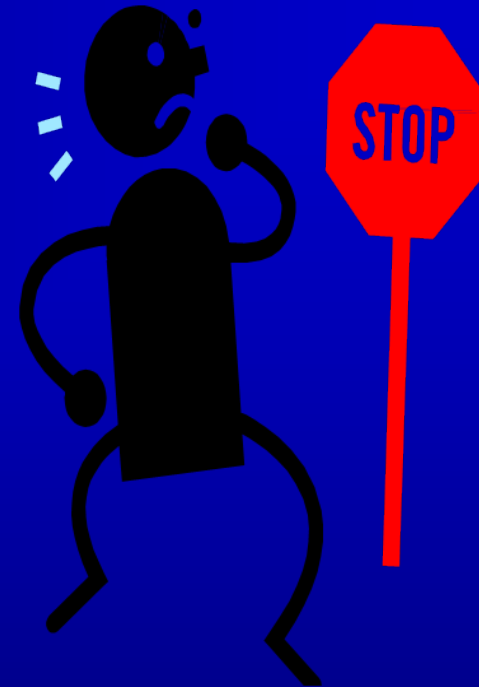
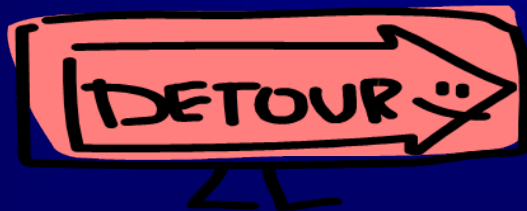


Effective Supervision and Dealing with Difficult People

National LTAP/TTAP Conference
Building Bridges in the Iron City
Pittsburgh, Pennsylvania

July 27-30, 2009



Presented By:
Gregory A. Primm
Township Manager
Allegheny Township,
Westmoreland County
Pennsylvania

Effective Supervision Part I

1:30 – 2:45

- **Will provide practical tips and techniques for improving communication in your agency and helping you become a more effective and efficient Supervisor.**

Overview

- **Supervision - 5 Rules**
- **Delegation**
 - **Four Steps in Delegation**
 - **Tasks that Shouldn't be Delegated**
 - **Common Mistakes in Delegation**

Five Rules of Supervision

- **Rule #1 - Get Involved**
 - **Know Your People**
 - Get out from behind your desk
 - Don't be over-involved
 - i.e. Don't micro-manage
 - **Show Interest**
 - Show up regularly
 - “Dog and Pony Shows”
 - **Sense of Mission**
 - Have a plan
 - Constantly seek improvement
 - Share your vision



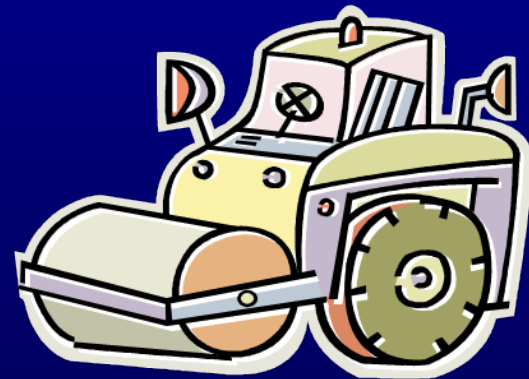
Five Rules of Supervision

- **Rule #2 - Open Channels of Communication**
 - Encourage discussion
 - Resolve conflict
 - Listen
 - Remain in control
 - Watch out for the opposite
 - Too much can be seen as “weak” leadership



Five Rules of Supervision

- **Rule #3 - Give Your People a Chance to Develop**
 - **Match the People to the Work**
 - Be aware of requirements and limitations
 - Education and training
 - LTAP, Additional Duties
 - **Be Flexible**
 - Welcome Change



Five Rules of Supervision



- **Rule #4 - Establish Standards and Stick to Them**
 - **Standard Operating Procedures**
 - **Personal Standards**
 - **Involvement, communication, individual development**
 - **Enforce Them**
 - **Excellence Begins with You**
 - **What is the level of work that is acceptable?**
 - **It all depends on you!**

Five Rules of Supervision

- **Rule #5 – Provide Feedback**
 - **Constructive criticism**
 - **How to resolve, why?**
 - **Praise in public and discipline in private**
 - **Don't be afraid to approach them – avoid “Ick Factor”**
 - **Ask for their views/opinions**
 - **Make them stakeholders**



