

SUMMIT VIEW SENIOR COMMUNITY CORPORATE TRAINING

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STRATEGIES FOR BEING A REALLY GOOD SUPERVISOR

A TRAINING PROGRAM FOR EXCELLENCE

“A good supervisor understands that you never treat employees as misbehaving children. Instead, you see yourself as a mentor, teacher, and developer of people who will, themselves, become excellent at what they do.”

Human Resource America

Program Objectives

At the conclusion of this program, you will have received information enabling you to:

- 1. Understand the key roles of an excellent supervisor.**
- 2. Recognize what it takes to be a leader for your team.**
- 3. Recognize the role you and your team play in delivering the overall objectives of the organization.**
- 4. Help your team effectively organize and manage their time.**
- 5. Build trust with your team.**
- 6. Be an effective teacher and mentor.**
- 7. Apply these principles to be more effective in your role as supervisor and in your own commitment to excellence.**

Purpose of Management and Supervision at Summit View Senior Community

To assure that the objectives of Summit View are being successfully achieved by providing the support and contribution that is needed for excellence:

- 1. Residents are provided with an elder-supportive environment that honors them as individuals, promotes and supports independence and resiliency, and encourages friendships, meaning, and purpose for living.**
- 2. Residents have a well-functioning, “behind the scenes,” health support to help maintain wellness, functional independence, and the ability to bounce back from infirmities.**
- 3. Staff are well-trained and skilled in carrying out their individual and collective roles in achieving the organizational objectives and help to grow and develop and succeed in excellent performance of their jobs.**
- 4. There is an understanding of key financial considerations that need to be achieved to protect the organization’s mission and there is skill, commitment, and success in meeting those objectives.**
- 5. There is a basic understanding of key legal and ethical principles that must be followed to assure the success and security of the organization including but not limited to HIPPA, State Dept. of Health regulations, State Fire regulations, Human Resource Laws and organizational Policies and Procedures, and there is consistency in following them.**
- 6. There is promotion of a family/team atmosphere where everyone treats each other as they would want to be treated, and all have a chance to grow, contribute, and prosper.**
- 7. The physical plant where everyone works/lives is maintained in a consistent, clean, neat, attractive, and well-functioning condition with everyone engaging in what is needed to keep things in optimal condition.**
- 8. Residents are very satisfied with living at Summit View.**
- 9. Employees are very satisfied with working at Summit View.**
- 10. Regular measures show that the needed results are consistently being achieved.**

MODULE 1 – INSPIRE BY LEADING

Begin by Watching Video 1 - [Five Core Skills To Be A Good Supervisor](#)

A Leader inspires by leading, gaining trust, inspiring, and motivating

A Leader:

- Inspires
- Acknowledges Failure when Appropriate
- Motivates
- Listens
- Has the Courage to Make Hard Decisions/Calculate Risks
- Has Compassion.

“An employee who is not performing at the level you desire is an opportunity for you to demonstrate the skills of development a good supervisor will have. Simply complaining about an employee’s performance always has three fingers pointing back at you. This means you have every opportunity to create the employee you desire, if you will invest the creative and committed effort required.”

Joe Batten

Watch Video 2 - [6 Steps To Leading By Example](#)

INSPIRE BY LEADING – A SELF-ASSESSMENT QUESTIONNAIRE

To help determine areas in which to grow your own leadership skills, please rate yourself on these questions using the following scale:

1. If I am honest, I am not at all good at this.
2. On occasion I do this, but I need a lot more skill and understanding to do it well.
3. I would rate myself as “adequate” but still in need of growth.
4. I think I do a pretty good job in this area, but am always open to improving.
5. I am excellent. I think I do this very well.

