibited a public official from making, participating in  
20 making, or in any way attempting to use the official's position  
21 to influence a government decision in which the official knew or  
22 had reason to know the official had a financial interest. The  
23 purpose of the California financial disclosure laws was to ensure  
24 that public officials perform their duties in an impartial  
25 manner, free from bias caused by their own financial interests or  
26 the financial interests of persons or organizations who have  
27 supported them.





(f) Defendant CARONA deprived the public of its right to his honest services by concealing and otherwise failing to disclose his acceptance of cash payments, as well as gifts, trips, the use of yachts and private planes, and other things of value for himself, his family, defendant HOFFMAN, and defendant DEBORAH CARONA.



# Accountability



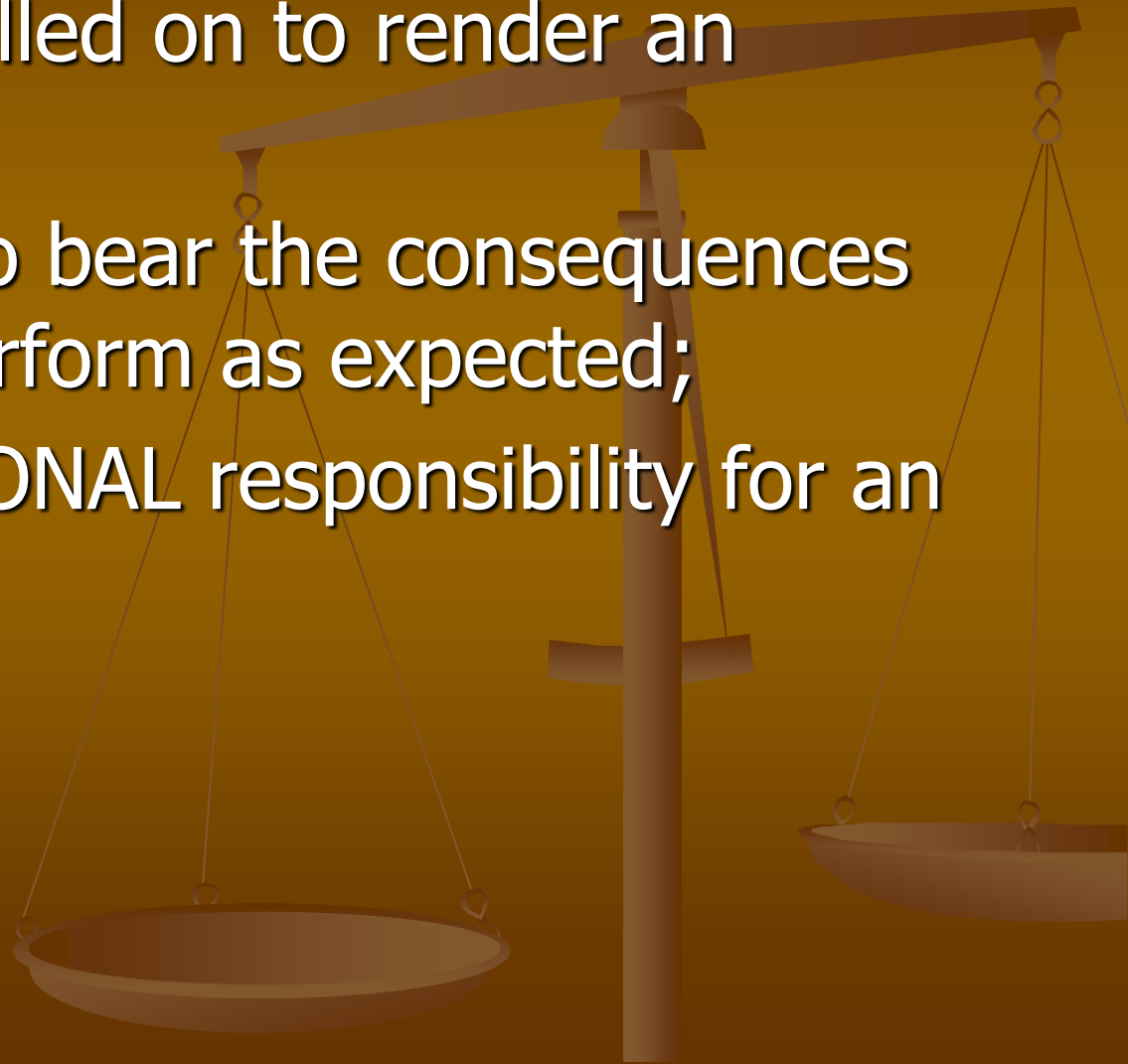
When actions have consequences

Expectations + Actions = Accountability



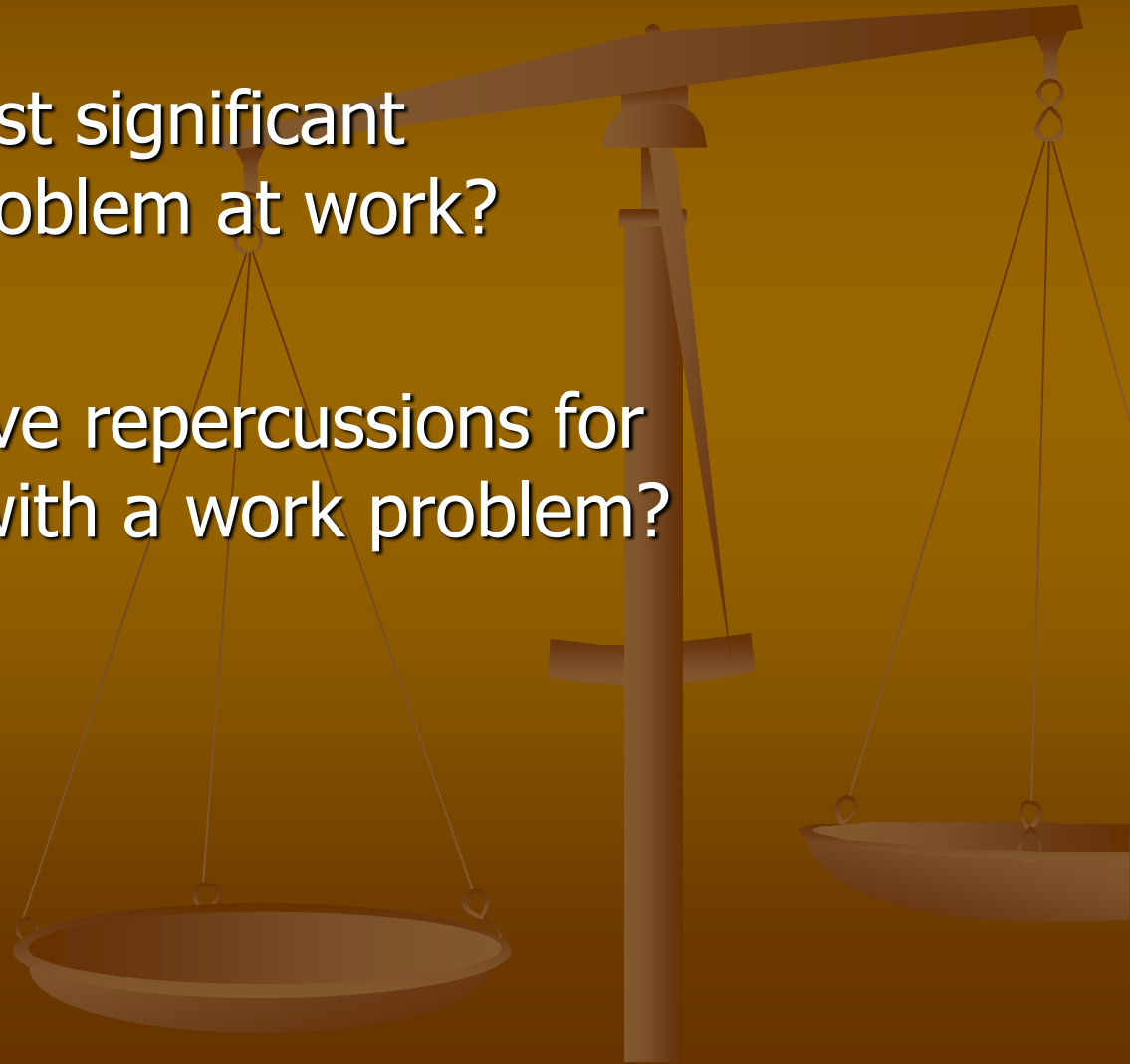
# Accountability Defined

- liability to be called on to render an account;
- the obligation to bear the consequences for failure to perform as expected;
- to accept **PERSONAL** responsibility for an action



