

Career Connected Learning
Maximizing Your Role as a Supervisor Guidebook



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1 INTRODUCTION

Are you making the transition from a contributor or professional that does the work to a leader who must continue to do the work while supervising others? Are you a seasoned supervisor looking for tips and tricks to enhance your skills? Either way, look no further - this guide is for you! This material here can be used to enhance essential skills and maximize your role as a supervisor so that you are equipped to aid youth in their career growth.

How to Use This Guidebook

One of the most important skills for any supervisor is emotional intelligence, or the ability to perceive, understand, and manage emotions. Having high emotional intelligence can help improve your team's morale and productivity. Emotional intelligence is key to ensuring psychological safety in the workplace and is an essential skill when working with youth. Emotional intelligence can be learned and/or enhanced by improving the competencies within the four emotional intelligence domains.¹ Use this guidebook to learn how to develop or enhance your skills in these four domains to maximize your role as a supervisor.

Emotional Intelligence Domains and Competencies

¹ Adapted from Goleman, D. (2021, 2 16). Retrieved from Key Step Media:
<https://www.keystepmedia.com/category/emotional-intelligence/>

2 SUPERVISING YOURSELF

Before you can be a great supervisor, you must learn how to manage yourself. In this section, we will focus on the first two emotional intelligence domains: self-awareness and self-management².

2.1 SELF-AWARENESS

According to research³, self-awareness is a skill that every great leader possesses. Self-awareness helps you understand your strengths, weaknesses, values and motivations. Self-awareness can lead to more and better promotions, effective leadership practices, and more satisfied employees. Supervisors that are self-aware set positive examples for youth by demonstrating self-reflection and personal growth. Self-awareness enables supervisors to manage their emotions and reactions, promoting a supportive environment for youth.

Emotional Self-Awareness

Emotional self-awareness is the ability to understand your own emotions and their effects on your performance. Being emotionally self-aware, you understand how your feelings affect you and how you are doing. You also use your values and sense of purpose to help guide your actions. Some signs of having emotional self-awareness are:

- Knowing which emotions you are feeling and why
- Recognizing how your emotions impact your decisions and performance
- Having an accurate sense of your strengths and limitations
- Being open to candid feedback, new perspectives, continuous learning, and self-development
- Recognizing when your emotions have a negative impact on your work or people around you
- Presenting yourself with self-assurance
- Voicing views that are unpopular

A major factor in improving your emotional self-awareness is introspection. Introspection is the examination or observation of your own mental and emotional processes.⁴ While introspecting, it is important to use *What* questions instead of *Why* questions. While *Why* questions can invite unproductive negative thoughts, *What* questions help us stay objective, future-focused, and empowered to act on our new insights.

²Adapted from (1998). Retrieved from Consortium for Research on Emotional Intelligence in Organizations: https://www.eiconsortium.org/pdf/emotional_competence_framework.pdf

³ Goleman, D. (2017, 1 12). Retrieved from LinkedIn: https://www.linkedin.com/pulse/self-awareness-foundation-emotional-intelligence-daniel-goleman?trk=portfolio_article-card_title

⁴ Adapted from Eurich, T. (2018, 1 4). Retrieved from Harvard Business Review: <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>

For example, if you receive negative feedback from a youth you are supervising, instead of asking yourself “Why was that said about me?”, ask yourself “What are the steps I need to take in the future to do a better job?”

You can use the following techniques to help you improve your emotional self-awareness:

- **Journaling:** Spend time each day writing down your thoughts and feelings.
- **Checking-in with yourself:** Take time each day to pause and notice how you are feeling.
- **Seeking honest feedback:** Receiving frequent critical feedback from trusted people that have your best interest in mind can help you build your self-awareness by pointing out any blind spots you may have in your self-awareness skills.

Remember that self-awareness isn't only about how you perceive yourself, it is also about how you interact with your environment and the people in it. Recognizing how your emotions and behaviors affect others helps in managing interactions with youth more efficiently.



Think About It

1. How do your emotions influence your thoughts and behavior? Can you identify a recent situation where your emotions significantly impacted your actions?
2. What do you consider to be your greatest emotional strengths? Are there any emotional patterns or reactions that you struggle with? How do they affect your interactions and decisions?

2.2 SELF-MANAGEMENT

Self-management is the ability to manage your emotions and maintain a positive outlook, even in stressful situations. Supervisors with strong management skills provide a stable and predictable environment for youth, which is essential for their development. This emotional intelligence domain can be divided into four competencies: emotional self-control, adaptability, achievement orientation, and positive outlook.

