

Communication,
Accountability
and
Leadership
for
Supervisors

Let's start with a video





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?



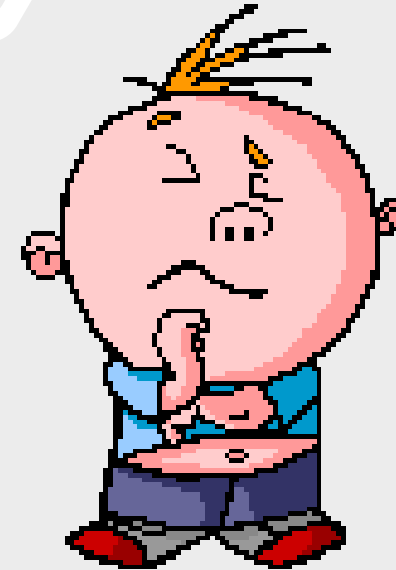
Elements of Communication

- 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?



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Communication Barriers

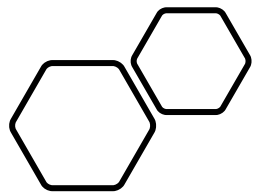
- Size & Complexity of the Organization
 - Multiple messages and senders
 - Complexity creates delays in transmission or receipt of a message.
- Conflicting Agendas
 - Gossip circle
 - Undermining versus Critiquing
 - Not my guy

Good Communicators

- How do 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

- 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

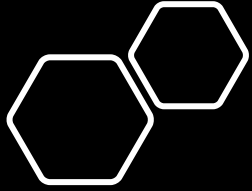
Paraphrasing “Active Listening”

- 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

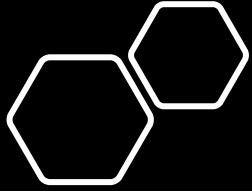
- Meet your team where they are at.
 - Whether they stay level, sink or rise-up depends on you.
- Selling Decisions to employees
 - Hard Sell
 - Soft Sell
 - No Sale – No

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