# Accountability

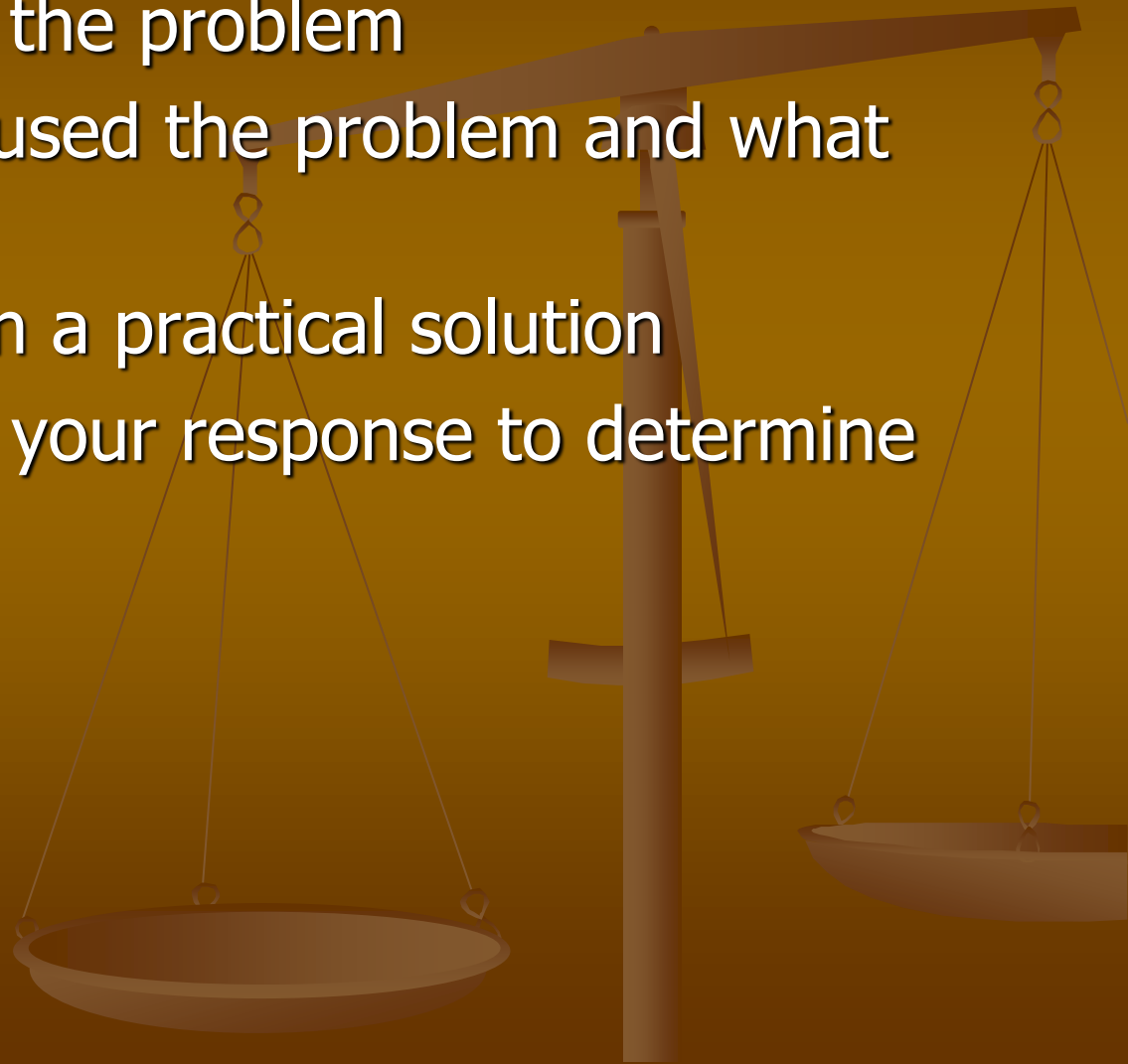
- What is your most significant accountability problem at work?
- Are there negative repercussions for asking for help with a work problem?



