PAVING YOUR HIGHWAY TO SUCCESS:
IMPROVING YOUR SUPERVISORY SKILLS
A Presentation To The
89th Annual Purdue Road School
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Workshop Agenda
- Explore WHAT Supervisors Do
- Identify Individual Problems
- Characteristics of Successful Supervisors
- Skill Building in 3 Key Areas

What Do Supervisors Do?
- Assign and Distribute Work
- Monitor and Control Performance
- Review and Evaluate Performance
- Train and Develop Employees
- Lead Your Unit
- Communicate
- Handle Administrative Duties

An Assignment
On the 3 X 5 Card That You Have, Please Write Down a Supervisory Problem or Two That YOU Are Experiencing on Your Job.

What Do Supervisors Do?
- On Your Handout, Please Identify the Best Supervisor You Ever Knew. What Made him or her the best? What Behaviors and Characteristics?
- Think of the Worst Supervisor You Ever Knew. What Made him or Her the Worst? What Behaviors and Characteristics?
What Did We Learn?

- We Know the Difference When We See It!
- We Know From Our Experiences With One.
- We Recognize These People By What They Do or Do NOT Do.
- Successful Supervisors Are Developed, Not Born.
- We Can Learn To Do What the Best Supervisors Do! Let’s Be One!

Its Your Attitude

- YOU Are the MOST Important Predictor of Your People’s Effort.
- “Your Attitude Speaks So Loudly, Employees Can’t Hear What You Say!”
- YOU Are in Control of YOUR Attitude, So Choose POSITIVE!
- Remember the Three Twelves
  + Top 12 Inches – Look Your Best
  + First Twelve Steps When You Arrive
  + First Twelve Words You Say

M X C = L For Success

- M otivate
- C onnunicate
- L eadership

Motivation

- What Is Motivation?
  + Getting Your People To Give Their Best Effort All the Time

  + “An Individual’s Willingness To Do Something IS Conditioned By This Action’s Ability To Satisfy Some Need For The Individual”

Motivational Components

- 50% of your employees only put enough effort into their work to keep their jobs
- 70% of your employees are less motivated than they used to be
- 80% of your employees could perform significantly better if they wanted to

(Spitzer, Super Motivation, 1995)
Unsatisfied Needs
Create “Tension”

Tension Leads to Effort

Functional ☺

Dysfunctional ☹

Examples of Dysfunctional
Motivators

- Perceptions of Inequity
  - Pay
  - Assignments
  - Favoritism
- Apathy
- Organizational Obstacles

Organizational Obstacles

- Policies
- Poor Performance Rewarding?
- Desired Performance Punishing
- Lack of Resources
- YOU !!!!!

(Robert Mager, Analyzing Performance Problems)

Obstacle YOU – or – Mirror,
Mirror On The Wall

- Inadequate standards or 2 much responsibility 2 soon
- Conflicting objectives
- Tolerating averageness
- Intolerance of failure
- Non ethical behavior
- “Stepping over” problems
- Failure to “walk your talk”
- Lack of discipline by example

Functional
Unsatisfied Needs
Lead to Motivation

Let’s Explore What Employees Want

1. Before you is a list of 10 motivational factors.
2. List them from 1 (Most Preferred) to 10 (Least Preferred) as YOU Feel your Employees Would Rank Them.
3. Let’s compare with what the national employee profile reveals.
### What Employees Want

<table>
<thead>
<tr>
<th>Employee</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactful Discipline</td>
<td>10 9</td>
</tr>
<tr>
<td>Interesting Work</td>
<td>7 6</td>
</tr>
<tr>
<td>Good Wages</td>
<td>8 6</td>
</tr>
<tr>
<td>Feeling &quot;in on things&quot;</td>
<td>7 4</td>
</tr>
<tr>
<td>Job Security</td>
<td>6 3</td>
</tr>
<tr>
<td>Personal Loyalty</td>
<td>5 1</td>
</tr>
<tr>
<td>Promotion/growth</td>
<td>4 2</td>
</tr>
<tr>
<td>Good Working Conditions</td>
<td>3 10</td>
</tr>
<tr>
<td>Appreciation and Recognition</td>
<td>2 8</td>
</tr>
<tr>
<td>Feeling &quot;in on things&quot;</td>
<td>1 5</td>
</tr>
</tbody>
</table>

### How Can We Deliver?

- Feeling "In On Things"
  - +
  - +
  - +
  - Appreciation and Recognition
    - +
    - +

### The C Word

**What Is Communication? Let’s Define It**

- The Process By Which Parties Exchange Information AND Establish a Common Understanding
- Now Let's Explore Reasons Why This is Hard To Do

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### Communication Is.....

- The Process By Which Parties Exchange Information AND Establish a Common Understanding
- Now Let's Explore Reasons Why This is Hard To Do
I Didn’t Say Dan Was Stupid

Parts of Communication
- Message 100%
- Words + 10%
- Inflection + 30%
- Non Verbals + 60%

The Snowflake Factory

The Two Way Exercise

Some Communication Facts
- People Will Not Remember What You Say, But They Will Remember How You Made Them Feel
- Praise Publicly, Criticize in Private
- 60% Of Communication is Non Verbal
- Your Attitude is Showing!!
- Ensure Effective Communication
  + Make “Conforming” Snowflakes
- The Higher You Are in The Organization, the More Time You Will Spend Counseling
- Counseling Is a Lot of LISTENING