

# Advanced Supervision

For SRT Leadership

# How did you get to become a SRT Supervisor

- ▶ Took pride in your work
- ▶ Held yourself to a high standard
- ▶ Demonstrated exemplary work habits
- ▶ Made your supervisor's work easier
- ▶ Produced good services for YCS
- ▶ Had good performance reviews
- ▶ Were an excellent individual contributor

“We are what we repeatedly do.  
Excellence, therefore, is not an act  
but a habit. “

-Aristotle

# You are a supervisor, now what?

- ▶ You were recognized for your effort and hard work by being promoted by YCS to a supervisor. This special recognition brings new responsibilities, such as:
- ▶ Sharing your skills and knowledge with others
- ▶ Setting a good example for others to follow
- ▶ Planning and coordinate activities within the SRT department
- ▶ Honestly evaluating your own performance
- ▶ Observing and evaluating your team members
- ▶ Identifying ways to improve the functioning of various tasks for which you are responsible

# Characteristics of Effective Leaders and Supervisors

- ▶ Possesses a strong sense of responsibility.
- ▶ Displays competence.
- ▶ Demonstrates knowledge and capacity to lead.
- ▶ Exercises self-control and emotional stability.
- ▶ Demonstrates enthusiasm for the mission of YCS.

# Characteristics-continued

- ▶ Utilizes Active Listening.
- ▶ Reflects on and assesses personal strengths and needs.
- ▶ Conducts themselves in an ethical manner at all times.
- ▶ Recognizes the accomplishments of those they supervise.
- ▶ Embraces the SRT values: Commitment, Compassion and Care

# Characteristics-continued

- ▶ Demonstrates flexibility.
- ▶ Possesses a good sense of humor.
- ▶ Knows where the team is going and how to get there.
- ▶ Perseveres despite obstacles or barriers.
- ▶ Makes decisions based upon logic and rational thinking.

Hiring,

Training

and Keeping the Best



# How most hiring decisions are made

- ▶ The warm body approach-panic, the supervisor hires anyone who looks good at the time.
- ▶ Rituals-"we always use this approach", even if it doesn't produce the best results. This is the traditional method.
- ▶ Gut feeling-Supervisor uses their intuition, "I've got a good feeling about this one"

# Effective selection process

- ▶ Focus on what the job really entails, get relevant information from the candidate. Provides a framework for a rational hiring decision.
- ▶ Conduct a structured interview.
- ▶ Pay me now or pay me later. Time needs to be spent at the initial selection process or you will pay later in terms of turnover, poor service delivery and morale.

# Segue

Committment, Compassion,Care

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# Now that I have hired a great applicant, how do I keep them?

- ▶ Once an employee has completed their YCS Orientation and mandatory training requirements, its your job, as their supervisor, to help them be their best. Do what is best for your employee and they will do what's best for you.

# Requirements for Supervision at YCS

# What motivates staff?

- ▶ Achievement
- ▶ Recognition
- ▶ Work itself
- ▶ Advancement
- ▶ Responsibility
- ▶ Possibility of growth

# Assumptions

- ▶ Staff start out motivated.
- ▶ Supervisors are responsible for creating a supportive, helpful, problem solving work environment.
- ▶ Employees need to be treated fairly and consistently.
- ▶ Employees need timely, realistic feedback on their job performance.

# Provide support

- ▶ In order for staff to be motivated, it is important to provide a work environment that provides all the necessary resources and tool to be successful. Without support from the supervisor the employee may feel helpless and defenseless.
- ▶ Feedback is necessary for an employee to have a realistic view of how they are doing. This can be done during supervision meetings.
- ▶ It cost nothing to recognize and praise staff for a job well done.
- ▶ Foster independence by reinforcing good decisions and judgment.



# Motivation

## Booster

- ▶ Responsibility
- ▶ Meaningful work
- ▶ Variety of assignments
- ▶ Challenge
- ▶ Being listened to
- ▶ Praise
- ▶ Recognition for contributions

## Deflators

- ▶ Meaningless work
- ▶ Confusion
- ▶ Lack of trust
- ▶ Not knowing what to do
- ▶ Not getting credit for your ideas
- ▶ Lack of resources, knowledge, skills and coaching
- ▶ Inconsistency

# Maintaining good relationships with those you supervise

- ▶ Be available to discuss the employees problems
- ▶ Maintain confidentiality
- ▶ Give uninterrupted time to your staff
- ▶ Conduct a well organized meeting
- ▶ Don't criticize employee in public
- ▶ Coach rather than supervise
- ▶ Encourage staff input
- ▶ Delegate and develop
- ▶ Welcome change
- ▶ Be human

# Characteristics of a good performance review

- ▶ Use open, honest communications.
- ▶ Provide clear expectations.
- ▶ Showcase achievements.
- ▶ Provide positive feedback.
- ▶ Identify areas of improvement and make a plan on how to address them.
- ▶ Give employees an opportunity to open up.
- ▶ There should be no surprises-issues should have been discussed during supervisory sessions.