# Accountability

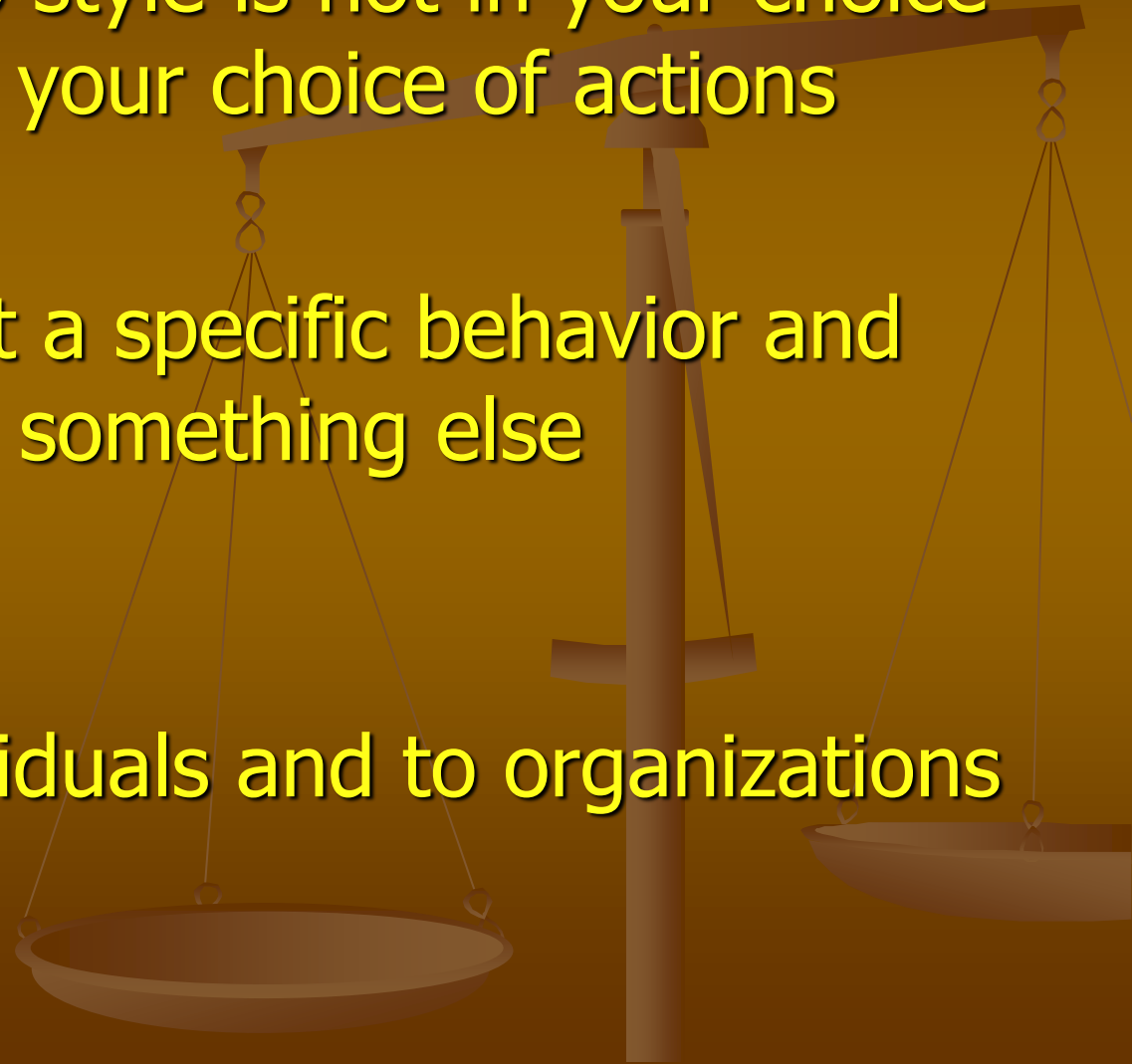
## SARA Problem Solving Model

- Scan - Identifying the problem
- Analyze - what caused the problem and what part can you fix
- Response – Design a practical solution
- Assess – Evaluate your response to determine it's effectiveness



