



2015 Management and Supervision Training Academy

Developed and Delivered by:
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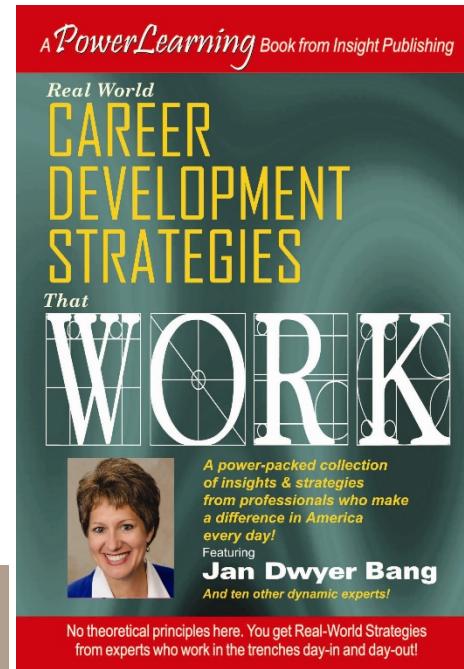




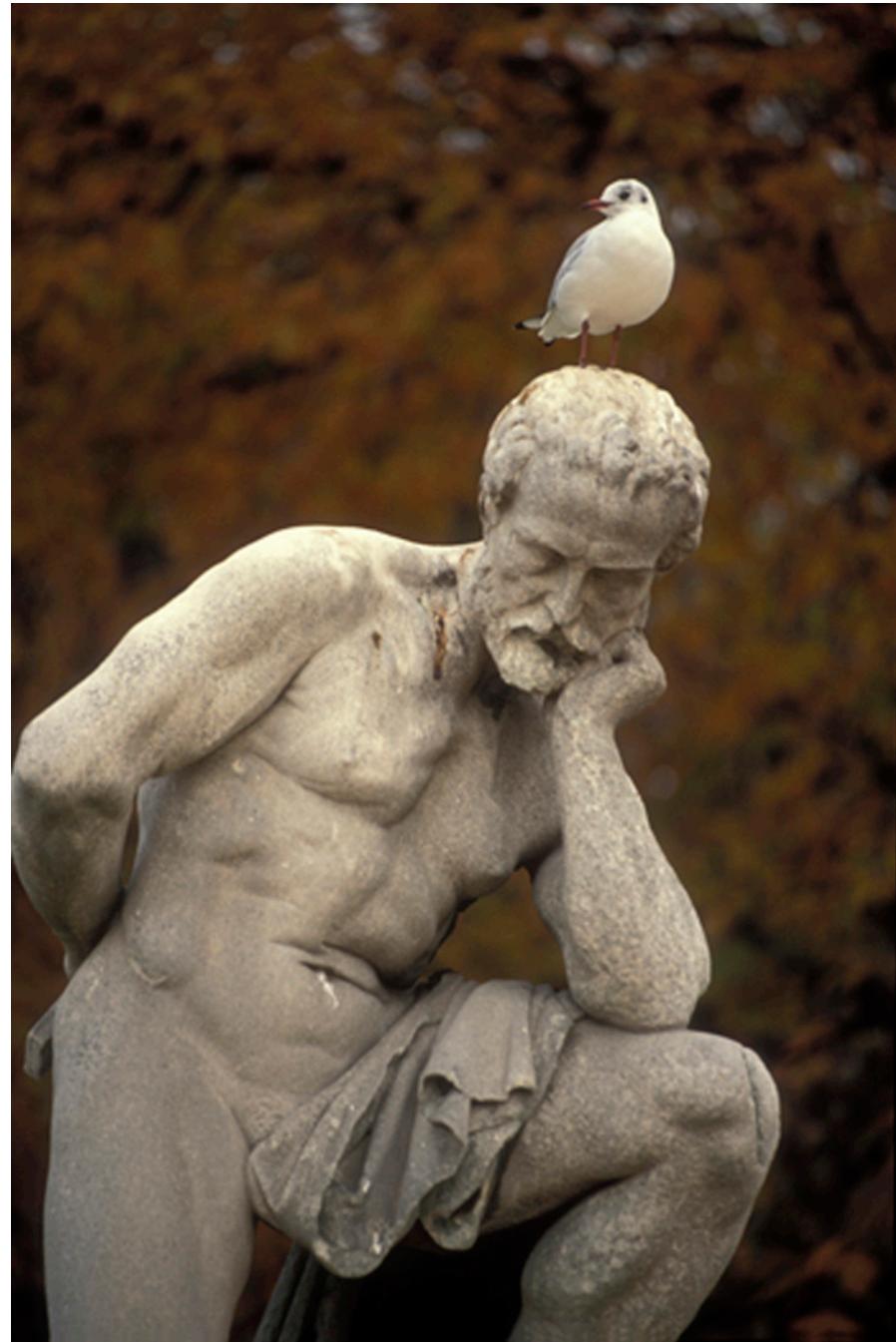














Washington Association
of **COUNTY OFFICIALS**



A Few Norms

Respect other Opinions

Participate and be engaged – Respect others

Confidentiality

Start & end on time



Be open to learning





Relax and
get ready
to learn!



2015 Management and Supervision Training Academy



- 156 of you responded – over 55%
- You wanted training that is relevant and convenient with financial support for cost and travel



We *Listened!*



- On-line Training Modules – short, bite-sized, with on-line resources
- In-Classroom Training



Pre-Work



Thank you

1. Scott Blonien – Executive Director, WACO
2. Tim Grisham – Director of Member Services – Communication, WACO
3. Brian Burnett – Sheriff – Chelan County
4. Cathy Mulhall – Chelan County Administrator
5. Katie Batson – Chelan County HR Director
6. Mavis Betz -Skagit County Clerk
7. Debbie Antes – Assessor- Walla Walla

2015 Management and Supervision Training Academy



1. Your Role as a Manager or Supervisor
2. Job Descriptions & Beyond
3. Performance Management
4. Team Dynamics & Relational Awareness
5. How to Build a LEAN Culture



EXCELLENT



GOOD



