Middle-management means worrying that the people above you will fire you... and the people under you are after your job!!
Overboard

"Trust your employees."  

Have a little faith that they will do their work without you standing over them.

When you let them work unsupervised they will reward you by performing their jobs wonderfully well.

Boy, something's sure making him laugh hysterically in there.
SIR, CAN WE STEP INTO YOUR OFFICE SO I CAN EXPLAIN WHY I THINK I DESERVE A RAISE?
SIR, CHARLEY.
SURE.

REMEMBER TO WATCH YOUR NECK INJURY, SIR.
YEAH.

WHY DO YOU HAVE TO WATCH YOUR NECK, SIR?
HM?
OH.

SOMETIMES I THROW MY HEAD BACK TOO FAST WHEN I'M LAUGHING DERISIVELY.
Effective Supervisory Skill Building, @ICMA 2005
OVERBOARD

WHO CAN YOU RELY ON WHEN THINGS GET REALLY ROUGH, CHARLEY? - LOOK IN THIS MIRROR.

THERE -

THAT'S WHO YOU'VE GOT TO RELY ON WHEN THINGS GET REALLY ROUGH.

OH-OH...
PUT LAST NAME FIRST...
FIRST NAME LAST...

THEN MIDDLE INITIAL
AFTER LAST NAME
AND FIRST NAME...

GEEZ...

RIGHT OFF THE BAT
THESE APTITUDE TESTS THROW
HARD ONES AT YOU...
Chapter 1

Roles of a Supervisor
“In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.”

Margaret Wheatly
Broad View of Today’s Supervisor

• Vital Link
• Boots on the ground
• The glue
• What are the major responsibilities of a supervisor?
• What is the difference between leading and managing?
• For a new supervisors, how do you move form peer to leader?
• How can you become an effective delegator?
• What are the characteristics of a successful supervisor?
Compared with those of the 1970s, today’s local governments . . .

- Are more complex
- Employ more people with nongovernmental backgrounds
- Provide a broader scope of services
- Have more influence on citizens’ daily lives
- Tend to be flatter organizations, with more emphasis on teams.
Today’s Challenges

• Growing workload & shrinking resources
• Changing priorities & needs
• Diverse workforce
• High expectations from citizens with less tax dollars
How the workplace has changed

1970s
- Relatively predictable
- Power based
- Competitive
- Emphasis on independent work
- Emphasis on “working harder”

Today
- Uncertain
- Relationship based
- Cooperative
- Emphasis on team work
- Emphasis on “working smarter”
Four factors changing the character of local government

1. Demographic changes
2. Technological changes
3. Changes in legal accountability
4. Shifts in employees’ expectations and attitudes
"This has been an atrocious, incredibly depressing, and mind-numbingly inane experience I would not wish on anyone," former clerk Kim Lehmkuhl wrote in her resignation letter. "I wish the City the best of luck in finding some schmuck eager to transcribe every last misogynistic joke, self-indulgent anecdote, and pathetic pandering attempt by Council, and every tinfoil hat conspiracy theory, racist aside, and NIMBY asshattery from the lovely Council meeting frequent flyers, without which, surely our democracy could not flourish. June, also best of luck with your imminent unfunded pensions scandal, that is going to be a rough one."
Demographic changes

- Increasing cultural diversity
- Aging population

Managing a diverse workforce means being more flexible and adaptable, and keeping up with new trends.
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<thead>
<tr>
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<tbody>
<tr>
<td>Traditionalist</td>
<td>Baby Boomers</td>
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<td>Millennial</td>
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<td>Old Fart</td>
<td>Optimistic</td>
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<td>Opportunities</td>
<td>Reject Authority</td>
<td>Not in a Hurry</td>
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<td>Participatory</td>
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<td>Less formal language</td>
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<td>Tight Economic</td>
<td>Challenge authority</td>
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<td>Want it now</td>
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Cuspers

Positioned between two generations

Traditionalist/Baby Boomer (1940-45)
Baby Boomer/Generation Xer (1960-1965)
Generation Xer/Millennial (1975-1980)

Technological changes

- Internet and e-mail
- Computer advances
- Cell phones

These and other technological advances have made possible telecommuting and other flexible work arrangements.

Clarity about expectations and accountability have become increasingly important.
Differences between Leading & Managing

• **Leading:** focus on direction, moving employees in right direction, motivate & inspire employees; achieving long term outcomes

• **Managing:** focus on short term results. Planning, budgeting, organizing & staffing, control problems

• Managing keep things running vs Leadership looking to the future

• Developing leadership and management skills you become a leader and not just a boss
Now What! I’m a Supervisor

- Now the boss to folks who you worked along side up
- You have to make or explain decision; even ones you had no input in
- Learn to delegate
- Look at big picture and long term goals
Three aspects of delegation

• **Responsibility** through delegation you pass on responsibility.