Mark your answer to each of the following questions:

- | | |
|-------|---|
| _____ | I. I lead by example, demonstrating what is needed and not asking staff to do anything I would not do myself. |
| _____ | II. I understand how to do what I am asking staff to do, enabling me to make good judgments about skills and time usage. |
| _____ | III. I put a great deal of value on training, recognizing that staff inadequately doing their job is often the result of inadequate training. |
| _____ | IV. I demonstrate positive energy and a “can do” attitude, just as I want to see in all of my staff. |
| _____ | V. I acknowledge my own mistakes, owning them and developing plans and strategies to prevent them in the future. |
| _____ | VI. I use my own mistakes as examples for teaching/mentoring, giving permission to make mistakes as long as you use the experience to grow and correct them for the future. |
| _____ | VII. I generally understand what it takes to motivate others, including mentoring, guiding, and positive feedback. |

- _____ VIII. I am usually successful in motivating and encouraging those around me to shoot for excellence.
- _____ IX. I have skills in consistently motivating my team to deliver excellent results.
- _____ X. I listen actively, trying to fully understand what others are telling me, instead of judging and formulating an argument about what they are saying.
- _____ XI. I believe that really listening to others provides important insight for problem solving and improving motivation.
- _____ XII. I listen carefully, process information, weigh possibilities, and then answer, seeking additional information if needed before providing and answer.
- _____ XIII. I try to do things in creative ways that may yield better results.
- _____ XIV. I am comfortable and skilled in delivering information or directions that may not be popular but are the right thing to do in achieving the targeted results.
- _____ XV. I ask questions about how we might work smarter, not harder, and get better results.
- _____ XVI. I treat my team members as I would want to be treated.
- _____ XVII. I apply the organization's rules and policies consistently and do it with caring and compassion.

Next, develop your Leadership Action Plan

MY LEADERSHIP ACTION PLAN

The first step in becoming a more excellent supervisor is to do a careful self-assessment. This enables you to determine where you may need to put some special effort or seeking more education or guidance from your own mentors. Review your answers to the “Inspire By Leading” Questionnaire. Look first at the questions you scored with a 1 or 2. These are areas where you need to focus first. Failure to deliver in these areas will interfere with your ability to succeed in your supervisory role. Determine your own action plan for personal growth in these areas.

- Where do you need improvement? (1s and 2s)
- What do you plan to do?
- By When?
- What help do you need?

Next target your 3s and develop a similar action plan.

YOUR TEAM AS A KEY PART OF THE ORGANIZATION'S RESULTS

Watch Video 3 - [How To Keep Your Team Motivated](#)

- 1. Review the organization's key objectives.**
- 2. Ask yourself what role you and your team play in achieving each of the objectives.**
- 3. What happens if you and your team fail?**
- 4. Share the overall objectives with your team members, helping them to see the vital role they play in the overall organizational success.**

As described in the video, have your team develop its own Action Contract that everyone signs, signaling buy-in and commitment to the job of your team.

Post your contract for all to see regularly and share what you have done with other members of management.

MODULE 2 – Time Management

Once you are clear about the objectives your team needs to accomplish, your role is to determine how to best guide and direct your team to efficiently and effectively use their time to accomplish those objectives. You want to work “Smarter” not “Harder”.

Effective time management makes all the difference in whether or not your team successfully accomplishes your piece of the organization’s objectives. You only have a limited amount of time each shift, so it is critical that you use it wisely.

TO DEVELOP YOUR ACTION PLAN:

A. Start with looking for “lost” time. This is time that is not being used at all for accomplishing your team’s mission. Some examples of “lost” time include:

- **Employees being late to work**
- **Employees taking long or extra breaks**
- **Employees using non-break times to talk or text on their personal phones about personal things**
- **Employees eat lunch “on the clock” rather than clocking out (unless they have been directed to skip their lunch break and eat with a resident)**
- **Employees leaving early when there is still work to be done**
- **Employees “riding the clock”, hanging around talking for 15 minutes, waiting for time to clock out instead of doing something useful.**

Reclaiming “lost” time is an easy way to accomplish some of the things that may be falling through the cracks due to not quite enough staff time. What are three things you could do, as a supervisor, to reclaim “lost” time?