Emotional Self-Control

Emotional self-control is the ability to keep your disruptive emotions (i.e., high anxiety, intense fear, or quick anger) and impulses in check to maintain your effectiveness under stressful conditions. Maintaining emotional control provides a stable and consistent environment for youth that gives them a sense of security. Emotional self-control help resolve conflicts calmly and effectively, setting a positive example for youth on how to handle their own emotions. Signs of having emotional self-control include:

- Managing your impulsive feelings and distressing emotions well
- Staying composed, positive, and level-headed even in trying moments
- Thinking clearly and staying focused under pressure

You can use the following techniques to help you improve your emotional self-control:

- **Identify triggers:** Recognize situations or people that may provoke strong emotional responses, and practice calming techniques.
- **Develop relaxation techniques:** Learn deep breathing, visualization, or progressive muscle relaxation to manage stress.
- **Create a stress management plan:** Develop strategies like exercise, hobbies, or time management to reduce stress levels.

With emotional self-control, find ways that work best for you to manage your disruptive emotions so that you can stay calm and clear headed under stress or during a crisis.

Adaptability

Adaptability is flexibility in handling change, juggling multiple demands, and adapting to new situations with new ideas or innovative approaches. Adapting to the diverse needs and situations of different youth ensures that each individual receives appropriate support. Demonstrating adaptability teaches youth the importance of being flexible and resilient in the face of change and adversity. Signs of being adaptable include:

- Smoothly handling multiple demands, shifting priorities, and rapid change
- Adapting your responses and tactic to fit fluid circumstances
- Being flexible in how you see events
- Seeking out fresh ideas from a wide variety of sources
- Taking fresh perspectives and risks in your thinking

You can use the following techniques to help you improve your adaptability skills:

- **Embrace change:** Seek out new experiences or challenges that require adaptation to different environments or circumstances
- **Learn from setbacks:** Reflect on past challenges and identify lessons learned to improve your ability to adapt in the future
- **Stay informed:** Keep up to date with trends, technological advancements and developments that impact your work with youth

Being able to adapt includes being aware of your environment and being able to perceive changes in other people's behavior, feelings, and emotions.

Achievement Orientation

Achievement orientation is striving to improve or meet a standard of excellence. People who are achievement oriented align themselves with the goals of the group or organization and are ready to act on opportunities. Supervisors that are achievement oriented not only set high goals for themselves, but they also encourage youth to do the same and strive for excellence in their endeavors. Achievement oriented supervisors recognize and celebrate achievements to motivate youth to continue working hard and pursue their goals. Signs of being achievement-oriented include:

- Being results-oriented with a high drive to meet objectives and standards
- Setting challenging goals and taking calculated risks
- Pursing information to reduce uncertainty and finding a way to do better
- Learning how to improve your performance

- Finding a sense of purpose in the larger organizational mission
- Using the group or organization’s core values in making decisions and clarifying choices
- Pursuing goals beyond what is required or expected from you

You can use the following techniques to become more achievement oriented:

- **Set SMART goals:** Establish SMART goals to focus your efforts.
- **Break tasks down:** Divide larger goals into smaller, manageable steps to maintain motivation and track progress.
- **Celebrate successes:** Recognize and reward achievements, no matter how small, to maintain momentum and reinforce positive behaviors.

Positive Outlook

Having a positive outlook is, essentially, optimism or having persistence in pursuing goals despite obstacles and setbacks. Having a positive outlook helps to reduce stress and can help you build other valuable skills by broadening your mindset. An optimistic outlook helps create a positive and encouraging environment for youth, fostering hope and confidence. Having a positive outlook promotes a mindset that views challenges as opportunities for growth, encouraging youth to persevere through difficulties. Signs of having a positive outlook include:

- Being persistent in pursuing goals despite obstacles and setbacks
- Operating from the perspective of a hope for success instead of fear of failure
- Perceiving setbacks as manageable circumstances rather than personal flaws

In order to have a positive outlook, you must have the ability to turn negative thoughts into positive thoughts. Turning negative thinking into positive thinking is a process that takes time and practice. Below are some ways you can begin to think and behave in a more positive way.