Five Rules of Supervision

- **Get involved**
- **Open lines of communication**
- **Give people a chance to develop**
- **Set standards and stick to them**
- **Provide Feedback**

Delegation

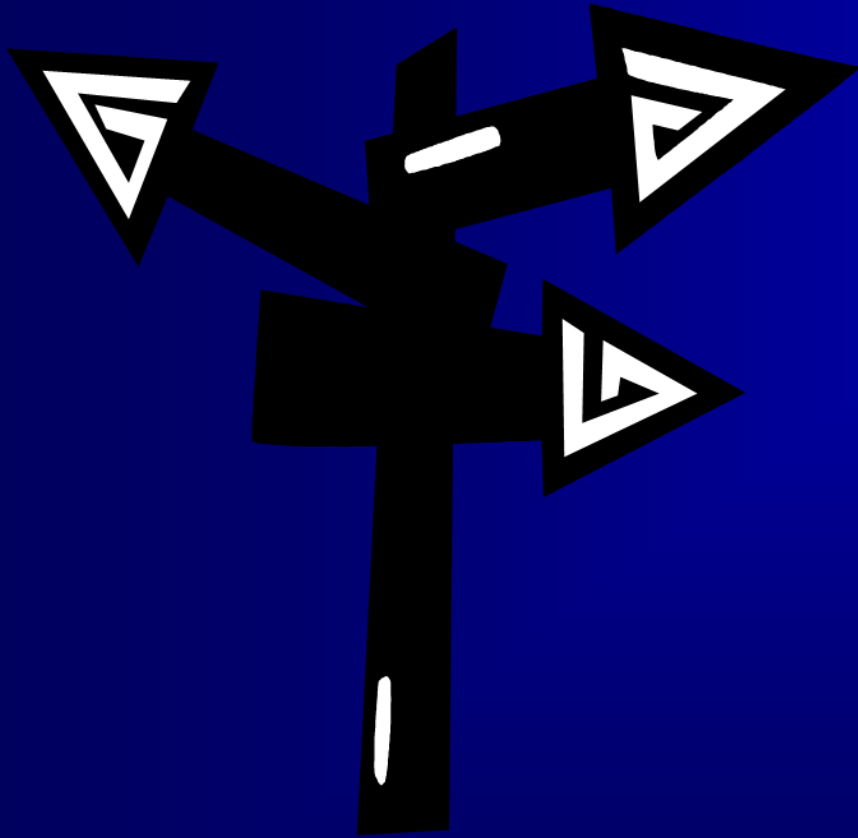
“ Giving a subordinate the responsibility, authority, and accountability to accomplish a specific task.”



Delegation

- **Responsibility**
 - **Obligation to complete a task**
 - **Ultimate responsibility remains with the leader**

Delegation



- **Authority**
 - **Amount of influence given to get the task done**
 - **Degrees**
 - **Sufficient (Matches Responsibility)**
 - **Specific**

Delegation

- **Accountability**
 - **Must be defined**
 - **Don't stop short**
 - **Feedback**



Delegation

- **If you don't delegate properly...or at all**
 - **Supervisory overload**
 - **Overlooked items**
 - **Stifled potential of subordinates**
 - **Mission and goals suffer**

Four Steps in Delegation

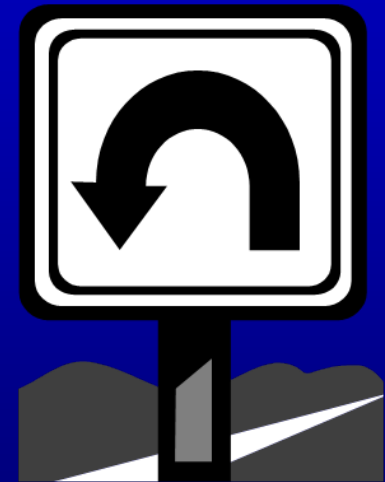
- **Define the task**
 - **Is task suitable for delegation?**
- **Assign the task**
 - **Choose the right person**
- **Grant authority**
 - **Decide the amount of power to give**
- **Follow-up**
 - **Give positive feedback**

Tasks You Don't Delegate

- **Conceptual planning**
- **Morale problems**
- **Staff problems**
- **Reviewing performance reports**
- **Pet projects**