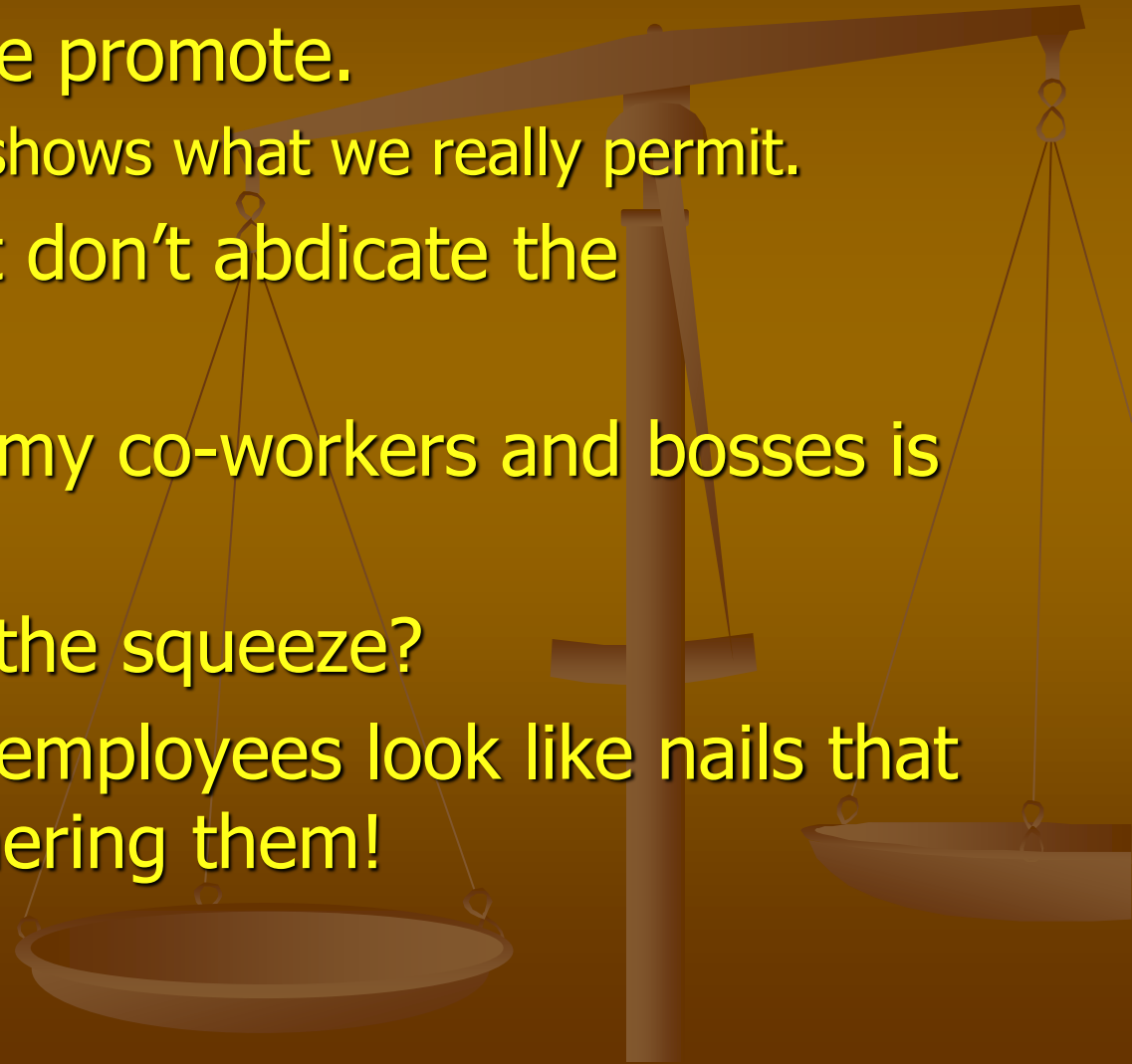
# Leadership

- Your leadership style is not in your choice of words but in your choice of actions
- Saying we want a specific behavior and then rewarding something else
  - Hypocrisy
- Applies to individuals and to organizations
  - Tipping Point