- **Identify areas to change:** Identify areas of your life that you often think negatively about such as work, your daily commute or life changes. Start by focusing on one area to approach in positive way by using a positive thought to manage your stress instead of a negative one.
- **Check yourself:** Periodically, stop and evaluate what you are thinking. If your thoughts are mainly negative, try to put a positive spin on them.
- **Be open to humor:** Give yourself permission to smile or laugh even during difficult times. Laughing diminishes stress.
- **Surround yourself with positive people:** Positive people can be supportive and give helpful advice and feedback. Being surrounded by negative people may increase your stress level.
- **Practice positive self-talk:** Don’t say anything to yourself that you wouldn’t say to anyone else. Be encouraging with yourself. The following are a few examples of turning negative self-talk into positive thinking.


Negative Self-talk	Positive Thinking
<i>I can't complete this task; I don't know how.</i>	I have the opportunity to learn a new skill.
<i>No one bothers to tell me anything.</i>	I'll see if I can open the channels of communication.

<i>If I only had more time.</i>	I can re-examine some priorities and adjust my schedule.
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Remember that you are in a leadership position and your outlook, positive or negative, can have an impact on the youth you are supervising.

Think About It

- 1. How do you typically manage your emotions when you're feeling overwhelmed or stressed? Are there strategies you use to stay calm and centered?

 2. How do you respond to unexpected changes or challenges? Can you think of a recent situation where you had to adapt quickly? How did you handle it?

3 SUPERVISING OTHER PEOPLE

Now that we have learned the importance of managing yourself, let's delve into the topic of supervising others. This section will take a deeper look at the remaining two domains, social awareness and relationship management, and the competencies within them.

3.1 SOCIAL AWARENESS

Social awareness is having the ability to see things from other people's perspectives. It also includes having the ability to sense and understand the emotional needs of others. Social awareness allows supervisors to empathize with the experiences and feelings of youth, promoting a supportive and caring environment. Socially aware supervisors are able to recognize and respect diversity, navigate cultural differences, and promote inclusivity among youth. This domain is comprised of two competencies: empathy and organizational awareness.

Empathy

Empathy is the ability to understand another person's emotions and relate to them. When being empathic, you are able to pick up on unspoken emotions. People who are empathic are able to collaborate with others regardless of culture and background because they are able to express their ideas in ways that other people will understand. Empathy helps build trust and rapport with youth, making them feel understood and valued. Being empathic allows supervisors to effectively support the emotional needs of staff or youth, fostering their emotional development. Signs of being empathic include:

- Being attentive to emotional cues and listening well
- Showing sensitivity and understanding other perspectives
- Providing support based on understanding other people's needs and feelings
- Respecting and relating well to people from varied backgrounds
- Understanding diverse worldviews and being sensitive to group differences
- Seeing diversity as opportunity, creating an environment where diverse people can thrive
- Challenging bias and intolerance

You can use the following techniques to become more empathic:

- **Listen actively:** Focus on understanding others' perspectives without judgment or interruption.
- **Practice perspective taking:** Imagine yourself in others' shoes to gain insight into their thoughts, feelings, and experiences.
- **Validate emotions:** Acknowledge and validate other's emotions to build trust and strengthen relationships.

Organizational Awareness

Organizational awareness is the ability to read non-verbal signs, be aware of what is not clearly said, and understand the unwritten rules of the workplace. Organizational awareness helps supervisors navigate the structures and dynamics of their organizations to better support youth. Supervisors who are organizationally aware understand organizational resources and networks

enabling them to connect youth with the support and opportunities they need. Signs of being organizationally aware include:

- Being able to recognize group emotions even when nothing is said
- Noticing relationship dynamics between members of your team and responding accordingly
- Being able to address problems on your team based solely on emotional cues

Having organizational awareness gives you the opportunity to be proactive instead of reactive. To build or further develop your organizational awareness skills:

- **Ask questions:** A major part of being aware is being informed. To gain some insight into your team, ask your team questions about their likes and dislikes of the role, their challenges, and how you can help them.
- **Take notice:** Non-verbal communication skills are part of being organizationally aware. Being able to pick up on tone, body language and facial expressions when listening to people is essential.
- **Practice active listening:** Be fully engaged in conversations that you are having and listen carefully to what is being said.

Organizational awareness is a skill that helps keep you in touch with what is going on with the youth you are supervising. Understanding the social dynamics and challenges faced by youth helps supervisors anticipate their needs and provide proactive support.