AVERAGE



POOR



MODULE 1:

Your Role as a Supervisor



Reflection

- What is your biggest challenge?
- What top 3 actions from the Supervisor Checklist would make the biggest impact?

Copy of the
Checklist in
your folder

This was a
part of the
Pre-Work!



Table Discussion



Compile a list of the
top 10 qualities of your
favorite Supervisor



Characteristics of an Effective Supervisor

Good communication skills	Team builder
High Integrity	Knowledgeable about state/ county policies
Develops people	Manages change
Able to manage time	Gives recognition
Ability to coach	Empowers others
Constant learner	Holds people accountable
Values each person's contribution	Deals with conflict

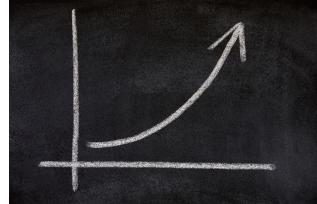
Letting Go

Success means *letting* go of operating duties and taking on new challenges





7 Elements Every Employee Should Know:

Objective 	Duties and Tasks 	Accepted Methods 
Performance Standards 	Improvement 	Polices and Rules 
Team Norms 		

7 Elements Every Employee Should Know:



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Best Practices



- ❑ Read the tips associated with your assigned categories on pages 5-6
- ❑ “Flesh” out your tips with real-life examples, pitfalls, or additional strategies





If your actions inspire
others to dream more,
learn more, do more
and become more,
you are a leader.

