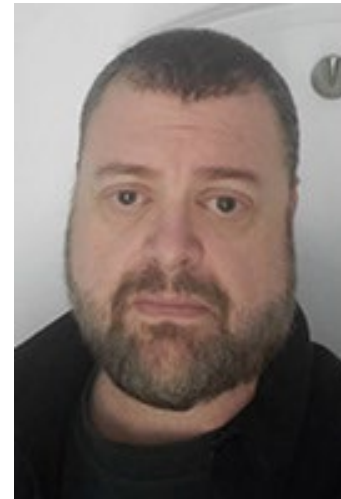# Presenters

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Objectives

➢ Identify ten common barriers to success as a supervisor

➢ Explore ways that supervisors can avoid these barriers

➢ Recognize how HR professionals can engage supervisors to succeed

10. Misreading Communication Styles

10. Misreading Communication Styles

People Speak and Hear Differently
- Learn employee styles and adapt messages to be heard and received

People Understand Differently
- Set up communication conventions for clarity and efficiency

People Work Differently
- Maximize employee productivity windows

HR
- Facilitate conversations
- Provide development opportunities

9. Dreading Difficult Conversations

9. Dreading Difficult Conversations

Their Unpredictable Behavior
- Anticipate responses (*no surprises*)

Their Unpredictable Explanations
- Anticipate action plans to address
- Eliminate possibilities

Your Mind and Body Response
- Rehearse before showtime!
- Be prepared!

HR
- Help with action plans
- Role play conversations

8. Treating Employees Inconsistently

8. Treating Employees Inconsistently

Playing Favorites
- Balance equal with equitable

Addressing Confidentiality
- Be open about being private on personnel matters

New Sheriff in Town
- Draw the line in the sand and stay consistent moving forward

HR
- Be the reality check
- Provide broader baseline / best practices

7. Jumping to Conclusions

7. Jumping to Conclusions

"Trust but Verify"
- ◦ Keep a healthy skepticism and get your facts straight

[Micro]managing
- ◦ Don't sweat the small stuff (until you see a pattern)

"Blaming Me" / "Harassing Me"
- ◦ Different than "paying attention" and "following up"

HR
- ◦ Be inquisitive; ask questions
- ◦ Challenge them to take a step back

6. Leaving HR out of the Loop

6. Leaving HR out of the Loop

Keeping It "In-House"
- You don't have to solve your problems by yourself

Never Hurts to Ask
- If you don't know, ask
- HR will let you know when to panic ☺

Medical Issues Get Complicated
- HR can help traffic through policies and benefits to create a plan of absence

HR
- Don't be a stranger; familiarity breaks down deterrents to communication

5. Hoping It Will Go Away on its Own

5. Hoping It Will Go Away on its Own

It Won't
- It really, really won't

Employees Level-set on Expectations
- They can't/won't fix it if you don't tell them it is broken

Course-correction is Not Punitive
- Be both the enforcer of your policies and the protector of your employees

HR
- "Wellness Checks" with managers
- Use performance cycle reminders

4. Not Providing Clear Direction

4. Not Providing Clear Direction

Keep Core Documents Updated
- Job descriptions, performance plans, and procedurals

Plans Change *(by choice or demand*)
- Rapid change requires rapid communication (*watch out for fatigue*!)

Signal before Changing Lanes
- Revise expectations in writing and set implementation dates for changes