• **Authority** through delegation you provide the authority for the subordinate to do the job.

• **Accountability** the subordinate is accountable to you for the results of the job.
Reasons Why Managers Fail to Delegate

1. My subordinates lack experience.
2. It takes more time to explain it than to do the job myself.
3. A mistake could be costly.
4. There are some things I can’t delegate to anyone.
5. My subordinates lack the knowledge necessary to make decisions.
6. I am concerned about lack of control over the subordinate’s performance when I delegate something.
7. I like keeping busy and making my own decisions.
Degree of Authority Granted to a Subordinate Depends Upon:

1. Complexity or importance of the project.
2. Subordinate’s expertise or experience.
3. Time constraints.
4. Your confidence and trust in the subordinate.
Tips for effective delegation

- Be clear about what you want done.
- Choose the right employee for the task.
- Give the employee time and space to complete the assignment.
- Maintain open communication and check on progress.
- Do not rescue the employee.
- Give employee the necessary authority to complete the task.

(continued)
Tips for effective delegation (continued)

- Hold the employee accountable.
- Recognize the employee’s accomplishments.
- Consider delegating new responsibilities beyond the specific work of your team.
  - Serving on a committee
  - Leading a cross-departmental work team
  - Teaching other employees a task
  - Researching and reporting on a new business practice
  - Attending a high-level meeting
Levels of Delegation

1. Look into problem. Report all facts to me, I will decide what to do.

2. Look into problem. Let me know alternative actions with pros and cons on each and recommend one for my approval.

3. Look into problem. Let me know what you intend to do. Don’t take any action until I approve.

4. Look into problem. Let me know what you intend to do, and do it, unless I say no.

5. Take action. Let me know what you did.

6. Take action. No further contact with me required.
Degree of Authority Granted to a Subordinate Depends Upon:

1. Complexity or importance of the project.
2. Subordinate’s expertise or experience.
3. Time constraints.
4. Your confidence and trust in the subordinate.
Legal accountability

- Fair Labor Standards Act (FLSA)
- Family and Medical Leave Act (FMLA)
- Americans with Disabilities Act (ADA)

These and other state and federal mandates help supervisors by providing a standard of conduct and fair treatment.
## Labor Laws

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<th>Work period (days)</th>
<th>Fire protection enforcement –</th>
<th>Law</th>
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Changes to FLSA

Spring 2016 salary base changes from $455 wk ($23,660 annually) to $921 wk to $47,892 annually

If employee does not meet the new salary base doesn’t matter if employee has supervisory duties and/or makes administrative decisions

You will need to pay OT, can be a huge increase in your budget
FMLA

OVERVIEW

The Family and Medical Leave Act (FMLA) provides an entitlement of up to 12 weeks of job-protected, unpaid leave during any 12-month period to eligible, covered employees for the following reasons: 1) birth and care of the eligible employee's child, or placement for adoption or foster care of a child with the employee; 2) care of an immediate family member (spouse, child, parent) who has a serious health condition; or 3) care of the employee's own serious health condition. It also requires that employee's group health benefits be maintained during the leave. The FMLA is administered by the Employment Standards Administration's Wage and Hour Division within the U.S. Department of Labor.
FMLA & Military

Eligible employees who are family members of a covered military member may take FMLA leave to address the most common issues that arise when a covered military member is deployed, such as attending military-sponsored functions, making appropriate financial and legal arrangements, and arranging for alternative childcare.

Only available for National Guard and Reserves, and certain retired military family members.

“Military caregiver leave” is the second of the two new military family leave provisions. Such leave may be taken by an eligible employee to care for a covered service member with a serious injury or illness.

Covers Regular Armed Forces and the National Guard or Reserves
The Americans with Disabilities Act (ADA) prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities. The ADA also establishes requirements for telecommunications relay services.
Legal accountability

State and federal mandates may also

• Increase the complexity of managing the workforce
• Reduce supervisors’ flexibility
• Add to administrative burdens
• Diffuse responsibility for the implementation of public policy
• Expose local governments to greater risk of litigation.
To protect the organization from lawsuits, supervisors must be proactive. They must keep records, refer to departmental policies and procedures, and focus on objective outcomes and results.
Changes in employees expectations and attitudes