-John Quincy Adams

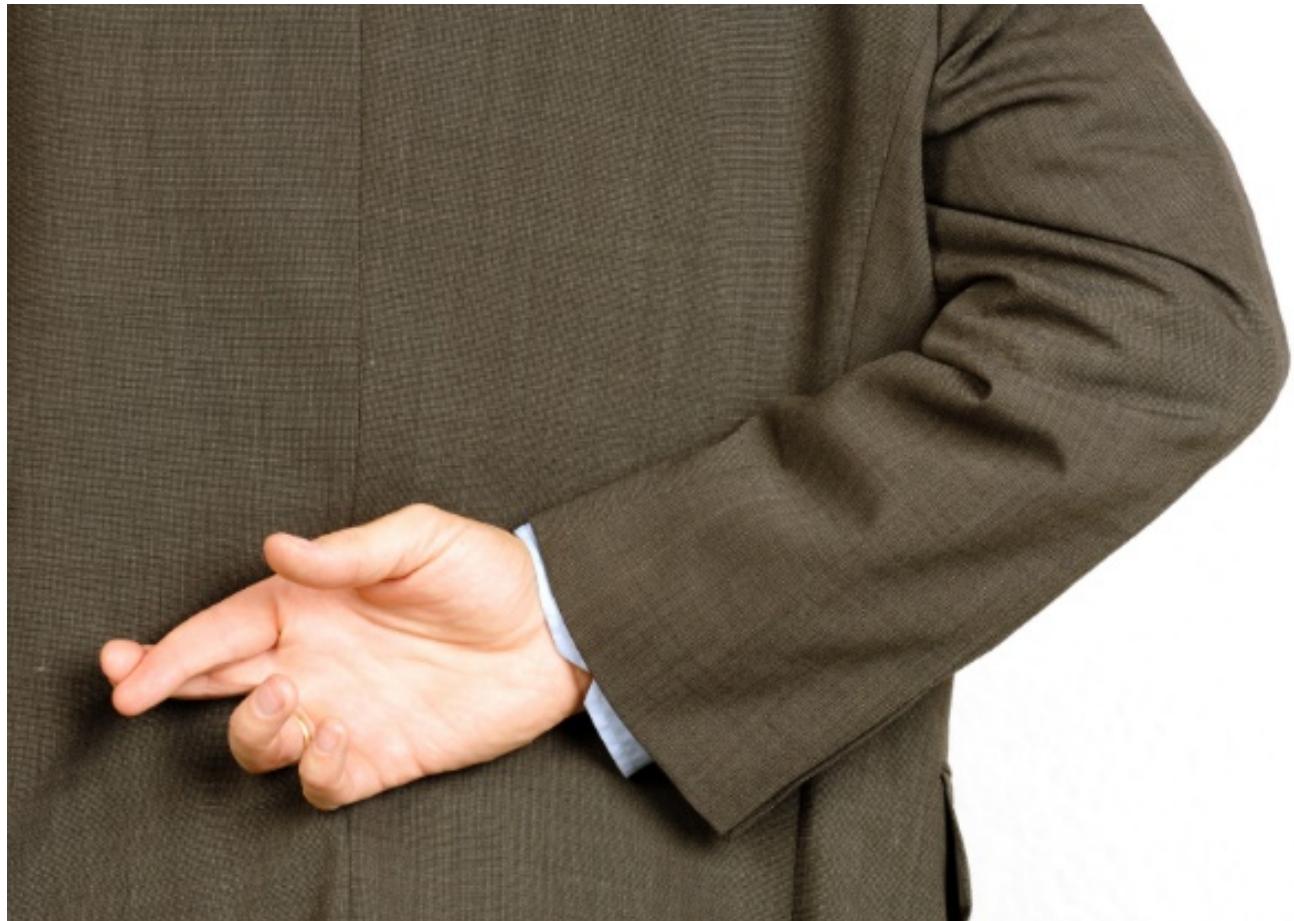




**Leadership and
learning are
indispensable to each
other.**

-John F. Kennedy





*Integrity: The distance
between your lips and
your life.*

-Mark Sanborn, author of *The Fred Factor*



Principle-Based Leaders

- ❑ Not false, copied, genuine, or real.
- ❑ Being actually and exactly what is claimed.
- ❑ Being fully trustworthy.



Servant leaders ask, “What could I have done differently that would have permitted these people to be as great as they could be?”

Jim Collins, *Good to Great*



MODULE 2:

Job Description and

Beyond



What is a job description?

