

Supervisor Academy Month One

Personal and Professional Development



Month One

Week One: Setting Performance Goals and Expectations

Our mindset about our team can be as important as our actions. Keep in mind the following thoughts as we move through this course.

- Most employees want to meet or exceed the expectations of their organization.
- When employees are involved in the decision, they are more dedicated to the outcome.
- Pay and benefits are not sufficient to encourage or reward performance that meets or exceeds goals.

Week One: Setting Performance Goals and Expectations

Managing each employee's performance and setting direction and implementing the vision for the organization are key responsibilities.

Establish Goals for All Employees - Goal setting needs to occur with every employee. For each goal, clear measurement criteria for success is also needed.

1. Institute performance objectives.
2. Identify interests of employees.
3. Set goals at the beginning.

Review Performance Goals Regularly - The goal-setting meetings should be a collaborative discussion. This process also helps you learn your role in supporting performance and providing necessary training or additional resources. You can also discuss policies and procedures that could either hinder or enhance performance.

4. Continually refine goals and expectations.
5. Meet with the employee to discuss objectives.
6. Identify the behaviors needed to succeed.

Examine Performance and Ensure Results - To provide feedback and support, and evaluate performance effectively, you should gather information about the employee's performance, as the work continues. Plan for how you will track progress and offer encouragement.

7. Observe performance and results.
8. Provide regular feedback.
9. Coach, train, and counsel.
10. Conduct a summary review.

Employee Performance Goals

<p>What are your annual performance goals?</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 	<p>Completion Rate</p>
<p>Development Actions</p> <p>What talents and skills will you use to complete these goals?</p> <ul style="list-style-type: none"> - - - - - 	
<p>Benchmark Dates</p> <ul style="list-style-type: none"> - - 	
<p>Are there any special projects you would like to pursue?</p> <ul style="list-style-type: none"> - - 	
<p>Are there any problems you want to solve?</p> <ul style="list-style-type: none"> - - <p>What classes and training would help you achieve your goals?</p> <ul style="list-style-type: none"> - - <p>What are some additional resources you need to be successful?</p> <ul style="list-style-type: none"> - - 	
<p>How well did you meet your goals?</p> <ul style="list-style-type: none"> - - 	



Setting Performance Goals and Expectations Performance Checklist

Just like you should regularly review performance goals, for yourself and for your employees, you should review your process. Review this checklist and make notes of what you could be doing more of.

Establish goals for all employees.

- Identify organizational and unit goals.
- Define managerial expectations.
- Establish specific performance criteria.
- Identify interests of employees.
- Solicit and note employee expectations.
- Draft acceptable set of expected behaviors.
- Focus on performance outcomes.
- Decide how to assess accomplishments.

Review performance goals regularly.

- Establish a routine for regular performance reviews.
- Help the employee to prepare productivity goals.
- Encourage inclusion of employee's career goals.
- Document employee goals for next year or period.
- Define training and resource needs.
- Meet with the employee to discuss objectives.
- Set the tone for a collaborative discussion.
- Identify matching objectives.
- Review organizational goals.
- Discuss differences to reach an agreement.
- Identify behaviors needed to succeed.

Examine performance and ensure results.

- Observe performance and results.
- Detail performance to validate feedback.
- Randomly observe the employee during the review period.
- Look for positive performance or behaviors.
- Identify performance that needs improvement.
- Use established milestones as feedback points.
- Provide positive feedback for success.
- Define new objectives and improvement areas.
- Enlist the employee in refining standards.
- Ask employee to offer solutions.
- Remove roadblocks and provide training.
- Offer coaching to carry out a goal.
- Organize and prepare documentation.
- Summarize previous discussions.
- Look for organizational roadblocks.
- Reward positive performance appropriately.
- Establish a time for the next review.

Top 3 For Me To Work On



Ask the Right Questions to Continuously Refine Goals

As we anticipate or observe change, we must be willing to continuously evaluate and refine our goals. Goals for ourselves, goals for our employees, goals for our teams. As you set up a new goal, or realize existing performance is not meeting expectations, it is important to identify roadblocks sooner rather than later. Consider the following questions to help target areas for improvement.

Question	Yes/No	Needs/Notes
Do you have the resources to reach your expected performance goals? Limited resources could be:		
• Time		
• Supplies		
• People		
• Equipment		
• Knowledge		
Are there policies or procedures in place that may be hindering your progress?		
Are there personal problems outside of work that are affecting your performance?		
Are you unclear about the expected performance?		
Are there conflicting value issues that are blocking your full commitment to the goals?		