# Deep Thoughts for Supervisors

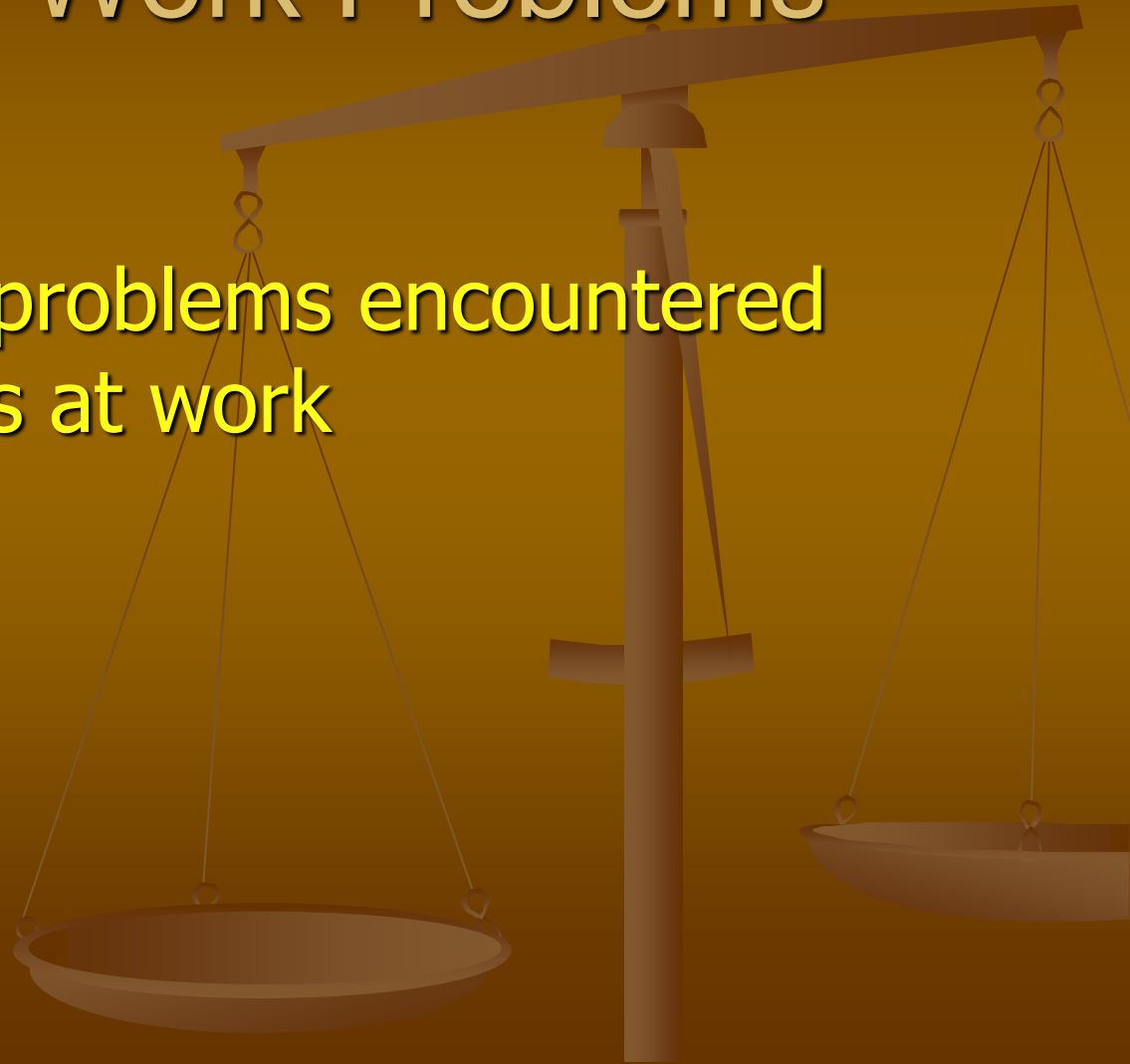
- What we permit we promote.
  - Who we promote shows what we really permit.
- Delegate tasks but don't abdicate the responsibility.
- The perception of my co-workers and bosses is my reality.
- Is the juice worth the squeeze?
- All of my problem employees look like nails that is why I am hammering them!





# Common Work Problems

- List common problems encountered by supervisors at work



# Supervisory Darwinism



# Only the Strong Survive



What is your herd thinking?