A job description describes the primary responsibilities, tasks, functions, qualifications, and duties of the job.



How to Write a Job Description

- Perform a job analysis
- Establish the essential functions
- Organize the data concisely
- Add the disclaimer
- Add the signature lines



Behavioral-Based Interviewing

Structured behavioral interviewing is founded on the notion that the best predictor of a candidate's future performance is his or her past performance.

MODULE 3:

Performance Management

Creating an Environment where Performance Matters

1. Accurate job descriptions and job classifications
2. Clear job expectations & performance standards
3. Professional development
4. Performance evaluations
5. Documentation
6. Recognition
7. Good hiring
8. Structured onboarding process
9. Team goals and outcomes
10. On-going feedback and coaching

Managing Performance

- Communicating expectations
- Providing feedback
- Supporting team and individuals

The Power of Positive Discipline

Step 1: Provide Coaching

Step 2: Issue a verbal warning

Step 3: Prepare a written warning

Step 4: Conduct a formal meeting

Step 5: Monitor performance

Step 6: Follow up



Why Rewards and Recognition Matter

- ❑ Recognition provides the positive reinforcement for employees to do their best work
- ❑ The new generation of workers want to do work that matters
- ❑ Recognition provides that low-cost way of encouraging higher levels of performance

What Motivates us?

1. Autonomy

2. Mastery

3. Making a contribution



Daniel Pink, “The Surprising Truth about what Motivates us” (TED video)

Recognition



Tailor your recognition to the individual



MODULE 4:

Team Dynamics and Relational Awareness

Cohesive teams...



- ✓ Make better, faster decisions
- ✓ Tap into skills and opinions of all members
- ✓ Avoid wasting time and energy on politics, confusion, and destructive conflict
- ✓ Create a competitive advantage
- ✓ Are more fun to be on!



Fundamental Elements of Effective Teams

1. Trust

2. Mastering Conflict

3. Commitment

4. Accountability

5. Results



-Based on the program, *Five Behaviors of a Cohesive Team* adapted from Patrick Lencioni

The Five Behaviors of a Cohesive Team Model



Adapted from *Five Behaviors of a Cohesive Team*, based on the book by Patrick Lencioni, *The Five Dysfunctions of a Team*

Team Success Criteria

- Clear team goals, measurements, and expected results
- Team Norms
- Individual and Shared Team member roles/responsibilities
- Operating procedures/processes
- Clear and open communication

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

-The Wisdom of Teams by Jon R. Katzenbach and Douglas K. Smith



Size: 2-25 people (large numbers of people have trouble interacting as a group). (8 is the “ideal” number).

Complementary Skills: (Technical, problem solving/decision making, Interpersonal skills)

-Adapted from *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith

Committed:

- 1. Common Purpose** – The best teams invest time exploring and agreeing on a purpose that belongs to them
- 2. Performance Goals** – Specific goals allow a team to maintain their focus on getting results
- 3. Approach** – Teams should invest time on how they will work together

-Adapted from *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith

Mutual Accountability - The promises a team makes to themselves and others - “We hold ourselves accountable”

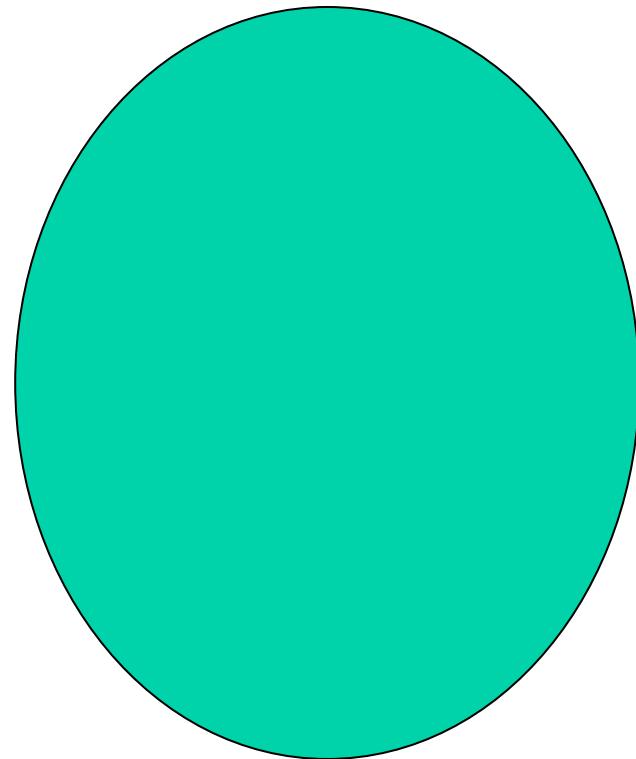
-Adapted from *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith

