

Communication,  
Accountability  
and  
Leadership  
for  
Supervisors

# Let's start with a video

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# Introductions

Share your name and...

- One reason you enjoy participating in group decisions.
- One thing that makes you uncomfortable when participating in group decisions.
- Whether you prefer making solo or group decisions.



# 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/Lawsuits
- 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?



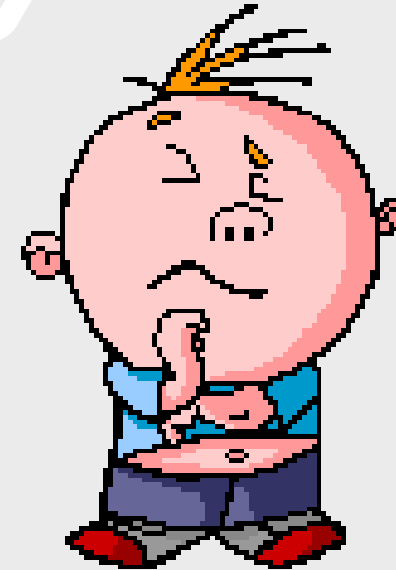
# Elements of Communication

- 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



# Non-Verbal Communication...



# 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 does my bosses' perception 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

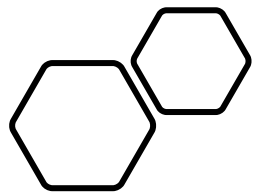
# Good Communicators

- How did I get that way?
  - Conscious decision to build that skill set
  - Took courses
  - Read articles and books
  - Developed listening skills
  - Took Opportunities to SPEAK!
  - Target role models
- Create a culture of communication
  - Don't ask for honest feedback. Demand it!



# 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

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- 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

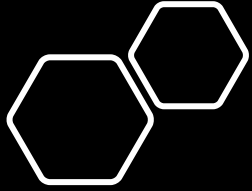
# Paraphrasing “Active Listening”

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

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

- Summarization
- Disadvantages
  - Takes practice
  - Requires listening





# 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 2 common problems encountered by supervisors at work...and...go!

# 3 Principles of Leadership

1

Do what's right!

2

Don't expect more from others than what you are willing to do yourself.

3

Treat others better than you would want to be treated!

# Leadership

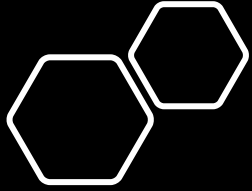
- Meet your team where they are at.
  - Whether they stay level, sink or rise-up depends on you.
- Selling Decisions to employees
  - Hard Sell
  - Soft Sell
  - No Sale – No

# Surviving the Front Line of Supervision

Managing your People  
(Leadership)

Manage your Superiors  
(Filtering)

Manage your Peers  
(Building Consensus)



# Take the Risk!

- People who don't take risks generally make about two big mistakes a year.
- People who do take risks generally make about two big mistakes a year.

*-Peter Drucker*



Thank You