Common Mistakes in Delegation

- Unclear delegation
- Supervise too closely
- Rushed delegation
- Improper selection of subordinates

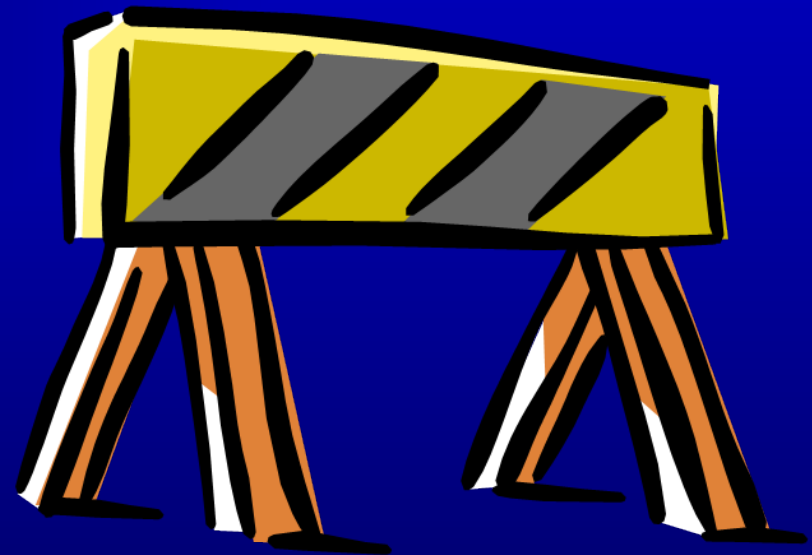


Summary

- **Supervision - 5 Rules**
- **Delegation**
 - **Four Steps in Delegation**
 - **Tasks that Shouldn't be Delegated**
 - **Common Mistakes in Delegation**

Leader Supervisors v. Manager Supervisors

- How do you define a Leader/Manager?
- What Qualities does a Leader/Manager possess?
- What words describe a Leader/Manager?



STAR QUALITY

- **Leadership will invariably involve teamwork. Having the ability to work collaboratively with others is vital. This includes identifying individual strengths (yours and others) and harnessing them for the group, building consensus, knowing when to lead and when to follow, and appreciating group dynamics. You have a wonderful opportunity to learn and enhance your ability by intentionally developing opportunities to practice team work.**

Differing Paradigms in Leadership

- **Paradigm shifting is looking at problems in different ways**
- **Example of a Paradigm shift:**
 - I believe it when I see it.
 - I see it when I believe it.

What do you see below?

• Read Aloud

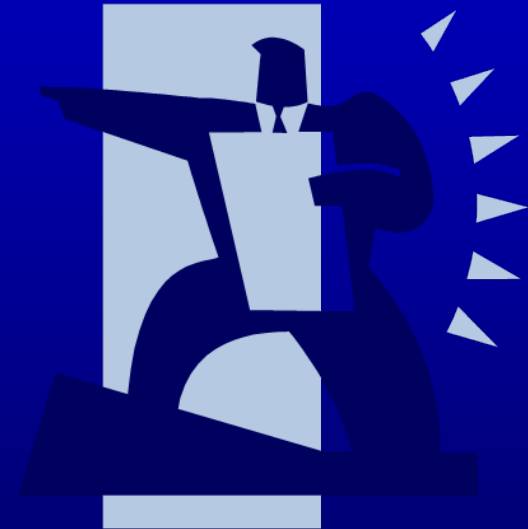
- **OPPORTUNITYISNOWHERE**
- **Once you pick one the other disappears.**

Leaders vs. Managers

Innovates	Administer
Original	Copy
Develops	Maintains
Focus on People	Focus: System/Structure
Inspires Trust	Relies on Control
Long-range Perspective	Short-range View
Asks “What and Why”	Asks “How and When”
Eye on Horizon	Always on Bottom Line
Originates	Imitates
Challenges Status Quo	Accepts Status Quo
Own Person	Classic Good Soldier
Does the Right Thing	Does Things Right

Supervisors That are Both Leaders and Managers

- **Organized, good at developing processes, problem solvers**
- **Motivators and Inspiring to Employees, Initiate Change and Challenge the Process**



Creating Cohesion Among Diversity

- Consensus, compromise, and collaboration are imperative processes.
 - Allow Municipal Employees to become involved in writing their own job descriptions.
- Create trust and Dignity
 - Happy employees are productive employees.
- Don't get in front of Elected Officials
 - Place your trust in them and give them the credit.