Commitment and trust is the core of mutual accountability

Building Trust

- Modeling of vulnerability-based trust
- Relationship and community-building
- Team Charter
 - Clear expectations
 - Clear modes of operating (conflict, decision making, standard processes)
 - Clear roles and responsibilities
- Understanding styles of communication

Teamwork = Individuals + Group Dynamics



Team Charter

A document that defines the purpose of the team, how it will work, and what the expected outcomes are. A team charter is a “road map” and includes the following:

- Purpose (mission)
- Key objectives and goals
- Processes
- Team responsibilities
- Resources



Purpose (Mission): Provides a reason for being; why does this team exist?

The mission of the Washington Association of County Officials is to support each county official as he/she executes the constitutional and statutory duties and responsibilities of the office.

Team Values and Operating Guidelines

Team Values –Outlines what your team stands for (Some of WACO's values include: Collaborative, competent, consistent, inclusive, non-partisan, respected, responsive, transparent, trusted, member-driven)

Team Operating Guidelines – Describes how the team will govern itself (*For example: Communication, conflict; delegation; decision making; meetings*)

Team Norms

Team norms are a set of rules or guidelines that a team establishes to shape the interaction of team members with each other and with employees who are external to the team. Once developed, team norms are used to guide team member behavior.



“The most important skill for the transformational leader is *building relationships* through positive and *effective communication*.”

-Edward O. Raiola (Building Relationships: Communication Skills through Effective Communication)