# Segue

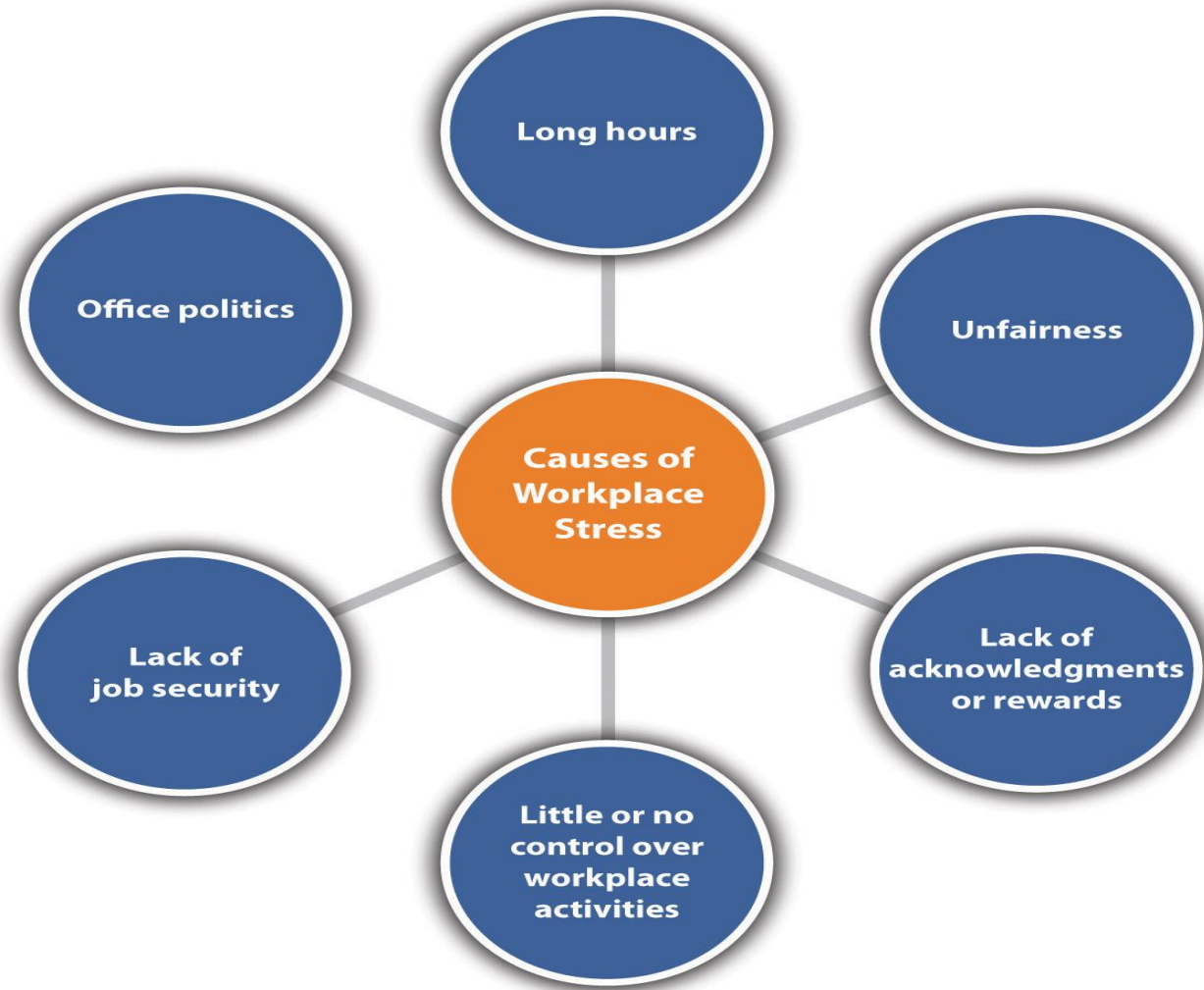
- ▶ Talk about stressors unique to the SRT position that might lead to burnout

# Stress Management-Preventing Burnout



# What is stress?

- ▶ Biological response to any change that causes the adaptive flight or fight response. Stressor can be good or bad.
- ▶ Good Stress-gives us energy and motivates us to work hard and produce.
- ▶ Bad Stress-work demands, dealing with difficult people, physically demanding assignments, as well as difficult family problems, traffic, etc.
- ▶ Excessive and prolonged amounts of fight or flight response, cause our systems to be flooded with adrenaline and cortisol-causing our blood pressure to rise, heart rate and brain activity increase, causing harm to our bodies.
- ▶ Stress related illnesses include: heart disease, asthma, obesity, diabetes, headaches, depression and anxiety, gastrointestinal problems, Alzheimer's disease, and acceleration of the aging process. There is a strong mind/body connection.