The Downward Spiral Leaders Fall into

- **The Art of Possibility by Roz and Benjamin Zander**
- **1. Attention is riveted on the barriers of the problem**
- **2. Talk is about walls, roadblocks, and reasons why things won't work**
- **3. Thinking is resigned and possibilities are excluded.**

The Art of Possibility

- **What downward spiral conversations have you participated in?**
- **What downward spiral conversations have you overheard in the municipal building?**

Creating Cohesion Among Diversity

Experienced Municipal Leaders stress the importance of “interrelatedness” They often come into office with a narrow political scope. Over time, they see how everything works together. They see things from a larger scope and a longer time frame. Remember:

Change is external, Transition is internal.

Criticism is INFORMATION.

Creating Cohesion Among Diversity

Concentrate on these 3 thoughts:

- *The first report that you receive is always wrong.*
- *In the face of an emergency or crisis, the crazier it gets the calmer you must become.*
- *During times of crisis, people want to be soldiers. Focus on and use their energy.*

Effective Supervision

- **Marcus Buckingham-
Global Practice
Leader, Gallup
Organization**
- **He has defined five
attitude adjustments
that redefine the
essence of leadership
in business.**



ATTITUDE ADJUSTMENT # 1

- **Measure what really matters.**
 - You can divide any working population into three categories: people who are engaged (loyal *and* productive), those who are not engaged (just putting in time), and those who are actively disengaged (unhappy and spreading their discontent). The U.S. working population is 26% engaged, 55% not engaged, and 19% actively disengaged.
 - Most Supervisors can not tell you which areas their employees fall into.
 - Remember...”People quit before they quit companies”

ATTITUDE ADJUSTMENT #2

- **Stop trying to change people. Start trying to help them become more of who they already are.**
 - **spend your time trying to draw out what was left in. When it comes to getting the best performance out of people, the most efficient route is to revel in their strengths, not to focus on their weaknesses.**

ATTITUDE ADJUSTMENT #3

- **You're not the most important person in the company. (Believe it or not, your middle managers are.)**
 - **the best managers start with a radical assumption: Each person's greatest room for growth is in the area of his greatest strength. The best managers do everything they can to sharpen and amplify that uniqueness.**

ATTITUDE ADJUSTMENT #4

- **Stop looking to the outside for help. The solutions to your problems exist inside your company.**
 - **Talent is a multiplier. The more energy and attention you invest in it, the greater the yield will be. That's why the best leaders are relentless at seeking out, shadowing, studying, and highlighting the lessons of their own top performers.**

ATTITUDE ADJUSTMENT #5

- **Don't assume that everyone wants your job -- or that great people want to be promoted out of what they do best.**
 - **We say that we want to build world-class organizations. That's meaningless if we don't value world-class performance in every role.**

3 Theories for developing a better workplace

- **“Monday Morning Leadership” by David Cottrell**
 - **1. Hire good employees**
 - **Good employees are asked to do more and more while others are asked to do less and less. The effect? Employees feel abused because they are good employees.**

Theories continued.....

2. Coach every member of the team to become better employees...

Determine their direction by the strengths they bring to their job.

- **3. Dehire the people who are not carrying their share of the load...**

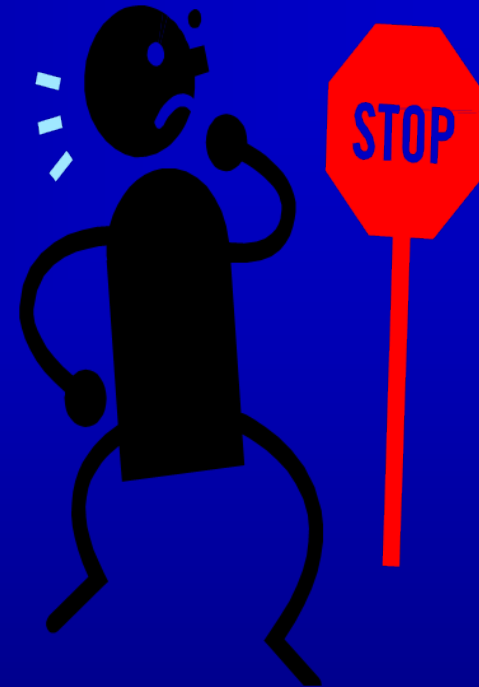
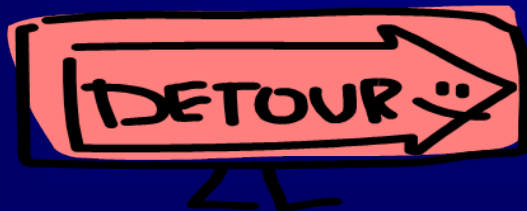
- **Don't ignore those who do not carry their load, you become as responsible as they are.**