Think About It

1. How do you typically respond to others' emotions? Can you recall a recent instance where you empathized with someone? What did you learn from that experience?
2. How often do you try to see things from another person's point of view? How has this practice influenced your relationships?

3.2 RELATIONSHIP MANAGEMENT

Relationship management is the ability to build and maintain positive relationships with others. Effective relationship management fosters trust and respect between supervisors and youth, creating a foundation for open communication and collaboration. Building strong relationships allows supervisors to mentor and guide youth effectively, supporting their personal and professional growth. The five competencies within this domain are influence, coach and mentor, conflict management, teamwork, and inspirational leadership.

Influence

Influence is the ability to persuade and motivate others to achieve common goals. Effective influence skills help in motivating and inspiring youth to engage in positive behaviors and strive for their goals. Supervisors can guide youth to positively influence their peers, fostering a supportive and collaborative environment. Signs of influence:

- Being skilled at persuasion
- Fine-tuning presentations to appeal to the listener
- Using complex strategies like indirect influence to build consensus and support
- Orchestrating dramatic events to effectively make a point

You can use the following techniques to help you improve your influence skills:

- **Develop communication skills:** Improve your ability to articulate ideas clearly and persuasively.
- **Build credibility:** Demonstrate expertise, reliability, and integrity to gain trust and influence others.
- **Negotiation skills:** Learn negotiation techniques to find mutually beneficial solutions that can lead to improved outcomes, resolve conflicts and lead others towards positive change.

Coach and Mentor

The coach and mentor competency is the ability to develop others through guidance and support. Supervisors with this competency provide youth with the guidance and support needed to develop their skills and abilities. The coach and mentor competency encourages personal growth by helping youth set and achieve their personal and professional goals. People with this competence:

- Acknowledge and reward people's strengths, accomplishments and development
- Mentor, give timely coaching, and offer assignments that challenge and grow a person's skills
- Offer useful feedback and identify people's needs for development

You can use the following techniques to help you improve your skills in coaching and mentoring:

- **Active listening:** Listen attentively to understand others' goals, challenges, and aspirations.
- **Provide constructive feedback:** Offer specific, actionable feedback to help others improve their skills and performance.
- **Encourage growth:** Support others in setting and achieving meaningful goals, providing guidance and resources as needed.

Conflict Management

Conflict management is the ability to handle and resolve conflicts constructively. Supervisors with effective conflict management skills ensure a harmonious environment where youth feel safe and respected. Supervisors with great conflict management skills model the behaviors that teach youth valuable conflict resolution skills that they can use in their interactions with others. People with this competence:

- Handle difficult people and tense situations with diplomacy and tact
- Spot potential conflict, bring disagreements into the open, and help deescalate
- Encourage debate and open discussion
- Orchestrate win-win solutions

You can use the following techniques to help you improve your conflict management skills:

- **Stay calm:** Maintain composure and emotional control during conflicts to facilitate constructive dialogue.
- **Seek win-win solutions:** Focus on finding solutions that satisfy the needs and interests of all parties involved.
- **Mediation skills:** Develop skills in mediating disputes impartially and guiding parties toward resolution.

Teamwork

Teamwork is the ability to work collaboratively with others towards a common goal. Supervisors with this competency encourage youth and staff to work together, promoting collaboration and teamwork. This competency also fosters a sense of community and belonging among youth, enhancing their social development. People with this competence:

- Build rapport and keep others in the loop
- Make and maintain personal friendships among work associates
- Balance a focus on task with attention to relationships
- Collaborate, sharing plans, information, and resources
- Promote a friendly, cooperative climate
- Spot and nurture opportunities for collaboration
- Model team qualities like respect, helpfulness, and cooperation
- Draw all members into active and enthusiastic participation
- Build team identity and commitment

You can use the following techniques to help you improve your teamwork skills:

- **Promote collaboration:** Encourage open communication, cooperation, and mutual support among team members.
- **Value diversity:** Appreciate and leverage the strengths and perspectives of team members from diverse backgrounds.
- **Facilitate teambuilding activities:** Plan and participate in activities that strengthen relationships and improve teamwork.