Month One

Week Two: Group Consultation

Managers and supervisors play an integral role in any company and they are tasked with handling an ever-expanding set of concerns.

- Managing employee disagreement or conflict.
- Overseeing overall performance outcomes.
- Coaching and retaining employees

Week Two: Group Consultation

Consultation for supervisors can be a helpful tool in managing and resolving specific employee relations challenges, such as:

Managing Performance Issues - Earlier interventions with compassion and clarity see the best results.

Goal Setting and Establishing Clear Expectations - Employees and teams need general guidance in establishing their purpose and what to strive for in their role.

Improving Meeting Planning and Facilitating Skills - With limited time, supervisors are challenged to make the most of meetings and discussions.

Assessing Coaching Skills

Rate yourself on how often you do each of these coaching skills.

Skills	Not At All	Seldom	Somewhat	Often	Always
1. I carefully listen to what the person has to say about a situation before I make a judgement or offer a response.	1	2	3	4	5
2. I identify both the positive and negative aspects specific to the problem.	1	2	3	4	5
3. The other person and I openly discuss and clarify goals.	1	2	3	4	5
4. I help the person to identify possible roadblocks.	1	2	3	4	5
5. I narrow the roadblocks down to two or three main ideas to address.	1	2	3	4	5
6. I help the other person to brainstorm ideas for solving the problem; then we identify the best possible solutions.	1	2	3	4	5
7. I point out the strengths of the individual that will contribute to solving the problem or making an improvement.	1	2	3	4	5
8. I summarize the goals and solutions and give positive words of encouragement.	1	2	3	4	5
Totals					

GRAND TOTAL: _____
If you got an:

8 or less – You need to study and apply appropriate coaching skills more often. You would find it helpful to take some training in coaching skills. You may be controlling instead of coaching.

9 -16 – You are practicing a few coaching skills, but you need to brush up on them and apply them more consistently.

17-24 – You use important coaching skills occasionally, but you need to expand your abilities to maximize the potential of each of your employees.

25- 32 – You coach more effectively than most managers, and your skill level will reap results – higher morale and goal accomplishment.

33 to 40 – You are an exceptional coach. Your employees, under your leadership, will more than likely reach the organization’s goals.



Month One

Week Three: Applying Emotional Intelligence in the Workplace

Achieving peak performance requires that you think carefully, logically, and creatively in addition to applying your social and emotional skills.

- Emotional self-management is vital to life.
- You are willing to examine and be realistic about your own emotional intelligence.
- You already apply your logical intelligence at work.

Week Three: Applying Emotional Intelligence At Work

Emotional intelligence is the ability to use your emotions positively and constructively in relating to others, achieving your objectives, and meeting the requirements of day-to-day life.

Think Intelligently About Emotions - To think intelligently in the emotional and social areas of life, you must make a conscious effort and pay close attention to what you think, feel, and do.

1. Understand your brain.
2. Respond proactively.
3. Rewrite your emotional script.
4. Build your optimism.
5. Motivate yourself.

Behave Wisely - Emotional intelligence involves not only thinking smart, but also behaving smart. Emotionally intelligent people are wise in their interactions with others. They employ excellent communication strategies, exercise self-discipline in dealing with people, and adapt flexibly to what comes their way.

6. Communicate effectively.
7. Manage anger and stress.
8. Adapt to circumstances.

Foster Emotional Intelligence in Others - Your ability to work with emotional intelligence will grow as you foster emotional intelligence in others, particularly your colleagues. One of the best ways to enhance your understanding of what you've learned and reinforce your commitment to it is to share it with others.

9. Promote organizational self-awareness.
10. Support teamwork



ABCs of Emotion

ABCs - a process that each person experiences differently when confronted with a situation or problem

Adversity - the problem

Belief - an interpretation unique to each individual. If negative, will usually lead to a negative feeling.

Consequence - an initial emotional reaction triggered by the problem

Scenario

The director has just announced you will be upgrading your software, learning the updated program, and converting all of our files. This will include training and policy updates for everyone.

Possible Supervisor ABCs

Adversity - software upgrade

Belief - "We need new software! It will be worth the time spent."

Consequence - Supervisor feels and speaks positively about the upcoming changes. Employees model open, positive outlook, even when discussing some of the potential frustrations.

Possible Supervisor ABCs

Adversity - software upgrade

Belief - "We don't have time for this!" " My team can't handle the added pressure!"

Consequence - Supervisor feels anxious and doubtful about project. Employees doubt their ability and pick up tension and worry. Makes discussions and troubleshooting difficult and discouraging.

Possible Employee ABCs

Adversity - software upgrade

Belief - This will fix some issues that take a long time.