Break...End Part I

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Effective Supervision Part II

3:00 – 4:15

- Dealing with difficult people is something we encounter everyday and we need to have sharp radar to react appropriately in professional settings when these individuals spread their malcontent.
- Team Building is essential in becoming an “Effective Supervisor”

“Running An Effective Workplace”

- Dealing with Difficult People



Types of Troublemakers

- **Monopolizers**
- **Distracters**
- **Snipers**
- **Skeptics**

Monopolizers

How to recognize them:

- **They interrupt often, ramble and repeat because they enjoy hearing themselves speak.**

Tips for dealing with Monopolizers:

Don't argue with them, but don't hesitate to confront them. Wait for them to come up for air and interrupt them by name. Note that point and immediately invite someone else to comment on the topic.

Distracters

How to recognize them:

- **They seek attention. To get it, they'll often bring up irrelevant topics that waste time.**

Tips for dealing with Distracters:

Firmly halt Distracters, restate the meeting purpose and ask them to answer a specific question to get them to focus on the main topic.

Snipers

How to recognize them:

- **They resort to stage-whispered, snide comments to challenge your authority by switching attention from you to them.**

Tips for dealing with Snipers:

Shine the spotlight on them and bluntly ask them to share their comments with everyone. Most will be so embarrassed that they'll decline.

Skeptics

How to recognize them:

- **They criticize everything you or others say.**

Tips for dealing with Skeptics:

If they become negative or critical during the discussion, let them know that you're looking for solutions, not criticism. Then ask them to contribute.

Tips for Non-Defensive Communication

- **USE attentive words:** - "Yes," "Oh, I see," "Uh huh," "I understand."
- **Ask questions and listen more than you talk!**
- **USE open-ended questions:** - "Tell me more," "What are your thoughts on that?"; "How do you feel about that?"; "Then what happened?"; "Go on ..."
- **Avoid using absolutes like 'Always' and 'Never.'**
- **Avoid 'You' statements which sound like blaming - "You should have known that," "You aren't doing what I asked."**

Tips for Non-Defensive Communication

- **USE "I" statements instead of "You" statements to express concerns - "When (something happens), I feel ____, and then (consequences). Could you help me with this?"**
- **Use paraphrasing to be sure you got the message clearly - "So, if I understand correctly, you said ... Is that right?"**
- **Express the intent as well as the content - "My intent in discussing this is not to upset you, but to find out what I can do, or what we can do together to work it out. You've got my commitment to help."**
- **After stating problems simply and clearly, focus on solutions--Don't "beat a dead horse."**
- **When appropriate, admit you've made a mistake and ask the other person to forgive the oversight or error.**

Do's Of Resolving Conflict

- **Use Key Communication Principles - Face to Face, Telephone, Email, Etc.**
- **Be Positive and Patient**
- **Focus on the Problem, NOT the Person**
- **Keep an Open Mind**
- **Seek the Other Person's Ideas and Point of View**
- **Explore All Alternatives for Resolving the Conflict**
- **Try to Understand the Other Person's Point of View**
- **End on a Positive Note**

Don'ts Of Resolving Conflict

- Prejudge People
- Assume that You Have All of the Facts
- Focus on the Other Person's Attitude, Personality, or Presumed Motive
- Meet Practical Needs at the Expense of Personal Needs
- React Immediately on an Emotional High
- React - Respond
- Take it Personally
- Cut the Other Person Off
- Disrespect the Other Person
- Raise Your Voice

WHAT IS A TEAM?