HR
- Documentation audits and consults
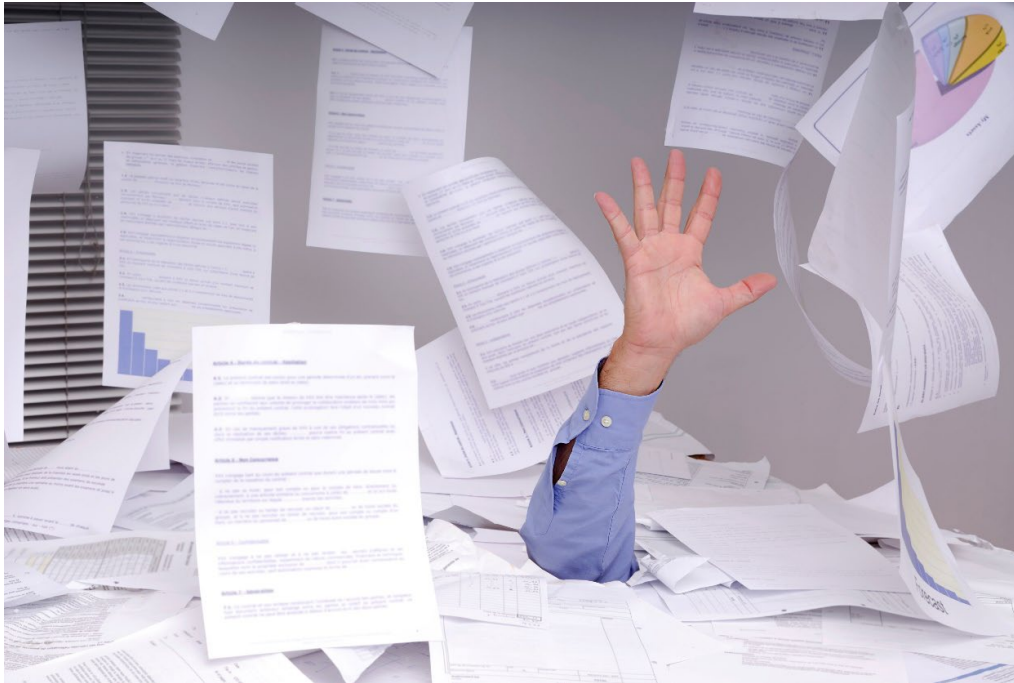- Communicate HR policy changes clearly

3. Not Documenting along the Way

3. Not Documenting along the Way

Sooner than Later
- Easier to write accurately in real time rather than remembering a year later
- Email gives a timestamp both to you and to employee

Schedule It
- Put a regular time on your calendar to take short notes on recent events

Not Just the Bad Stuff
- Documentation can justify rewards, too

HR
- Check substance/tone and final polish

2. Making Poor Hiring Decisions

2. Making Poor Hiring Decisions

Advertise for the Real Job
- Be sure postings accurately describe the work and the skills required

Diversify Your Hiring Committee
- Get a well-rounded view of the applicant

Challenge Red Flags on Applications
- Screen out problems in advance, probe during interviews, and complete those reference checks!

HR
- Set up search committees to succeed
- Be sure hiring documentation is complete

1. Just Too Busy to Deal with It Right Now

1. Just Too Busy to Deal with It Right Now

We Get It
- We really, really, do.

Ounce of Prevention/Pound of Cure
- A little time invested upfront can save a lot of time on the backend

Nothing Happens in a Vacuum
- Not addressing it will be seen by others and it will affect the team's performance

HR
- We know you are busy, too ☺
- Stay proactive, not reactive

10 Roadblocks to Supervision

1. Just Too Busy to Deal with It Right Now
2. Making Poor Hiring Decisions
3. Not Documenting along the Way
4. Not Providing Clear Direction
5. Hoping It Will Go Away on Its Own
6. Leaving HR out of the Loop
7. Jumping to Conclusions
8. Treating Employees Inconsistently
9. Dreading Difficult Interactions
10. Misreading Communication Styles

Poll Question

1. Just Too Busy to Deal with It Right Now
2. Making Poor Hiring Decisions
3. Not Documenting along the Way
4. Not Providing Clear Direction
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Which three roadblocks do you find the most challenging to address in the workplace?

Takeaways

- ✓ Different supervisors will struggle with different roadblocks

- ✓ Stumbling with one roadblock can have a ripple effect into stumbling with others

- ✓ Try to find the "root" roadblocks to assist in alleviating the impact of the rest

Call to Action

➢ Modify these roadblocks to address HR service delivery or employee teamwork

➢ Add these to your onboarding for supervisors (including faculty!)

➢ Who really needs to be a supervisor?

➢ Supervisors are less likely to reach out for help if they don't know you

Thank You!

Sean Womack

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