Enhancing Our Supervisory Effectiveness

A Solution-Focused Approach

Missouri Alliance for Children and Families
Supervisor Training 2008
I. Solution-Focused Supervision: Basic Components and Benefits
II. Supervisory Self-Discovery: “Do Your Actions Match Your Expectations?”
III. Authoritative or Democratic Leadership
IV. Formula for Effective Supervision: Emotional Intelligence = Maximum Supervisor Effectiveness
Objectives

What We Will Accomplish

- Identify Basic Components of Solution-Focused Supervision
- Identify Benefits of Solution-Focused Supervision
- Compare and Contrast Individual Expectations and Self-Assessment of Supervisor Performance
- Classification of Leadership Styles: Authoritative or Democratic – Tannenbaum and Schmidt’s Leadership Continuum
- Identify Benefits and Challenges to Each Leadership Style - McGregor’s XY Theory
- Understanding Your Leadership Style to Enhance Your Effectiveness as a Supervisor – Goleman’s
"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

– George Patton
Solution-focused Supervision:

Basic Components and Benefits

- Strengths-based
- Individualized
- Psychological Safety
- Celebrating Accomplishments
Lesson II

Supervisory Self-Discovery

“Do Your Actions Match Your Expectations?”

- **Individual Assessment:** Expectations of Supervision
- **Supervisor Self-Assessment:** Your Performance As A Supervisor
- **Discussion:** How Does Your Supervision Reflect Your Individual Expectations of Supervision?
- **Assessing Your Leadership Style**
McGregor’s X-Y Theory

- Douglas McGregor - 1960
- Organization behavior is influenced by two different management or supervisory styles:

  ◆ Theory X or Authoritative
    - Management’s role is to coerce and control employees because:
      - People have an inherent dislike for work and will avoid it whenever possible.
      - People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives.
      - People prefer to be directed, do not want responsibility, and have little or no ambition.
      - People seek security above all else.

  ◆ Theory Y or Democratic
    - Management role is to develop employees’ potential and release that potential towards common goals.
    - Work is as natural as play and rest.
    - People will exercise self-direction if they are committed to the objectives.
    - Commitment to objectives is a function of the rewards associated with their achievement.
    - People learn to accept and seek responsibility.
    - Creativity, ingenuity, and imagination are widely distributed among the population. People are capable of using these abilities to solve an organizational problem.
    - People have potential.
David Goleman Leadership Styles Theory –

- Visionary, Coaching, Affiliative, Democratic, Pacesetting and Commanding: Creating Resonance

In order to be able to properly understand the six leadership styles it is useful you first understand his human communication / interaction concept of **resonance**. Good leaders are effective because they create **resonance**. Resonance comes from the Latin word *resonare*, to resound.

Effective leaders are **attuned to other people's feelings** and **move them in a positive emotional direction**. They speak **authentically** about their own values, **direction and priorities** and resonate with the emotions of surrounding people. Under the guidance of an effective leader, people feel a **mutual comfort level**.

Resonance comes naturally to people with a high degree of **emotional intelligence** (self-awareness, self-management, social awareness and relationship management) but involves also intellectual aspects.
David Goleman Leadership Styles Theory –

- Visionary, Coaching, Affiliative, Democratic, Pacesetting and Commanding: Creating Resonance

In order to be able to properly understand the six leadership styles it is useful you first understand his human communication / interaction concept of resonance. Good leaders are effective because they create resonance. Resonance comes from the Latin word resonare, to resound.

Effective leaders are attuned to other people's feelings and move them in a positive emotional direction. They speak authentically about their own values, direction and priorities and resonate with the emotions of surrounding people. Under the guidance of an effective leader, people feel a mutual comfort level.

Resonance comes naturally to people with a high degree of emotional intelligence (self-awareness, self-management, social awareness and relationship management) but involves also intellectual aspects.

© 2003 Teledevelopment Services, Inc.
Emotional Intelligence

◆ Relating with Others Wisely

Project and Mirror the emotions and behavior you would like to see.

“We must be the change we want to see” – Ghandi
Emotional Intelligence

- Foster rapport and trust.
- Resolve conflict
- Communicate
- Be a Champ, not a chump.
Thank You

Missouri Alliance for Children and Families
Supervisor Training 2008