# It isn't just in your head

- ▶ How does chronic stress make us sick?
- ▶ Blood vessels restrict, blood pressure rises and your pulse races. Chronic stress causes physical changes over time, leading to health problems.
- ▶ Stress management works. You can't take stress out of your life, but you can learn to manage it



# 4 Ways to Relieve Stress

- ▶ Breathe deeply. Take a few moments to breathe deeply. Deep breathing calms you and reduces the physiologic response to stress. You can do it in your car, sitting at a chair, anywhere. As you breath out, relax a specific muscle group. Start with your jaw, next your shoulders, Move through different parts of your body. Continue until you feel calm.
- ▶ Focus on the moment. When you feel stressed you are often living in the past or the future. You may regret something you have done or worried about something you might do in the future. Calm yourself by coming back to the moment. Concentrate on the sensations you are feeling,.
- ▶ Reframe the situation. Getting worked up can be natural reaction, but it won't help you at all. Look at what opportunities are presented to you.
- ▶ Keep problems in perspective. Remind yourself of the basic ways you're lucky, examples include: you have a family, friends, a job, etc.

# Make larger changes, healthy changes in your personal life

- ▶ Learn and master relaxation techniques such as meditation or yoga.
- ▶ EXERCISE-regular aerobic exercise helps regulate your mood and helps maintain a high energy level. Exercise lowers the risk for many health problems. A minimum of 30 minutes 3x week, and strength training at least once per week.
- ▶ Get an adequate amount of sleep (7-8 hours per night). Go to bed earlier.
- ▶ Watch what you eat. Avoid simple sugars and simple carbohydrates, sugary sodas, and excessive amounts of alcohol. Instead eat 5 or more servings of fruits and vegetables per day. Eat small healthy snacks at least every 3 -4 hours.

# Emotional energy

- ▶ Defuse negative emotions-irritability, impatience, anxiety, insecurity through abdominal breathing.
- ▶ Practice a mindful pause: pause and feel your in-breath for 10-15 seconds. Conclude with a question: Which of my character strengths will I bring forward now. Why does this work? It doesn't take much time and it integrates into whatever you are doing, and it prepares you to do your best.
- ▶ Fuel positive emotions in yourself and others by expressing appreciation to people in detailed specific terms.
- ▶ Look at upsetting situations from a positive perspective:
  - ▶ what would the other person in this conflict say?
  - ▶ how would I view this conflict in six months? 5 years?
  - ▶ how can I grow and learn from this?

# Spiritual energy

- ▶ Identify activities- those that give you feelings of effectiveness, effortless absorption, and fulfillment-”sweet spots”. Find ways to do more of these.
- ▶ Allocate time to what you consider to be the most important. Unwind as you drive home from work so you can connect with family and friends when you are off.
- ▶ Live your core values.

# Healthy changes at work

- ▶ Do all you can to create a trusting, connected work environment.
- ▶ Have a friendly, face to face talk with a person you like every four to six hours. If not possible then engage in positive self-talk.
- ▶ Break big tasks down into manageable steps.
- ▶ Before you leave work everyday, create a short list of what you want to accomplish the next day.
- ▶ Pay attention to the times you are most productive. Do your most important work/assignments then.
- ▶ Do whatever you need to do to be more focused.

# Cultivate positive emotions

- ▶ Interpretation of facts can be important. People can cultivate positive emotions by learning to change the stories they tell themselves about events in their lives. Some people in conflict cast themselves as the victim, blaming others or external circumstance for their problems. Becoming aware of the difference between facts in a situation, and how we interpret them can be powerful.
- ▶ Engage in activities that produce positive change:
  - ▶ Jot down three things you are grateful for.
  - ▶ Write a positive message to someone in you social network.
  - ▶ Meditate for 2 minutes.
  - ▶ Exercise for 10 minutes.

When you feel overwhelmed...



# Overwhelmed

- ▶ Slow down.
- ▶ Do an easy rote task.
- ▶ Move around- walk up a flight of stairs or walk briskly.
- ▶ As for help, don't worry alone.
- ▶ Practice your deep breathing.
- ▶ Refocus the issue in a positive way.



# Develop new habits

- ▶ Engaging positively with people in your social network is one of the best things you can do for your physical, emotional and spiritual health. Giving social support to others, as well as receiving social support is strongly correlated to with a feeling of happiness as well as longevity.
- ▶ So, help out a coworker, make eye contact and smile.
- ▶ Change your attitude toward stress. It's an inevitable part of work, and life. The next time you feel overwhelmed write a list of things you can control and those you can't. Choose one stress you can control and come up with a manageable plan on how to address it. It will help you feel more positive.