Team Communication



People are Different

People Have Different

- Goals
- Fears
- Motivations
- Ways of seeing the world

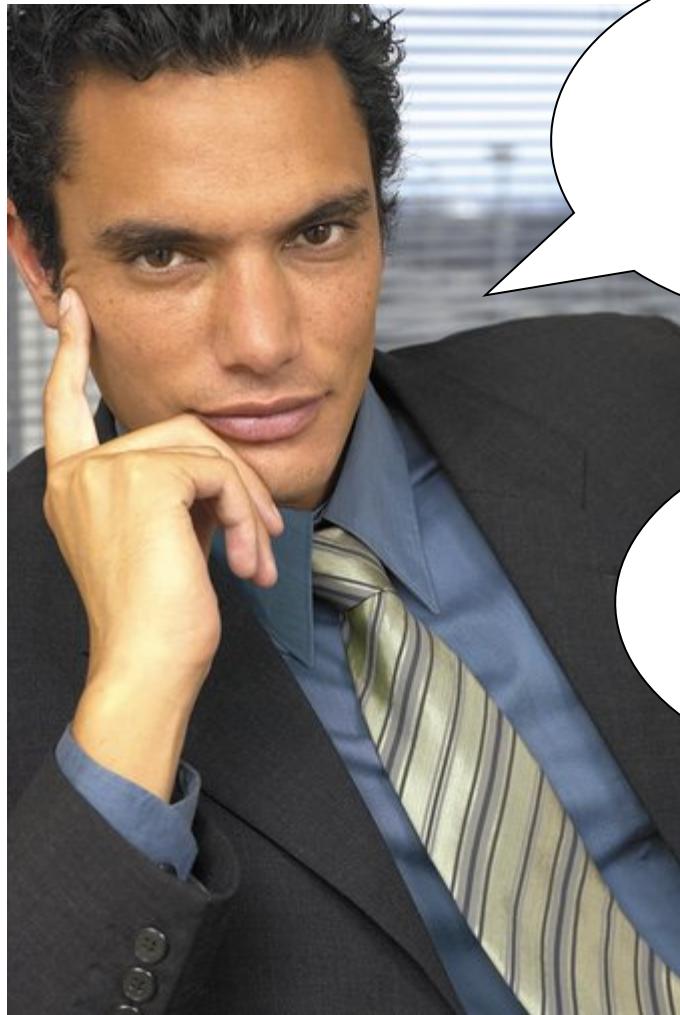


Different = Different

Different \neq Wrong

I Win/You Win





Take-
charge
attitude.



Bossy and
demanding.

How You See Yourself



Active

Thoughtful



How You See Yourself



Questioning



Accepting

How You See Yourself



Questioning

Active



Accepting



Thoughtful



Discovering DiSC®



Active



Questioning



Thoughtful



Accepting

Cornerstone Principles

All styles are **equally valuable** – everyone is a blend of all four styles

Your work style is influenced by **other factors** beyond DiSC

Understanding yourself better is the first step to becoming more effective with others

Learning about **other people's styles** can help you understand their priorities

Dealing with Change and Stress



Four Responses to Conflict

DEMAND

Goal: Victory

Focuses on:

LOGIC

WITHDRAW

Goal: Justice

Tends to:
ASSERT

EXPRESS

Goal: Acknowledgement

Focuses on:

FEELINGS

COMPLY

Goal: Harmony

Tends to:
SUPPRESS

Group Culture

Is there a predominant style that describes your team?

- D culture** - quick decisions, direct answers and a competitive atmosphere. Interpersonal communication may suffer in this environment and those less assertive may feel overwhelmed
- I culture** – energetic atmosphere, a focus on innovation, and lots of time spent in meetings or social gatherings. Those less people-oriented may be frustrated by the focus on group activities and poor planning and lack of details may prevent an I culture from implementing any ideas



Group Culture

Is there a predominant style that describes your team?

S culture — stability, predictability, and friendliness. Values strong teamwork and a management work-life balance. Stagnation may be a risk in this culture and efforts to move the organization forward may meet with hesitation

C culture — quality, accuracy, and order. Cynical toward new ideas and trust usually has to be earned. The group may miss opportunities because it spends so much time analyzing and may resist growth for fear of lowering its standards



Activity

Someone you Admire as a Leader



What do you think really made this person successful?