Inspirational Leadership

Inspirational leadership is the ability to inspire and guide others towards achieving their best. Inspirational leaders provide clear vision and direction, helping youth set and achieve meaningful goals. People who are inspirational leaders:

- Articulate and arouse enthusiasm for a shared vision and mission

- Step forward to lead as needed, regardless of position
- Guide the performance of others while holding them accountable
- Lead by example

You can use the following techniques to help you become more inspirational:

- **Communicate vision:** Clearly articulate a compelling vision for the future to inspire and motivate others.
- **Lead by example:** Demonstrate integrity, resilience, and commitment to your vision through your actions.
- **Empower others:** Delegate authority, provide autonomy, and create opportunities for others to develop and succeed.



Think About It

1. How do you approach conflicts or disagreements? What strategies do you use to resolve conflicts constructively?
2. How do you motivate or inspire others in your personal or professional life? Can you think of a recent example where you effectively influenced someone or a group?

4 COMMUNICATION

Communication is the foundation of a positive and respectful supervisory relationship. Effective communication is vital in supervising youth because it fosters trust, clarity, and positive development. By establishing open and honest lines of communication, supervisors can build strong relationships with young people, creating a safe environment where they feel valued and understood. In this section we will review the different types of communication, active listening and communication styles.

4.1 TYPES OF COMMUNICATION⁵

Knowing the different types of communication enables supervisors to tailor their interactions to meet the diverse needs of the young people they are working with. Understanding verbal, nonverbal, written and visual communication allows supervisors to convey information clearly and effectively, ensuring that their messages are received and understood correctly.

Verbal Communication: Involves spoken words either face to face or through electronic means. Examples include meetings, phone calls, video conferences.

Examples

- **Conversations:** Speaking with others in person, over the phone or through video conferencing
- **Presentations:** Delivering speeches, lectures, video conferences, or other formal talks to an audience

Advantages

- Immediate feedback
- Clarity through tone and body language

Disadvantages

- No written record
- Potential for misinterpretation if not clear

Non-verbal Communication: Communication without words, through body language, facial expressions, and gestures.

Examples

- **Facial expressions:** Smiling, frowning, raising eyebrows, furrowing brow, rolling eye
- **Gestures:** Hand gesture, head nods, shrugging shoulders, pointing
- **Posture:** Standing tall, slouching, leaning forward or backwards, crossing arms
- **Eye contact:** Direct eye contact, avoiding eye contact, staring, glancing
- **Touch:** Handshakes, hugs, pats on the back

Advantages

- Enhances verbal communication
- Can convey emotions and attitudes

Disadvantages

- Can be misinterpreted

⁵ Adapted from Drew, C. (2023, 9 21). *Helpful Professor*. Retrieved 7 20, 2024, from Helpfulprofessor: <https://helpfulprofessor.com/types-of-communication/>

- Cultural differences can impact understanding

Written Communication: Involves any form of written text used to convey information. Examples include emails, memos, reports, and chat messages.

Examples

- **Emails and Letters:** Exchanging information, ideas or requests through written messages
- **Reports and Documents:** Compiling research, analysis or project updates into structured written formats to inform, persuade or provide recommendations to an audience

Advantages

- Provides a record
- Can be well thought out and edited
- Can provide clarity for complex information

Disadvantages

- Lack of immediate feedback
- Can be time-consuming to produce and read

Visual Communication: Uses visual aids to convey information or support verbal and written communication. Examples include charts, graphs, infographics and presentation slides.

Examples

- **Infographics:** Presenting complex information, data, or knowledge in a visually engaging and easy-to-understand format using charts, graphs, and illustrations
- **Slide presentations:** Conveying information, ideas, or concepts through a combination of text, images and design elements in a slideshow format
- **Graphs and Charts:** Visualizing data, trends, or comparisons through various graphical representations
- **Videos and Animations:** Using moving images, graphics, and visual storytelling techniques to convey a message or concept in an engaging and informative manner

Advantages

- Can simplify complex information
- Visually engaging
- Can enhance retention of information

Disadvantages

- May require additional tools and skills to create
- Risk of oversimplification

4.2 ACTIVE LISTENING⁶

Now that we have reviewed the different communication types, let's talk about active listening. Active listening helps supervisors show that they value and respect the thoughts and feelings of young people by focusing on what they are saying. Active listening not only involves hearing words but also interpreting the underlying emotions and intentions, allowing supervisors to respond more empathically and appropriately.

Definition: Active listening is a communication skill that involves going beyond simply hearing the words that another person speaks. It is about actively processing and seeking to understand the meaning and intent behind their words.

