PAVING YOUR HIGHWAY TO SUCCESS:
IMPROVING YOUR SUPERVISORY SKILLS
A Presentation To The
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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?
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Characteristics of Successful Supervisors
• 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 ommunicate
- 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”

50 - 70 - 80
- 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)

Motivational Components
- Employee Effort
- Exerted
- Organizational Goals
- Achieved
- Individual Needs
- Satisfied
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**

- Tactful Discipline
- Interesting Work
- Good Wages
- Feeling "in on things"
- Job Security
- Personal Loyalty
- Promotion/growth
- Good Working Conditions
- Appreciation and Recognition
- Sympathetic Help with Problems

**How Can We Deliver?**

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

**The C Word**

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

**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

**Four Score And And Seven Years Ago**
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