Consequence - Neutral or positive feeling towards project, less likely to be irritable, more open to positive outcomes.

Possible Employee ABCs

Adversity - software upgrade

Belief - This will be terrible! I just learned how to use this software! I can't do it again.

Consequence - Withdrawal, self doubt, irritability, lowered performance

Fill in the Blanks Supervisor ABCs

Adversity -

Belief -

Consequence -

Fill in the Blanks Supervisor ABCs

Adversity -

Belief -

Consequence -

Accurately Perceive the Emotions of Others

Developing successful emotional intelligence begins by understanding your emotions and their meanings. With this understanding you must understand productive ways to manage your emotions, then use them to benefit yourself and others.

As you go through your work interactions, keep in mind:



Words are part of the message

Words can be part of the message, but sometimes the emotion behind what is being said is an important part of the message. Nonverbal cues are helpful in decoding these messages.



Listen for tone

Pay attention to your tone and the tone of others, it can give a cue to how they are feeling which may cue you into what they are needing from you.



Focus on the message

Focus on the message, verbally and nonverbally, in order to accurately perceive the emotions of others. It is important that you do not allow your emotional state of being to cloud your judgment of what is being said.



Recognize your emotions

The underlying reasons for why you feel the way you do is very important to understand. If you are aware you have more tangible choices about how you respond, cope and support yourself which directly influences how you interact with those at work.

Managing Difficult Emotions

It takes practice and emotional intelligence to successfully navigate the emotions of others around you. As a supervisor you will often encounter employee emotions, whether directed at you or not, as you think about how you handle emotional situations at work, consider the UART script as a guide.

UART for managing angry people:



Understand

Listen carefully and calmly and get the angry person to talk about his or her feelings.



Apologize/ Acknowledge

Most angry people feel they have been treated unfairly. They feel less angry when they receive a sincere apology and/or acknowledgement of how they are feeling.



Resolve the Problem

Do what you can to solve the problem. If you can't do so immediately, explain what you can do and when it will be done. Most of the time anger will have decreased by this point in the conversation. If this doesn't work, take the next step.



Take a Break

You can take a break in the following cases:

- Emotions are becoming escalated.
- Something said will be regretted later.
- Whatever you say or do makes no difference.
- You or the other person is out of emotional control.

Regardless of what anyone else is doing, you must remain in control of your emotions.

Explore Your Problem Solving Options

One basic principle of creative problem-solving is that the more possible solutions you develop, the more likely you are to find a good one. Try brainstorming to develop creative solutions.

Nine Approaches for New Solutions



1. Change your thinking. See change as an opportunity rather than as a problem.
2. Find out how other people cope with a similar problem.
3. Make small improvements in things you are doing already. For instance, if you already have a habit of daily planning at work, consider how you can use planning strategy in your personal life.
4. Learn more about the changes occurring in your business or company. Help yourself and others expand personal skills.
5. Work cooperatively. When people work together to solve a problem, everyone is more likely to be satisfied and support the group solution. When groups agree on common goals, everyone becomes involved.



6. Keep an open mind. While you are looking for options, stay open. Do not block out any feelings or ideas.
7. Take a break. Put your problem on the shelf and come back to it later. When you return, you may see new solutions that were not obvious when you were tired and discouraged.
8. Develop a flexible plan. Use the following questions to develop a flexible plan:



- What will we do differently if circumstances change?
- What changes do we anticipate for the future, and how can we prepare for them?
- What options do I have personally?
- What is the worst thing that could happen? What is the best?
- What can I do to help myself stay flexible?

9. Add fun to change. Find new and positive ways to welcome change. Hold a contest for the most humorous predictions.

Month One

Week Four: Recognizing and Avoiding Burnout

Achieving peak performance requires that you think carefully, logically, and creatively in addition to applying your social and emotional skills.

- Emotional self-management is vital to life.
- You are willing to examine and be realistic about your own emotional intelligence.
- You already apply your logical intelligence at work.

Week Four: Recognizing and Avoiding Burnout

Emotional intelligence is the ability to use your emotions positively and constructively in relating to others, achieving your objectives, and meeting the requirements of day-to-day life.

Map the Emotional Progression- To think intelligently, in the emotional and social areas of life, you must make a conscious effort and pay close attention to what you think, feel, and do.

1. Understand your brain.
2. Respond proactively.
3. Rewrite your emotional script.
4. Build your optimism.
5. Motivate yourself.

Identify the Signs - Emotional intelligence involves not only thinking smart, but also behaving smart. Emotionally intelligent people are wise in their interactions with others. They employ excellent communication strategies, exercise self-discipline in dealing with people, and adapt flexibly to what comes their way.

