*Now That You're In Charge*

*Pam Kristan, facilitator*

*Start-Up*

Today's content areas: communication, managing work

From front-line to supervisor

Supervision -- the What and the How

*Communication*

Guidelines for listening and speaking

Communication styles

Giving feedback to those below you; communicating to those above you

*Managing work*

Managing time -- the ABCs: Attention, Boundaries, Choices

Managing stuff -- Straighten Up strategies

Managing projects -- Project Management By Sticky

*Wrap up*

Review your good ideas

Identify your next step

Start-Up

Then and Now

How were you seen as a fellow worker?

How are you seen now?

What advice do you have for someone about to make the transition to supervisor?

Think about the best supervisor you ever had -- what qualities did they demonstrate?

And what about the worst?

*What you do as a supervisor*

Orient, train, set expectations; evaluate and monitor work, give feedback; report to higher-ups; help the employee develop

*How you do it*

By planning, problem-solving, decision-making, delegating, communicating

Communication Basics

Communication is more than talking or writing. Any behavior that carries a message (verbal or non-verbal, intended or not) which is perceived by someone else (consciously or unconsciously) is communication. As soon as the message gets through on any level, we have communication.

When listening

set aside judgments

give full attention

don’t figure out your response while listening

demonstrate understanding

When speaking

be aware of your habits

use a style appropriate to the situation

speak for yourself

focus on needs and how to satisfy them

Be aware of body language, tone of voice (your own and others’)

Facial expression (positive, neutral, negative) Body position (open, mixed, closed)

Response (affirmations, nods, hesitation) Eye contact (engaged, mixed, avoid)

Movement (calm, fidgeting, distance, touch) Voice (tone, pace, silences, changes)

Ensure understanding by paraphrasing content; invite listeners to do so too

“This is what I’m hearing you say …” “So it looks to you like …”

“I want to be sure we’re on the same page” “How does this sound to you?”

Invite further contribution; ask open-ended questions

“What else is on your mind?” “Any further ideas?”

“What more do you need from me?” Nod, leave space to continue

Show you understand where this is leading

“I guess if you did that, you’d be able to …” “That might lead to …”

Show you understand the feelings involved

“If that happened to me, I’d be very annoyed.” “If I did that, I’d be proud.”

Adjust to the other person’s style and timing while being true to yourself.

Communication Styles

Communication styles show how people express themselves (loud, quiet, lots of words, few words, etc.) and where their interest lies (details/data, interpersonal dynamics, the big picture, results, processes, etc.). Many style systems overlap. Which resonates with you?

*The Expression/Direction Axis*

http://www.mmsonline.com/columns/understanding-the-four-major-behavioral-styles

*Directive* is results-directed, not too expressive

*Visionary* is future-oriented, very expressive

*Amiable* is people-oriented, expressive

*Data* is detail-oriented, less expressive

*BEST*

http://www.slideshare.net/bryorio/who-are-you-14867230

*Bold* wants challenge, freedom, power, quick results, authority, action, change

*Expressive* wants popularity, influence, acceptance, to be around people, to persuade

*Sympathetic* wants adjustment time, stability, appreciation, schedules

*Technical* wants organization, rules, standards, explanations, little risk

***Birds***

http://richardstep.com/self-tests-quizzes/dope-bird-personality-test-printable/

***Eagle* is** bold, confident, results-focused

***Peacock* is** expressive, persuasive, recognition-focused

***Dove* is** sympathetic, moderate, people-focused

***Owl* is** technical, analytical, process-focused

*Animals*

http://www.sagestrategies.biz/documents/FiveMinutePersonalityTestforclass.pdf

*Lion* is practical, productive, and strong-willed, yet can be cold and domineering

*Otter* is outgoing and enthusiastic yet can be undisciplined and egocentric

*Golden Retriever* is easy-going and dependable yet can be a fearful worrier

*Beaver* is industrious and organized yet can be moody, negative, and critical

*DISC*

https://www.discprofile.com/what-is-disc/overview/

*Dominance* likes accomplishing, results, the bottom line, confidence

*Influence* likes persuading others, being open and enthusiastic, relationships

*Steadiness* likes cooperation, sincerity, dependability

*Conscientiousness* likes accuracy, expertise, competence

*Reader/Listener*

Communication Style Self-Test

## Select one statement from each pair, either a or b, that more closely describes you.

1. I prefer to: a. ask a lot of questions b. tell it like it is
2. I prefer to: a. work on my own b. work with others
3. In a team a. I am supportive of others b. I like to take initiative
4. As for my social style, a. I am a more private person b. I am very sociable
5. As for conversational style, a. I am pretty gabby b. I tend not to speak up
6. Working on new project a. I like to keep to the facts b. I like to express my opinion

## In the grid below, circle each of your responses.

Other Directed Self Directed

1. a. 1. b.