Many employees today

• Expect their jobs to fulfill needs for friendship, affirmation, and acceptance
• Seek a balance between work and home
• View their talents and skills as commodities to be marketed
• See their careers as cyclical, not linear
• Look for jobs that are interesting, meaningful, and enjoyable.
Top-down hierarchical management is giving way to self-managed teams in which the supervisor plays the role of liaison.
Four fundamental tasks of supervisors

1. Achieving predefined results and outcomes
2. Sustaining a spirit of teamwork and cooperation
3. Continually developing the skills and talents of employees
4. Fostering a work environment that is flexible but in which accountability is maintained
To build good working relationships

- Respect and listen to employees
- Help set goals
- Involve employees in decisions
- Communicate frequently
- Delegate responsibility effectively
- Find the right balance between being “one of the gang” and being the person in charge
- Relate to everyone on the work team equally well
- Be fair, compassionate, and predictable.
If you are not quite sure how to be a better supervisor, try asking your employees.
To cultivate a management attitude

- Learn the larger goals and processes of the organization
- Help employees understand how their work fits into the organization’s goals and processes
- Encourage employees to develop a forward-looking attitude.
Do your employees work as hard when you are away from the job site as when you are there?
Problem Solving

Are you:

- Approachable
- Connected
- Aware
- Flexible and open to change
Questions for the supervisor to help measure the strength of a workplace

1. Do I know what is expected of me?
2. Do I have the opportunity to do what I do best every day?
3. In the last seven days, have I received recognition or praise for doing good work?
4. Does my supervisor, or someone else, care about me as a person?
5. Is there someone who encourages my development?
6. Do my opinions seem to count?
7. In the last six months, has someone talked to me about my progress?
Making jobs interesting & rewarding

Employee satisfaction comes from:

• Opportunities to develop and grow
• Matching employee’s skills and interests to the job
• Job variety that keeps employees interested in their work
• To work without supervision
• New technology
• A balanced work-life
What are the major entities to which you are accountable?

What groups influence your role as a supervisor?
Supervisor

Someone who gets work done through others - safely, on time, and within budget
In today’s environment, local government services, which cost more each year, can only be provided without raising taxes through well organized, properly managed local government; and that kind of organization requires well organized, highly efficient supervisors in every department of local government.
When you were a worker instead of a supervisor, you had only your own work to think about.

Now, you are responsible for seeing that others do their work efficiently.

Your job is now primarily supervising the work, not doing it yourself.
Entities to which you are accountable

- Yourself
- Your employees or work team
- Your supervisor and management
- Citizens and other customers of the local government
What is a Supervisor?

<table>
<thead>
<tr>
<th>Leader</th>
<th>Delegator</th>
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<tbody>
<tr>
<td>Role Model</td>
<td>Teacher</td>
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<tr>
<td>Facilitator</td>
<td>Coordinator</td>
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<tr>
<td>Communicator</td>
<td>Motivator</td>
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<td>Disciplinarian</td>
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<tr>
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<td>Safety Expert</td>
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<tr>
<td>Evaluator</td>
<td>Trainer</td>
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<tr>
<td>Buffer</td>
<td>Planner</td>
</tr>
<tr>
<td>Goal Setter</td>
<td>Problem Solver</td>
</tr>
</tbody>
</table>

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Your Point of View

Lead by example
Set performance goals and standards
Give directions
Plan and Delegate work
Organize the work team
Provide orientation and training
Know what employees are doing
Give feedback on performance
Maintain discipline
Balance work and personal responsibilities
The Employees you Supervise

Provide supplies and equipment
Give feedback about performance
Be available for consultation
Match work with capabilities and interests
Listen to complaints and grievances
Address problems and mediate disputes
Reward good work
Treat employees fairly and equitably
Supervisor’s Point of View

Plan wisely
Get work done on time and under budget
Show high productivity
Delegate effectively
Keep employees satisfied and motivated
Monitor work and make corrections where needed
Exhibit loyalty to the organization
Maintain good relations with citizens
Citizen’s Point of View

Respond to the needs of citizens
Provide services efficiently
Respond promptly
Develop job skills
Find quality improvements and correct problems
Exhibit proper conduct
Hold high ethical standards
Exhibit courtesy
Take responsibility when there is a problem with an employee
Key Employee Performance Problems

Turnover
Poor Quality of Service
Lack of Motivation
Absenteeism
Theft
Alcoholism or Drug Abuse
Belligerence
Tardiness
Minority Problems - Race, Age, Sex
Ten Factors That Affect Employee Performance

1. Organization and work climate
2. Communication
3. Employee Attitude
4. Work Assignments and Resources
5. Wages and Benefits
6. Enforcement of Organizational Policy
7. Employee Job Knowledge and Skills
8. Promotions
9. Management and Employee Relations
10. Recognition
The Employee Today Wants and Needs the Following:

1. Work expectation that are clearly communicated
2. Enough information to get the job done
3. Involvement in making decisions that affect their daily work activities
4. Understanding of how their work fits into the big picture
5. Rewards linked to performance and understanding how they can advance in the organization
6. Treatment as individuals who are important to the organization
7. They want their family to be supportive of their work and organization
Chapter 2

Supervisory Leadership
“We believe that civilized society cannot function effectively without effective government.”