6. Communicate effectively.
7. Manage anger and stress.
8. Adapt to circumstances.

Get Back on Track - Your ability to work with emotional intelligence will grow as you foster emotional intelligence in others, particularly your colleagues. One of the best ways to enhance your understanding of what you've learned and reinforce your commitment to it is to share it with others.

9. Promote organizational self-awareness.
10. Support teamwork



Comparing Individual Burnout to Team Burnout

Burnout can have overlaps for individuals, groups, and teams. Individuals may or may not be burning out but you can often see similar cues in a group or team. Fortunately you can also apply similar principles to help get back on track.

Phases of Burnout - Overview

Stage I: Enthusiasm

- A. Idealism (high hopes, high energy)
- B. Unrealistic Expectations (of self, clients, organization)

Stage II: Stagnation

- A. Failure to meet personal needs
- B. The thrill is gone

Stage III: Frustration

- A. Discontentment
- B. Many symptoms/Many sources

Stage IV: Apathy

- A. Lack of hope
- B. Boredom

Phases of Burnout - Individuals

Stage I: Enthusiasm

- A. Overworking
- B. High interest/excitement

Stage II: Stagnation

- A. Roadblocks present
- B. Waning interest/ conflicting demands on time

Stage III: Frustration

- A. Frustration with teammates or partners
- B. Bugged down by frustrations at things out of our control

Stage IV: Apathy

- A. Disengaged, Less attentive, absent
- B. Performance decline, increased in accidents

Address/Prevent Burnout

Recognize what you are feeling.

Use reasonable and realistic expectations with self and others.

Review non-judgmentally. Don't place blame, find solutions.

Use regular self-care.

Watch for lead in signs in self and others.

- Emotional Exhaustion - drained feeling leading to numbness
- Depersonalization - detachment from people and projects, negative generalizations about life
- Personal Accomplishments Reduced - slow down of self and production, less goals met, less results realized, feeds back into feeling exhausted

Phases of Burnout - Teams

Stage I: Enthusiasm

- A. Over communicating
- B. High interest/excitement, unrealistic expectation

Stage II: Stagnation

- A. Initial conflict between members
- B. Not seeing contributing

Stage III: Frustration

- A. Frustration with teammates or partners
- B. Focus on negatives

Stage IV: Apathy

- A. Disengaged, Less attentive
- B. Performance decline, increased in accidents

Ways to Decrease Stress

There are many ways to go about reducing stress in your daily life. In fact, choosing between all the options can even be a source of stress! What should I do? How can I have the perfect stress management plan? Instead of finding everything that works best for you all at once, try finding 1-3 small things you can start testing today and build from there.

1. Employ deep breathing techniques.

2. Read a magazine (not work-related).
3. Read a book for pleasure.
4. Massage your jaw and temple.

5. Incorporate stretching throughout your day.

- Upper back stretch
- Lower back stretch
- Leg extension
- Shoulder shrug
- Head to toe stretch
- Calf stretch
- Thigh stretch
- Side stretch

6. Utilize progressive muscle relaxation.

7. Try visualization.
8. Incorporate some "warm and fuzzy" events.
 - Take a bath/long shower.
 - Get a massage or hand treatment
 - Buy or borrow something small to pep you up



9. Say "no" occasionally.

10. Be aware of your stress. Track it.

11. Meditate.
12. Begin a regular exercise program.
13. Change your form of exercise/cardiovascular activity (cross-train).



14. Take time out for a change of focus.

15. Do things just for fun.

16. Talk about your feelings with an understanding friend.
17. Write about your feelings in a journal.



18. Incorporate self-affirmations.

19. Participate in a peer support group.
20. Enhance your spiritual program.
21. Take advantage of professional intervention.



- Workshops in stress management
- Biofeedback/Health Check
- Psychological counseling



22. Spend more time outside

Potential Sources of Stress

Look closely at your life. Are certain circumstances creating a strain? Is stress starting to build from any of these areas? Are you over-involved in one or more areas?

In the space next to each source, rate from 1-5, and list the details, or specific contributors of the stress in that particular area.

Area	General Examples	Rate 1-5 (1 = Minimal Source, 5 = Major Source)	Your Examples
Your Environment	Home or work environment		
Social Stressors	New co-workers, friends, family, relatives		
Physiological	Health		
Your Thoughts	Do you obsess over certain ideas, thoughts?		
Extra Duties	Hobbies, teams, school, errands		
Schedules			
Paperwork Load	Deadlines, bills		
Losing Support System	Death, divorce, job changes		
Sleep Deprivation	Staying awake or trouble falling asleep		