2. b. 2. a.

3. a. 3. b.

Less Expressive More Expressive

4. a. 4. b.

5. b. 5. a.

6. a. 6. b.

## Find yourself on the axis below by circling either Other Directed or Self Directed in the Direction pair, and either Less Expressive or More Expressive in the Expression pair, depending on which of the pair has more circles in the grid above. Connect your Expression and Direction circles. The resulting line will pass through one of the four style names.

Less Expressive

Mr/Ms DATA Mr./Ms. DIRECTIVE

Other Self

Directed Directed

Mr./Ms. AMIABLE Mr./Ms. VISIONARY

More Expressive

Communicating in Type

***Datas***

ask detailed questions and expect detailed answers, give specific assignments

prepare thoroughly rather than 'wing it'

have several meetings along the way with progress reports rather than a final meeting

build relationships on confidence and credibility, not impressions, feelings, opinions

*When communicating with Datas*

keep things low-key, even toned, not too fast or loud

initiate changes/decisions with supporting facts upon which to base the decisions

demonstrate, with examples from the past, how you will deliver on your promises

provide sufficient time for decisions/changes; be patient, don't push

***Directives***

have business-like offices with fewer personal touches

get right down to business, telling you what they are looking for, what the requirements are, when it is needed, what kind of service is expected, etc

may seem inflexible or abrupt

*When communicating with Directives*

be direct, to the point, concise, with a plan of action rather than a personal guarantee

keep things businesslike, with a minimum show of feelings

respond directly to their problem with specifics on how you can meet their needs

let them decide about changes in time frame or the outcome

***Amiables***

are open, friendly, interested in people and how things are going for them

work well in relaxed situations

avoid anger and confrontation, even when they disagree

ask questions, work others' ideas in, need support in decision-making

*When communicating with Amiables*

start on a personal note before jumping into business

ask for their help, develop mutual agreements, strengthen the relationship

have them describe a plan that would work best for them, point out benefits to others

offer suggestions, not directives (*“Let's try this" “How can I support you?")*

***Visionaries***

express their feelings openly, have a lot of body-movement

are quick to give an opinion

change their minds a lot, have many interests

are futuristic in their thinking, see the big picture

*When communicating with Visionaries*

be adaptable, take time to listen, relax, have fun, and still get the job done

ask for their views on where they want to go and how they plan to get there

if they change their mind, ask what influenced the change

offer help to make “our” program work, confirm commitments to a change of mind

Stylistic adaptation

What's your style?

What's your Problem Person's style?

When you adapt to another's style, they understand you more easily. Reframe these sentences using stylistic adaptation. Pretend you have one style (1) and you're talking to a person with a different style (2).

(1 = Data; 2 = Directive) "I've assembled the history of the project for you to review."

(1 = Amiable; 2 = Visionary) "This office move is happening too fast. No one's ready!"

(1 = Directive; 2 = Data) "I can have the new brochures ready by next week at the latest."

(1 = Visionary; 2 = Amiable) "The staff recognition party will be a great time!"

(1 = Data; 2 = Visionary) "We need to have all the information for the monthly reports."

(1 = Listener; 2 = Reader) "Let me tell you what we talked about at the last meeting."

Considering your actual situation, how might you adapt to your PP's style?

Communicating Down and Up

When giving feedback to someone you supervise, use the 3F model:

Facts -- what are the observable facts of the performance?

Fall-out -- how does this performance affect the outcome?

Future -- if this performance continues, what are the consequences?

Take these feedback statements and reframe them using the 3F model --

"You always come late"

"Good job!"

"Where did you put that paperwork?"

Recall an incident where someone you supervise did or didn't do what you expected

What did you say to get them to do what you expected?

Reframe the interaction using the model

When giving information to higher-ups, give them what they need, in the way they need it, and as often as they need it.

What mode do they prefer?

email, written, face-to-face meeting, regular report

Specifically, what information do they need?

all the details, just the outcome, a mix, the prognosis

How often do they need it?

daily, weekly, more or less frequently

The ABCs of Sustainable Time Management

Attention

*The Pause Button* manages attention in the moment — When an interruption comes, press your internal “Pause” button to freeze the action (jot down a trigger word, or fix an image in your mind). Take the interruption, then come back to the trigger to pick up exactly where you left off

*CDR (Catch, Distribute & Review)* manages short-term attention — Catch thoughts on a sticky, notebook, electronic device, etc.; date them. Distribute them to a place with similar items, where you would do them, on the way out the door, etc.). Review and decide whether to do them or not.

*Tickler File* manages attention over the long term — Set up 17 file folders, one for each month/one for each week. Put reminders into the appropriate future folder (tickle when you need to start, not end). On the first of the month, distribute tickles into the week folders. On the first of the week, group tickles by day; work through them day by day. Put leftovers in another day.