Active listening techniques include:

1. **Be fully present:** This enables you to concentrate on what is being said. Being present involves listening with all your senses and giving full attention to the speaker.
2. **Pay attention to nonverbal cues:** Paying attention to nonverbal cues can tell you a lot about the person and what they are trying to say.
3. **Keep good eye contact:** Making eye contact tells the other person that you are present and listening to what they say. It also shows that you aren't distracted by anything else around you.
4. **Ask open-ended questions:** Asking "yes" or "no" questions can produce dead-end answers that keep that conversation from flowing. Open-ended questions show that you are interested in the conversation. Examples of open-ended questions include:
 - a. Can you tell me more about that?
 - b. What did you think about that?
 - c. What do you think is the best path moving forward?
 - d. How do you think you could have responded differently?
5. **Reflect what you hear:** After the person has spoken, tell them what you heard to ensure that you have captured their thoughts, ideas, and/or emotions accurately.
6. **Be patient:** Patience allows the other person to speak without interruption. Being patient involves not trying to fill periods of silence with your own thoughts or stories. It also requires listening to understand, not to respond.
7. **Withhold judgement:** Remaining neutral and non-judgmental in your responses enables the other person to feel comfortable with sharing their thoughts.

⁶ Adapted from Cuncic, A. (2024, 2 12). Retrieved from verywell mind:
<https://www.verywellmind.com/what-is-active-listening-3024343>

4.3 FOUR STYLES OF COMMUNICATION⁷

Communication can be classified into four different styles: passive, aggressive, passive aggressive, and assertive. Although you may primarily use one style in your daily communication, it is common for your style to change depending on the situation. Different youth may respond better to a specific communication style. Adapting communication styles to suit different situations and individuals fosters a more inclusive and supportive environment.

Passive Communication Style		
Example of passive communication: When asked for their input on a project, a passive communicator might say, "I don't really have any strong opinions. Whatever you decide is fine with me."		
Characteristic	Description	Improvement Strategies
Reluctance to speak up	Hesitates to express their thoughts, opinions, ideas and needs. Waits for others to take the lead.	Set specific communication goals for yourself such as: speaking up in meetings, asking for help when needed or providing honest feedback to coworkers.
Conflict Avoidance	Goes to great lengths to avoid conflicts or disagreements. May choose not to give others feedback or address issues directly.	If you find it difficult to be assertive, it can be helpful to prepare what you want to say in advance. Rehearsing what you want to say can boost your confidence and help you feel more in control.
Failure to Set Boundaries	May struggle to set boundaries, resulting in an inability to manage workload effectively.	Clearly communicate your boundaries. Learn to politely but firmly say "no" when you genuinely can't take on additional tasks or commitments.
Indirect Communication	May use indirect language or non-verbal cues to convey thoughts or emotions, which can sometimes cause misunderstandings and confusion.	Practice assertive language by using clear, concise direct language to express your thoughts and ideas. Avoid overly apologetic or overly deferential language that can weaken your message.

⁷ Adapted from Gupta, S. (2023, 12 12). Retrieved from verywell mind: <https://www.verywellmind.com/workplace-communication-styles-how-to-improve-yours-and-navigate-others-7853338>

Aggressive Communication Style

Example of aggressive communication: During a conflict, an aggressive communicator might say, "I don't have any idea what you're doing. Just follow my instructions if you don't want to mess this up."

Characteristic	Description	Improvement Strategies
Dominance	Aggressive communicators try to control conversations and situations. They may interrupt others, raise their voice unnecessarily, or use forceful body language to assert dominance.	Identify your triggers. Understand the underlying emotions or situations that cause you to respond aggressively.
Bluntness	May be blunt and direct, sometimes to the point of being rude or tactless.	Choose your words carefully. Pay attention to your choice of words. Use respectful language that reflects a willingness to collaborate and engage in a positive discussion. Practicing or role-playing important discussions in advance can help you be calmer and more composed in the moment.
Disregard for boundaries	May ignore personal or professional boundaries.	Pay attention to non-verbal cues such as tone and body language to gauge a person's comfort level.
Resistance to compromise	May resist compromise and aggressively try to put their point across or ensure things are done their way.	Practice empathy by putting yourself in the other person's shoes and considering their perspective.
Personal attacks	This communication style can involve insults, personal attacks, or name-calling. May attack someone's character or abilities in an attempt to assert their own superiority. They may be defensive when questioned or challenged.	Pause before you respond and take a deep breath. This moment can help you collect your thoughts and respond more calmly.