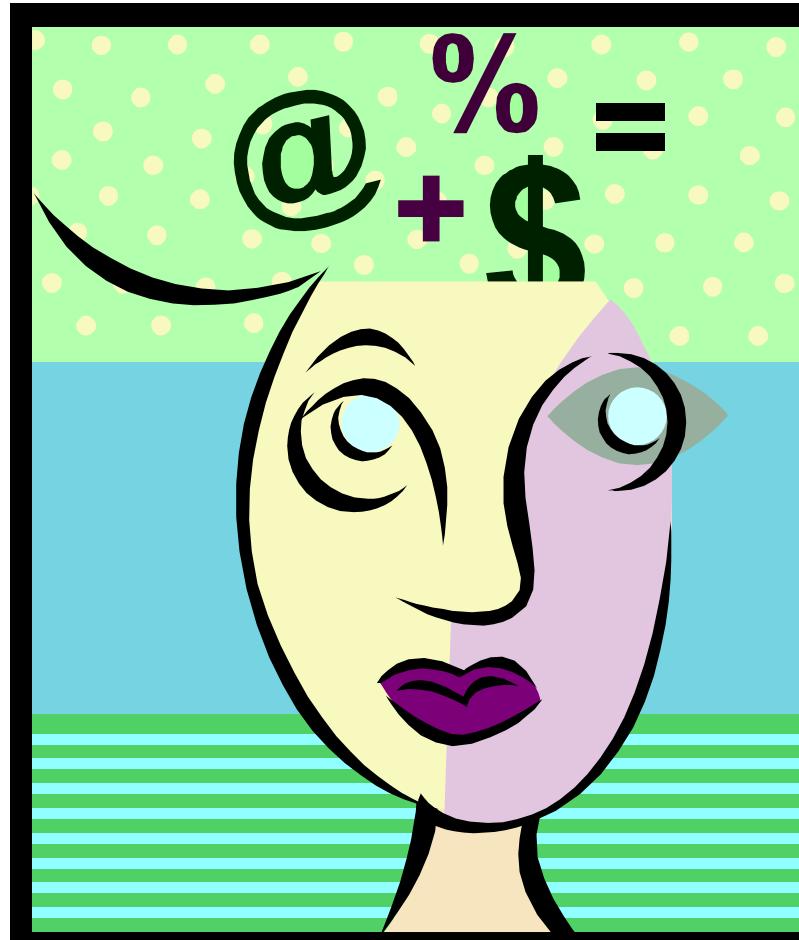




Listens
Passionate
Good communicator
Inclusive of others
Inspirational
Motivating
Positive
Personable



What do you think of when you think of Emotions?



Emotions

<i>Conventional</i>	<i>High Performance</i>
<ul style="list-style-type: none"><input type="checkbox"/> Sign of <u>weakness</u><input type="checkbox"/> No place in <u>workplace</u><input type="checkbox"/> Table <u>them</u><input type="checkbox"/> Interfere with good judgment	<ul style="list-style-type: none"><input type="checkbox"/> Sign of <u>strength</u><input type="checkbox"/> Essential in business<input type="checkbox"/> <u>Integrate</u> them<input type="checkbox"/> Essential to good <u>judgment</u>

Emotions

<i>Conventional</i>	<i>High Performance</i>
<ul style="list-style-type: none"><input type="checkbox"/> Distract us<input type="checkbox"/> Sign of vulnerability<input type="checkbox"/> Inhibit the flow of objective <u>data</u>	<ul style="list-style-type: none"><input type="checkbox"/> Motivate us<input type="checkbox"/> Make us real and <u>alive</u><input type="checkbox"/> Provide vital information and <u>feedback</u>

We Need our Emotions!



Question for Discussion



(Big) Life Decisions:
% _____ (Logic)
% _____ (Emotion)



**Emotional Intelligence is the ability to
sense, understand, and effectively
apply the power and acumen of
emotions as a source of human
energy, information, connection, and
influence.**

-Daniel Goleman



It is emotional intelligence that motivates us to pursue our unique potential and purpose, and activates our innermost values and aspirations!



Emotional Intelligence relates to your ability to motivate yourself and others, manage your moods, think clearly despite strong emotions, and be hopeful.