- 1.**
- 2.**
- 3.**

B. A second area for good time management is to be sure your time and the time of those who report to you is being spent on the things that are MOST important in accomplishing your objectives. You have numerous duties and tasks that you do each day. They are not all equally important in achieving your department's priorities. List the major tasks/duties done each day on each shift, ranking them from the most important to least important:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Are there tasks that take time that really are not necessary and might be able to be eliminated with a little creative reorganization?

List examples of anything that you might eliminate:

Look for examples of when focusing more on tasks that are actually a lower priority may be keeping you from accomplishing what is actually most important. What could you change that would improve your ability to accomplish what should be the priorities?

List those examples here with your action plan:

C. It is not unusual to get into patterns of doing things the same way every time but actually end up wasting a lot of time and energy. Look at your task list and ask the following questions:

- 1. Could these be organized in a better way that would save steps and time? (the order in which it is done, where supplies are located, how it is done, etc.)**

- 2. Are there different tools or supplies that would make the work easier, more successful, and more efficient?**

- 3. Are there more creative methods for getting the results that might potentially save time?**

Watch Video 4 - [Work Smarter, Not Harder](#) for inspiration

How are you going to implement new strategies based on what you have discovered?

Module 3 – BUILD TRUST WITH YOUR TEAM

Begin by Watching Video 5 - [5 Methods To Gain Trust](#)

Building trust starts by being sure your team feels like you trust them. Be reliable in letting them see you as someone who will be there to give them guidance, help, mentoring, and support. Keep an Open-Door Policy and be available. If things are not going as they should, own it yourself instead of “blaming” your team. Put yourself alongside them with comments such as, “Wow, we missed the boat on that one!” or “We need to put our heads together to be sure we handle that differently in the future, because clearly that is a problem.” Give your team credit when they accomplish really good results. Share information that will help them see how important their own work has been in the accomplishment of specific goals.

As a general rule, give your team 5 praises or compliments for every criticism. Make it a habit to find little, creative ways of acknowledging real accomplishments. (Keep it real and not fabricated as “special” project...staff recognize the difference). Find regular ways of recognizing excellence that is helping your team meet its targeted objectives.

What are some areas where your team is already demonstrating excellence where you can immediately recognize them? How will you do it?

What is a creative way you can create an atmosphere where team members feel recognized and appreciated on a daily basis?

MODULE 4 – BEING A GOOD MENTOR/TEACHER

- A. Examine the highest potential for each team member and what you think they need to be able to achieve their best.

List each member of your team and ask the questions, “Where are they not living up to their potential? Where do they have a chance to grow?”

Team member grow more	Not performing	Chance to
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9		

Watch Video 6 - [How to Give Negative Feedback in the Workplace](#)

To give effective feedback:

- Get emotions under control
- Assure privacy (never in an open, common setting)
- Do immediately if at all possible
- Focus on performance and facts, not them as a person
- Be direct
- Describe the behavior very specifically

- Stop talking and be certain you have been understood
- Reaffirm your faith in them
- Provide steps for improvement
- Document

What feedback do you need to give any of your team members? Develop a plan for doing this.

- B. Rules and Guidelines – Ask yourself if there are rules and guidelines that are in place that you need to be following more closely in order to get the most from your team. List them here:**
- C. Take disciplinary action when needed, but as much as possible focus on what they did RIGHT and use that to improve what they did wrong.**

Watch Video 7 - [Tardiness: What Does an Effective Supervisor Do?](#)

- D. Be current on information they need to know, keeping them informed in a constructive way to help them feel part of the overall organization and to participate in assuring the team is making its contribution to the overall organization's purpose and objectives.**
- E. As a leader, constantly try to be certain you are:**
 - Planning properly, seeing the role you play in the organization's results
 - Practicing good time management for your team
 - Finding ways to work smarter, not harder
 - Being an effective mentor and teacher
 - Assuring the best performance from your team in an atmosphere in which they feel appreciated, take responsibility, and are proud of what is being accomplished.