David Osborne and Ted Gaebler
The Team Leader
A mission statement is

• A clear, succinct description of an ideal future
• A call to direct action
• A foundation for setting goals.
Questions a mission statement might address

- What is our purpose?
- Why do we do what we do?
- What are the essential and nonessential elements of our programs and services?
- Where do we need to be as a team?
The purpose of goals

- To serve as a target
- To state exactly what must be done, who must do it, and when it must be completed
- To foster trust throughout a work group or organization
- To provide a means for measuring progress
- To help set priorities
When a work group becomes a team,

- Workers gain a sense of belonging
- The whole becomes greater than the sum of the parts.
The supervisor’s responsibilities as team leader

- Involving employees in decision making
- Delegating
- Identifying and resolving problems
- Making jobs more interesting and rewarding
- Integrating employees’ personal goals into organizational goals
- Evaluating progress
- Determining when goals have been met
Supervisors who identify and resolve problems early on

- Are approachable

- **Budget the time to evaluate potential risks within the context of the work team’s mission and goals, and the organization’s expected outcomes**

- Actively watch for small signs of trouble

- Look for trends or patterns that may indicate that a problem is developing.
“When the best leader’s work is done, the people say, ‘We did it ourselves!’”

Lao-tzu
Leaders are people who do the right things.

Managers are people who do things right.
Leadership

• Leadership is a two-way relationship that involves followers as well as leaders.

• Good leaders show concern for others and concern for tasks.

• Leaders are not born. Rather, leadership behavior can be taught.

• There is no single group of qualities that characterize all leaders; we can all grow and develop as leaders.
Ask others what they believe to be your most effective and least effective leadership behaviors.
GIZMO HAS WORKED ALL MORNING TRYING TO INSTALL THAT NEW SYSTEM

NOPE! DANG! TRY THIS... OOPS! STUPID... HEY!!

HERE! WHEN YOU’VE TRIED EVERYTHING ELSE, TRY READING THE INSTRUCTIONS
The three sources of a supervisor’s influence

1. **Role:** The more a supervisor has to rely on the power of role to influence people, the less real leadership may be exerted.

2. **Reputation:** A supervisor’s image—what others say about the supervisor—can add to or detract from his or her ability to exert positive influence.

3. **Behavior:** Behavior is a better predictor of effective leadership than personal traits.
The three conditions for influence

1. **Trustworthiness**: Most people are reluctant to allow those they don’t trust to exert influence.

2. **Expertise**: We are more likely to be influenced by people who have a high level of expertise.

3. **Attractiveness**: People are more likely to be influenced by people who have values and beliefs that are similar to theirs.
Leadership capabilities

1. **Self-management:** self-awareness, ability to balance conflicting demands, ability to learn, leadership values.

2. **Social:** ability to build and maintain relationships, effective communication, skill at helping others to develop.

3. **Work-facilitation:** creative thinking, ability to think and act strategically, ability to initiate and implement change, good management skills.
“Those in positions of authority are not the source of authority.”

Peter Senge
Leadership practices

• Seek feedback early and often.
• Find worthy models and mentors.
• Become a student of leadership.
• Find the challenges that are right for you.
• Develop a plan to improve your leadership.
## Situational Leadership

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<td><em>(Let’s Talk, We’ll Decide)</em></td>
<td><em>(Let’s Talk, I’ll Decide)</em></td>
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<td>Interesting work</td>
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Directive Behavior

• Sets goals and objectives
• Makes clear the role each person will play
• Plans and organizes work
• Communicates job priorities
• Set timeline
• Determines methods of evaluation
• Shows or tells how to do a task
• Checks to see if work is done properly and on time

Supportive Behavior

• Asks for suggestions or input
• Facilitates problem solving or task accomplishment
• Encourages staff they can accomplish task
• Communicates information about total organization’s operation
• Discloses information about self
• Praises staff for task accomplishments
“Researchers have failed to uncover any single group of qualities that characterize all leaders; nor have they found any one leadership style that characterizes all effective leaders.”

What qualities or characteristics do you believe to be important for leaders in your local government organization?