

Module 2 was an overview about leadership.
But, how do we or did we gain an opportunity to lead?



*Module 3 gives us insight into
transitioning from an employee into a supervisor and/or manager.*

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Module 3 Supervisory Transition

Objectives

- Learn about the transition to supervisor.
- Learn the core characteristics of an effective supervisor.
- Recognize the Do's and Don'ts of supervision.
- Learn some of the potential pitfalls for a new supervisor.
- Take an inventory of supervisory strengths and weaknesses.
- Learn techniques to turn supervisory ideas into action.

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Transitioning to Supervision

Supervision

Management consists of the rational design, organization, direction and control of the activities required to attain the selected purposes and the motivating and rewarding of people to do their work.

Abraham Zaleznik, 1977

Leadership is an art, something to be learned over time, not simply by reading books.

Leadership is more a weaving of relationships than an amassing of information.

Max De Pree, 1989

Today's employees want to be part of the decision-making process, engaged in the planning and evaluation of programs and projects.

Barry Posner, 1995

The key to successful leadership today is Influence, not authority.

Ken Blanchard, 2000

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Insights into Supervisor's Role

- Not all good supervisors are born; they can be made.
- Supervisors must understand that they will be required to **lead** as well as manage.
- Others will view you differently even if you do not change.
- Issues you deal with on a routine basis will change significantly.

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Insights into Supervisor's Role

- Building relationships will play a key role in the supervisor's effectiveness.
- Employee relations and conflict resolution will be required.
- Find a mentor; be a mentor.

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Core Characteristics of Effective Leaders

Basic Intelligence

A supervisor must possess a basic knowledge of ALDOT's technical standards, have the educational requirements to meet job requirements, and possess good reasoning skills for the projects with which ALDOT works.

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Core Characteristics of Effective Leaders

Clear and strong values

High ethical standards and moral values are imperative because ALDOT is part of the government, is in the public service arena, and has many projects that impact every citizen of the state.

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Core Characteristics of Effective Leaders

High personal levels of energy

Work in transportation-specific positions is not like work in other state agencies. We are not always located in an office or in front of a computer. ALDOT has many people who work offsite, engage in manual activity, operate equipment, and walk project sites in all types of weather. Physical and mental energy are critical.

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Core Characteristics of Effective Leaders

Ability and desire to grow

Supervision takes people who are ready and willing to mature in their knowledge and experience. If we are not willing to grow, learn, and change, we will not be successful in managing others.

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Core Characteristics of Effective Leaders

Vision

The job of supervisors is to see the big picture and provide direction and feedback in their reports as to how they are meeting that vision.

Without clear vision, a supervisor is destined to struggle or fail. If the supervisor does not provide vision to the team, then employees often make decisions without the information or experience to make the appropriate decision.

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Core Characteristics of Effective Leaders

Infectious curiosity

We will be most effective
if we bring a strong desire to learn.
Each new position carries a body of knowledge
necessary to be effective at that job.
Curiosity is critical to stepping effectively
into the new supervisory role because
“we have always done it that way” is not enough.

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Core Characteristics of Effective Leaders

Good memory

The supervisor needs to be able to
keep an incredible body of information readily accessible.
The employees we will manage,
the projects we will supervise,
and the public with whom we will interact
need us to keep their information
at the front of our memory, even details.

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Core Characteristics of Effective Leaders

Empathy

As supervisors,
we must demonstrate empathy
for our employees' circumstances
and an ability to relate to their issues.

As Theodore Roosevelt said,
“They don't care how much you know
until they know how much you care.”

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Core Characteristics of Effective Leaders

Predictability

Being reliable in the position of supervisor
will allow our team to know better what we expect.
Having to manage our “hot or cold” attitudes,
depending on the day,
does not help our team perform at the highest level.

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Core Characteristics of Effective Leaders

Persuasive Capability

Good supervisors have the capability to persuade employees.

Lee Iacocca said,
“Management is nothing more than motivating other people.”

As supervisors,
we will often need to
persuade our teams to do more
than they think they are capable of doing.

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Core Characteristics of Effective Leaders

Leading by Example

We must, as supervisors,
be willing to lead by personal example.
Employees are far more responsive
when they know their supervisor is
working alongside them
and is willing to step in and help.