Passive-Aggressive Communication Style

Example of passive-aggressive communication: Instead of directly addressing a missed deadline, a passive-aggressive communicator might say, "Oh, I guess some people don't need to follow the same deadlines as the rest of us."

Characteristic	Description	Improvement Strategies
Covert Criticism	May use sarcasm, backhanded compliments, eyerolls, or disrespectful gestures to indirectly mock or criticize someone's ideas or actions.	Pay attention to your tone and body language. Aim to communicate in a way that is respectful and collaborative.
Indirect Communication	Instead of addressing issues head-on, people who communicate passive-aggressively use veiled language that leaves room for ambiguity and later gives them an opportunity to deny their words.	Work on being more direct by making an effort to express your thoughts, concerns, and opinions honestly. Work on sharing ideas openly, praise generously, and feedback constructively.
Silent Treatment	Withhold important information as a form of expressing displeasure.	Reflect on your communication style. Recognize and acknowledge your passive-aggressive tendencies. Understand the negative impact they have on your relationships and team dynamics.
Subtle Sabotage	May subtly engage in actions that undermine other people's projects or initiatives.	Seek constructive ways to express frustration or disagreement with colleagues.
Involvement of Others	Instead of addressing issues with the concerned parties directly, they might complain to colleagues or superiors to garner sympathy or support. They might frame themselves as victims, deflecting responsibility for their behavior.	Don't let issues fester. Address things in a timely manner, while they are still manageable.

Assertive Communication Style

Example of assertive communication: In a team meeting, an assertive communicator might say, "I understand your concerns about the project deadline. However, I believe we can meet it if we allocate more resources and prioritize tasks effectively."

Characteristic	Description	Improvement Strategies
Straightforwardness	Uses direct and to the point language to clearly convey their thoughts and ideas. They can say "no" or set boundaries when necessary.	Be patient with people who don't get straight to the point. Try to remain calm and composed.
Confidence	They speak with certainty, projecting self-assurance.	Being assertive can help you get your point, but it is important to be flexible and keep your mind open to other people's ideas and approaches.
Respect	Assertive communicators respect other people's opinions, feelings and autonomy. They acknowledge differing viewpoints and seek common ground.	Being adaptable can help you remember that different situations may require different communication styles. It's important to tailor your style to individuals and situations whenever possible. Be mindful of who you're speaking with and how they prefer to communicate.
Ownership	Assertive communicators take ownership of their feelings and communicate them without blaming others.	It can be helpful to offer reassurance to show people you mean well since not everyone will understand your communication style. Some people may feel intimidated or feel as though you aren't being "nice" enough.



Think About It

1. How do you ensure that you are truly listening to others during conversations? Are there any habits you practice to improve your listening skills?
2. How do you pick up on nonverbal cues (such as body language or tone of voice) in social interactions? How do these cues inform your understanding of a situation?

5 CONCLUSION

Emotional intelligence enables supervisors to understand and respond to the individual differences and challenges of their staff, especially youth, leading to more effective supervision

outcomes. Learning to supervise yourself through the emotional intelligence domains of self-awareness and self-management helps supervisors lead effectively through recognizing emotional impact, maintaining composure, and fostering a positive work environment. Learning to supervise others through the emotional intelligence domains of social awareness and relationship management helps supervisors build better relationships, manage conflict and boosts workplace engagement.

Supervisors who integrate all four domains of emotional intelligence provide holistic support to staff and youth, addressing their emotional, social, and developmental needs comprehensively. Maximizing your role as supervisor by modeling and teaching emotional intelligence skills help youth develop their own emotional intelligence, equipping them for future success.



Think About It

What aspects of your emotional intelligence do you feel confident about? What areas do you think need improvement? What steps can you take to improve your emotional intelligence?

As you reach the end of this guidebook, remember that the journey toward becoming a more emotionally intelligent supervisor is ongoing and ever-evolving. Mastering the art of emotional intelligence is not about achieving perfection but about striving for continuous growth and improvement. Every interaction, every challenge, and every triumph is an opportunity to deepen your understanding and enhance your skills.

As you implement these strategies and reflect on your experiences, remember that each step you take contributes to a more harmonious and productive workplace. Keep learning, keep growing, and continue to inspire those around you. The impact you make as an emotionally intelligent supervisor will resonate far beyond the workplace, shaping a more positive and empathetic world.

Looking for resources to continue your growth? Check out the Resource Library at www.c2lphlresourcelibrary.org!