- **Team:** Two or more people working interdependently towards a common goal. Getting a group of people together does not make a “team.” A team develops products that are the result of the team's collective effort and involves synergy. Synergy is the property where the whole is greater than the sum of its parts.

WHAT IS TEAM BUILDING?

- The process of gathering the right people and getting them to work together for the benefit of a project.

WHAT IS TEAM MANAGEMENT?

- The direction to a group of individuals who work as a unit. Effective teams are result-oriented and are committed to project objectives, goals and strategies.

Questions for Team Building

- □□ Who are the team members, team leaders and team liaison members?
- What is the common vision, what are the goals and targets?
- What are the norms that will guide how the team will work together?
- What are the outputs expected from the team and by when?
- What are the steps to be followed by this team?
- What are the team roles and who will play them?
-
- What are the resources available to support the teamwork?
- Who will support the team if needed?

Responsibilities of Team Leader

- Assign clear tasks to each member
- Regularly review and monitor progress of work
- Ensure that the team meets deadlines
- Discuss and agree on the timetable for major activities with the team
- Motivate team members
- Resolve conflicts
- Give guidance when needed
- Helps members to overcome barriers
- Regularly assess team performance using a checklist

Standards of a Team

- **Standards** are acceptable “norms” of behaviors within a group that are shared by group’s members. They tell members what they should or should not do depending on the circumstances. In the work environment the most important norms deal with performance-related process.
- All members should become familiar with these standards and are expected to follow them. It is a good idea to agree on the standards and include them throughout achieving team goals.

Examples of Standards

“LISTENING”

- Allow one person to speak at a time, and avoid side conversations.
- Don't interrupt when a person is talking unless he/she is diverting from the issue being discussed.
- Seek first to understand others before you seek to be understood.
- Respect the views of all participants.

Examples of Standards “TALKING”

- Everyone participates.
- Each person speaks on his/her own behalf and lets others speak for themselves.
- Each person takes responsibility for his/her actions and results.
- One always has three options: accept it, work on it to make it better, or leave. Don't complain if you're not willing to make it better.
- Speak openly and honestly.
- Say what you mean and mean what you say, but preserve people's self-esteem.
- Members can disagree without fear.

Examples of Standards “MEETINGS”

□ □ Establish Clear Objectives.

- Meetings must have an agenda.
- Meeting information needs to be circulated to everyone prior to the meeting.
- Use the meeting time and keep the discussion focused on the meetings objective(s).
- Start and end meetings on time.

DESERT SURVIVAL

- **Break into groups of 5-7**
- **Read the problem before you.**
- **Begin consensus building!**

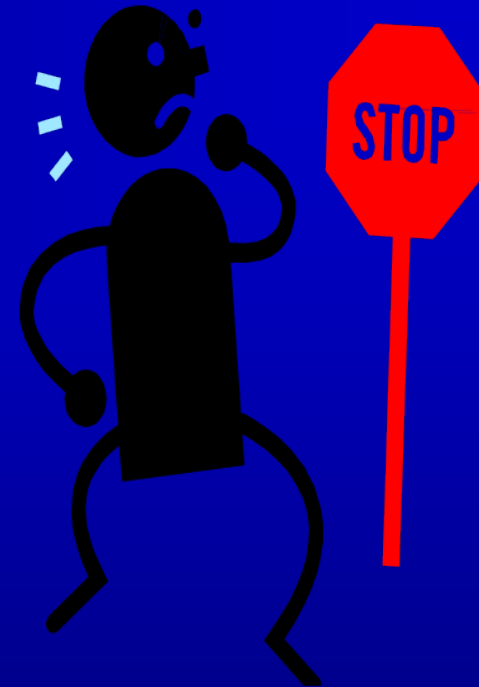
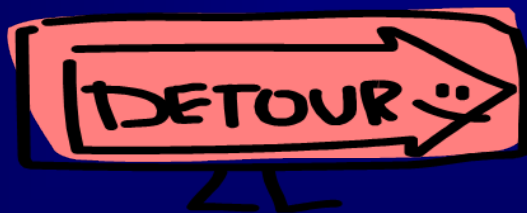
Effective Supervision.....in case it wasn't made clear.....

- **Noah, when he heard the weather forecast, said "Build an ark!" That's Leadership. When he got on the ark, he said "Don't let the elephants see what the rabbits are doing!" That's Management!**
- **Thanks for your attention!**

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