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Core Characteristics of Effective Leaders

Effective Communication Skills

Good supervisors get their message across quickly and clearly.
Good supervisors also know how to listen.
Without strong communication and interpersonal relationship skills, we will struggle to connect to the team.

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As a New Supervisor

- Expect a period of transition.
- Do not expect to have a complete grasp of the new job.
- Do not expect to be able to handle all issues.
- Expect to supervise former peers.
- Give yourself and employees time to adjust.
- Get to know your staff.
- Be patient in developing your supervisory style.

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Do's for New Supervisors

- **Do** be yourself.
- **Do** give your staff time to adjust to you.
- **Do** use your supervisor.
- **Do** use existing information.
- **Do** use your staff.
- **Do** expect a period of “testing.”
- **Do** get to know your staff.
- **Do** listen.

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Don'ts for New Supervisors

- **Don't** apologize for getting your job or for being younger, newer, or inexperienced.
- **Don't** be a broom, making sweeping changes the first day.
- **Don't** be afraid to make decisions.
- **Don't** try to do everything yourself.
- **Don't** obsess over the details.
- **Don't** get stuck on the privileges.

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Potential Pitfalls for New Supervisors

Failing to take prompt action

Whether it is personnel issues that need to be addressed or a project decision only we can make, we must be willing and able to act when the time is right.

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Potential Pitfalls for New Supervisors

Failing to document

One of the most important tasks in our early days in a supervisory role is learning how to navigate the paperwork—documentation of project work and of necessary human resource decisions such as performance appraisal and employee discipline.

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Potential Pitfalls for New Supervisors

Trying to make sweeping changes from the first day

It is not what we know that will get us
but what we think we know.

It is necessary to test our knowledge
by taking time to get to know our job
and our employees.

Change is most effective when it is built on trust.

Our team must know us and trust us
before they will respond well to change.

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Potential Pitfalls for New Supervisors

Failing to utilize staff expertise or include staff in decision making

Our staff who have been in their jobs for a while
are our best resource.

They have institutional knowledge
that will be critical to our success.

They also have experience that can help us
avoid critical mistakes.

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Potential Pitfalls for New Supervisors

Making promises before verifying that they can be kept

We should not make promises we cannot fulfill.
It is far better to get back to someone
after we research a request for a pay raise,
policy change, or promotion
than to say yes
and then have to rescind
because we are not allowed to provide it.

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Good Supervisor Secrets

- The key to effective supervision is to provide your employees with clear expectations and responsibilities.
- Prompt action is required to stop or correct bad practices.
- Good communication is essential between supervisors and their employees.
- Supervisors must know their employees, including their strengths, talents, and reactions to situations.
- Expect a transition period for the supervisor and employees.
- Catch others doing the right thing, and recognize it!

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Take stock of your strengths and weaknesses.

Strengths

- Understanding of the work of the organization or division
- Project management skills
- Organizational skills and time management
- Planning and goal setting
- Ability to listen
- Coaching good and poor performance
- Decisiveness
- Flexibility
- Concern about people's welfare
- Ability to make effective presentations

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Take Stock of Your Strengths and Weaknesses

Weaknesses

- Need for power and/or control
- Indecisiveness
- Stubbornness
- Resistance to change
- Micromanagement
- Fear
- Favoritism
- Lack of vision
- Arrogance
- Blaming others

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Self-Assessment of Strengths Effectiveness Audit

- Reflect on your work with others over the past few years.
- Have other people said you are particularly strong in certain areas?
- What are the strengths that make you look like prime supervisor material?
- On a 3 X 5 card, write three strengths that you or others have recognized in you that could assist you in becoming an effective supervisor.

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Self-Assessment of Weaknesses Effectiveness Audit

- What about your behavior indicates you might not be ready to supervise?
- Have others (such as a mentor) describe something that you are particularly weak in or need to improve.
- On a second 3 X 5 card, write what you think are your three greatest weaknesses or obstacles to becoming an effective supervisor.

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Changing Bad Habits

1. Identify and describe the behavior to change.
2. Describe why you want to change.
3. Describe the new behavior to substitute.
4. Plan and implement a strategy to overcome the behavior.
5. Evaluate how you are doing.

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Transitioning to Supervision

Final Thoughts

*People ask the difference between a leader and a boss.
The leader leads, the boss drives.*
Theodore Roosevelt

*Rank does not confer privilege or give power.
It imposes responsibility.*
Peter Drucker