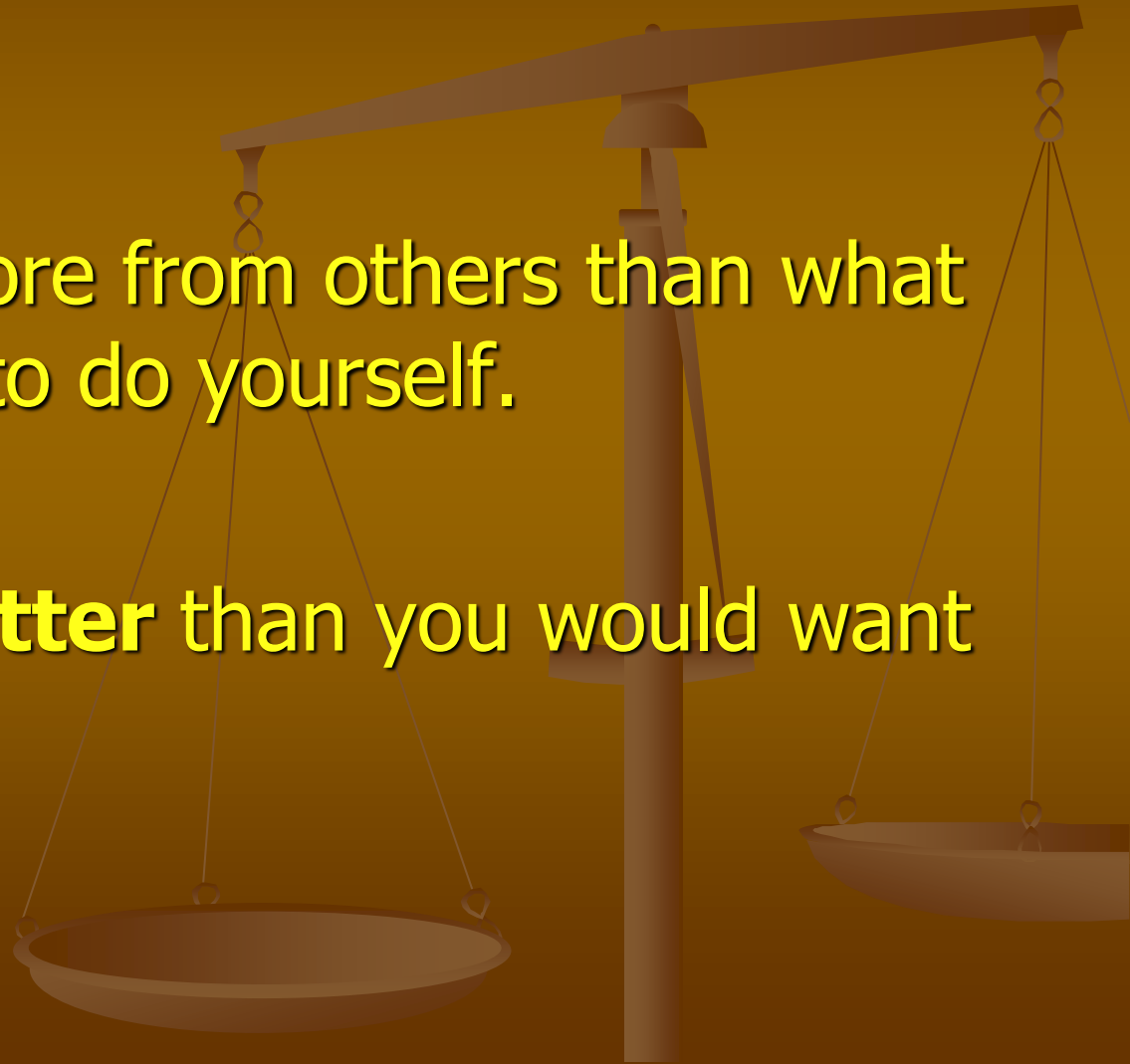


Glad that wasn't me and I hope I'm not next!



# 3 Principles of Leadership

- Do what's right!
- Don't expect more from others than what you are willing to do yourself.
- Treat others **better** than you would want to be treated!



# Leadership

- Meet your team where they are at.
  - Whether they stay level, sink or rise up depends on you.
- Selling Decisions to employees
  - Hard Sell
  - Soft Sell
  - No Sale



# Surviving the Front Line of Supervision

- Managing your People (Leadership)
- Manage your Superiors (Filtering)
- Manage your Peers (Building Consensus)







# Thank You

Any and all input for this class is  
greatly appreciated.