Boundaries

*Task Boundaries* — Contain the time you spend on a task, allowing at least 5 minutes at the end to close down. In the close-down, acknowledge your progress (Past). Write down the very next step, so you can pick up where you left off (Future). Gather all the papers together and move the project to the side (Present). You’re satisfied with a job well begun, you know exactly where to begin again, and you're ready for what’s next.

# *Fully Resourced* — Fill your four resource tanks, physical, emotional, mental, and spiritual, by doing activities to replenish your resources every day, (e.g., exercise, connect with a friend, do a crossword puzzle, meditate).

*Boundary Breach* — When somebody or something breaches your boundary, note your feelings. Anger and frustration indicate boundaries that are too hard; you need to step back. Feeling guilty or overwhelmed indicate boundaries that are too soft; you need to step up.

Choices

# *Quality Levels* — Have a range of quality levels: Business-As-Usual (80-90%), Quick-And-Dirty (65-75%), Bells-and-Whistles (95-100%). Don’t assume you need to do 100% 100% of the time.

*The 80/20 Rule* — In any collection of items – books on your shelf, clothes in your closet, or items on a list – 80% of the significance in the entire collection resides in only 20% of the items. Bring what’s most important to the foreground; let the rest fall into the background.

*It’s All Good* — So-called bad situations wake us up, show us where we need to make different choices and offer us the greatest potential for real change. Welcome the “bad” with the “good.”

*Untangling the factors* — Several factors contribute to our choices: Important, Urgent, Beneficial, and Attractive; consider each separately. Beware of the ‘faux’ factors: Quick and Easy.

# The Straighten Up! 4-Point Strategy

# Square *--* provide minimal structure to make the whole job less overwhelming (5 minutes)

Give stuff hard edges by making discrete, square piles

Stand books vertically on shelves, not horizontally

Put miscellany in a container

# Identify *The Power Pile* where your work will make the most difference

# Sample *--* get the maximum benefit with the minimum effort (10 minutes)

Sort a random sample from *The Power Pile* into *Like with Like* categories

# Set up *Staging* or *Storing* areas for each category of stuff according to the principles of *Active/Archive* and *Move It Along*

# Short Sessions-- develop alternatives to all-or-nothing-at-all (15 minutes each)

Sort, beginning with *The Power Pile*

Feed into *Staging/Storing* areas

Identify *Shedding* criteria

# *Close-down* each short session to let change register

# Re-strategize as needed

# Stop -- allow time to disengage from the work and get back to neutral gear (10 minutes)

Stash the remaining backlog to chip away at later

*Square* everything up, distribute into *staging/storing* areas

*Close-down* to let the changes REALLY sink in

Project Management by Sticky

# Tease out the tasks

Identify each task component of the project. All components should be at a similar level of detail -- not too general, not too specific. Make a 'sticky' for each component. Brainstorm tasks without regard to time frame, sequence, or resources needed.

# Assign resources

Note the resources (information, people, stuff, time) needed to do each task on its sticky.

* *Information* -- what you need to know to complete the task.
* *People* -- sign-offs, consultations, and buy-in. Consider others' schedules and preferences for how they like to be approached.
* *Stuff* – what physical materials do you need to do the job, how and when to get them.
* *Time* -- the total elapsed time from when you begin the task to when it is done. Factor in time for people to get back to you, interruptions, and other work demands.

# Give it shape

Arrange task components along a time line.

* *Serial tasks* can only occur in sequence, one after another. For example, with the tasks, “Print flyer” and “Write flyer copy”, you can only print the flyer after you have the copy. The output of one task provides the input of the next.
* *Parallel tasks* can occur within the same time frame. For example, while you’re printing the flyer, you arrange food for the event.

# Schedule and make adjustments

Add up the total elapsed time of the entire project. For parallel tasks, use the time of the task that takes longest. Work backward from the deadline to determine the tentative start date. If the result is not within schedule, make adjustments. Be creative, communicative, and cooperative.

# Build a comprehensive schedule; incorporate into your reminder system

Create a layout for the rest of your projects and layer them into your system, one-by-one. Use templates for similar or recurring projects. Tickle the beginning of each component in your reminder system. Keep each project’s layout for reference and tracking. With everything in the system you can identify crunch times up front and prepare for them in advance.

# Keep track of your progress

At the end of each work session identify the very next step (and when to do it if needs be). Incorporate it into your tickler. Refer to your project layout to track your progress. You can date and check off tasks as they happen.

Satisfaction practice – good ideas

Note, in 25 words or less, any good ideas that occurred to you in each segment. These ideas stand out from the rest and show you the path to follow.