- Daniel Goleman

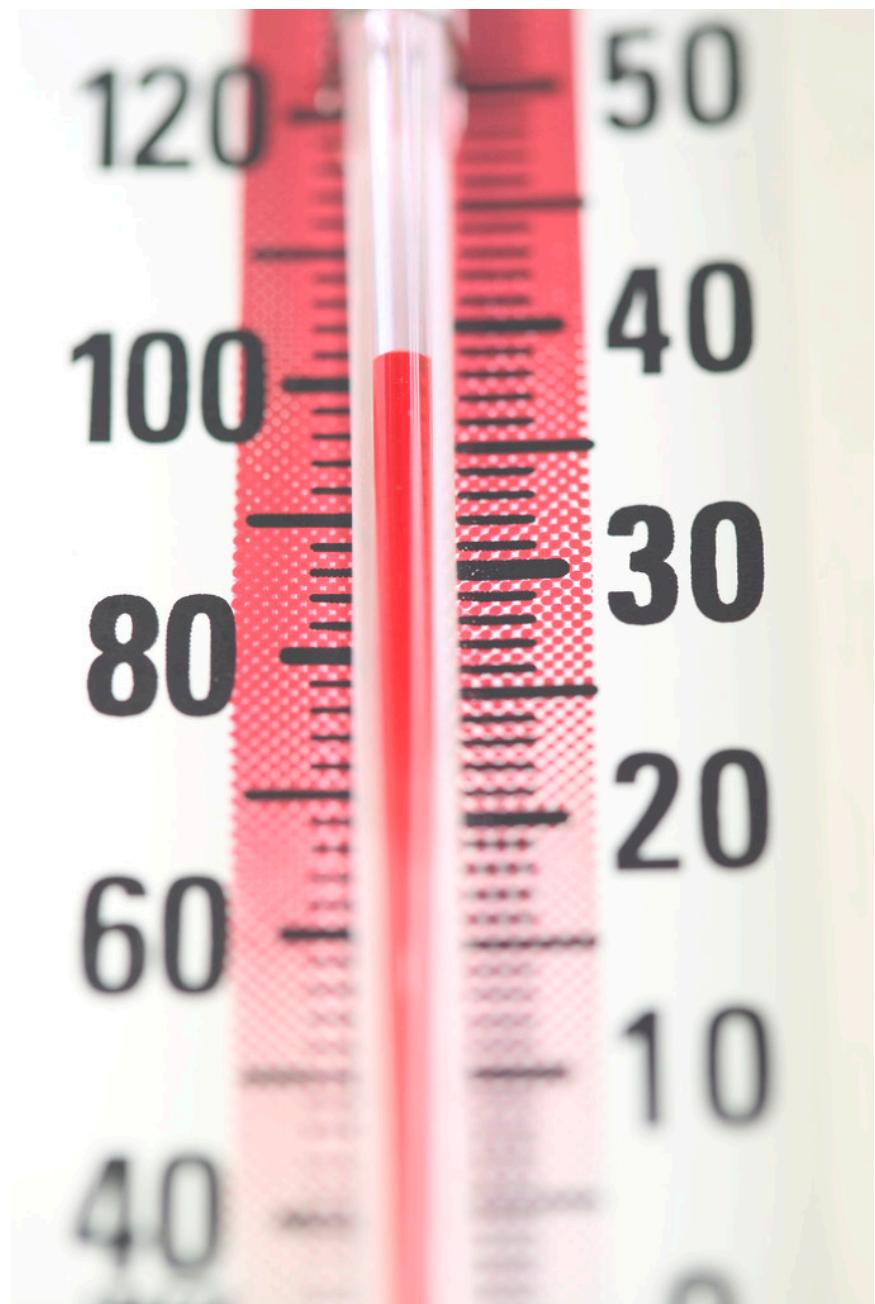


Leadership and Emotional Intelligence

- ❑ Emotional intelligence is central for leadership.
- ❑ The importance of EQ increases, the higher you go up in an organization.
- ❑ For star performance in all jobs, every field, emotional competence is twice as important as purely cognitive abilities

Adapted from *Executive EQ: Emotional Intelligence in Leadership and Organizations* by Robert Cooper and Ayman Sawaf

- ❑ ***Self-Awareness*** – Know thyself!
- ❑ ***Self-Management*** – Managing your emotions
- ❑ ***Social Awareness*** – Ability to be empathetic
- ❑ ***Relationship Management*** – Ability to collaborate with others



MODULE 5:

How to Build a LEAN Culture

LEAN Philosophy



- Preparing and freeing people to perform
- Having a clear sense of mission (True North)
- Keeping the customer front and center at all times
- Pushing responsibility and accountability to the front lines of the organization
- Systematically improving services & processes so they add more value



LEAN

- ✓ Breaking down processes to the “bare bone essentials”
- ✓ Non value added is waste

Goal: Segregate waste from value in processes & eliminate the waste and non-added value

LEAN Culture

Lean is not just about changing processes, projects, and process improvement – it is about engaging every person in the organization to use a scientific method to solve problems, improve processes, and innovate.



- *Make customer service everyone's business.*
- *Have daily or weekly accountability*
- *Allow employees to engage in a LEAN process.*
- *Consider using one of the LEAN leadership competencies of coaching.*



LATER
NOW



So What?

What Next?



What ways can I
become a more
effective supervisor
or manager?



What is one action
that I can take as a
result of this session?



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