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Effective Supervision Building a Competent TB Workforce

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Objectives

- Describe the abilities needed to improve supervision, management, and leadership skills.
- Recognize three factors for improving employee performance.
- Describe methods for professional and personal development of employees.
- Explain how to recruit the right employees.
- Learn three strategies for addressing poor employee performance.

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Supervision

- The activity carried out by supervisors to oversee the productivity and progress of employees.
 - Typically responsible for "direct reports."
 - Often supervisors hold two jobs or more.
 - Supervision is a facet of management.
 - Often the terms leadership and supervision are used interchangeably.

Entry Level Staff

First Line Supervisor

Middle Management

Upper Management

Director

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Management/Leadership

- Leadership : People
 - Do the right thing
 - Use passion, stir emotion
 - Intuitive
 - The capacity to rally employees towards a common purpose
 - A facet of management
 - The ability to inspire confidence.
- Management : Organization
 - Do things right
 - Use formal rational methods
 - Plan
 - Ensure staffing
 - Organize
 - Direct
 - Monitor or evaluate
 - Control

The Changing Paradigm

- New World → New View
 - This age of telecommunication has "shrunk" the world
 - Diversity brings broader views to the workplace
 - Global marketplace creates a wider arena for work
 - Increased social consciousness and responsibility
- Rigid, hierarchical, top down management is being replaced by:
 - Employee centered teams
 - Employee participation
 - Employee autonomy

Methods of Leadership

- Power - "My way or the highway"
- Scheming - playing people against one another
- User - develop strong relationships to get what you want
- Example - demonstrate what is expected
- Persuasion - argue or reason to convince
- Sharing Power - choose others but only for some decisions
- Charisma - loyalty
- Involve others - gets others to buy in
- Combination of all of the above

Leadership Styles

- Autocratic
 - Totally in control, making all decisions
- Managerial
 - Concerned with the smooth operation, rather than the goals and effectiveness of the organization.
- Democratic
 - Consulting with others, encouraging equality within the organization, but making final decisions
- Collaborative
 - Sharing leadership, involving others in all major decisions, spreading ownership of the organization.



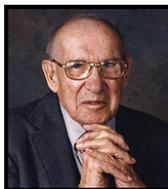
Management Style – Exercise

- Make sure you describe your own natural tendencies in this questionnaire. Describe yourself, not your job!
- Rank the words in each selection from one (most appropriate description of me) to four (least appropriate description of me).



Goals and Objectives – Clarity of Purpose

“There is nothing so useless as doing efficiently that which should not be done at all.”



Peter F. Drucker



The Program Manager's Primary Goal and Objective

Reduce the burden of TB in your community by
Improving the outcome of TB program activities

- Employees who understand and believe in your programs overall goals and objectives will more likely:
 - Be called to action
 - Act with passion
 - Exude enthusiasm
 - Build group solidarity



Talented people are the essential ingredient of every successful organization.



Developing an Employees Full Potential

- How will you enable your employees to develop and utilize their full potential?
 - Clearly state program goals and objectives.
 - Have a written position description.
 - Continuously evaluate performance.
 - Recognize performance excellence.
 - Address poor performance quickly.
 - Provide an atmosphere that encourages career development.
 - Allow for balance between the personal and the professional lives of employees.



Improving Employee Performance

- Acquire knowledge of human nature and group dynamics.
 - Psychological and social qualities of human nature
 - Personal and professional satisfaction and self worth
 - The importance of an individual agenda
- Recognize the influence of the group (team)
 - There are often informal group pressures that influence and regulate individual behavior.
 - Implicit code of ethics, unspoken set of standards



Position Descriptions

- Legally binding contract between the employee and organization
 - Can and will be used in a court of law.
 - Sign immediately for a new hire or as changes are made
- Must present a clear description of the position's purpose, responsibilities, and level of accountability
 - A frequent reason for deficiencies in a new employee's performance is a poorly written position description.
- Focus on describing performance expectations and goals, not the steps on how to achieve them
 - Include specific duties they will be responsible for.



Position Descriptions

- Amend to ensure accuracy and to keep current
 - Changes, even minor ones, must be written in the position description.
 - It will be difficult to address poor performance if the duty is not written.
 - It is best to discuss changes with the employee before implementation.
- Organizationally mandated duties and expectations
 - Disaster preparedness
 - Meetings, trainings
 - Other duties



The Recruiting Process

- Consider the position and what direction it needs to go.
 - Write a realistic position description.
 - Prioritize the responsibilities and duties.
 - Select the top three or four priorities.
 - Design your interview with these in mind.
- Know what basic KSAs are required to fill the position
 - Organization
 - TB program

Recruiting the Right Employees

- Determine attributes needed to perform the job.
 - What is needed to fit into the present team?
 - Do you need a leader, a follower, someone who is task oriented or someone who is a visionary?
- Read the resume with a critical eye.
 - Look between the lines: dates of employment, reason for leaving prior jobs
 - If content doesn't make sense, question the discrepancies.
- Solicit referrals
- Check references

Basic Skills Inventory

- Ability
 - The aptitude, intelligence, expertise, physical ability and skill for doing a specific job.
 - Attributes are inherent qualities.
- Competency
 - Achieved through education or training
 - Verified by
 - Written testing
 - Observation

Performance Evaluations

- Communication between the employee and the supervisor
 - Annual evaluations should not include surprises.
 - Becomes more complicated if tied to raises, awards, or promotions
 - Share ideas, opinions and information
 - Growth, development and communication
- Traditional methods
 - Good for sorting out the excellent and the poor employee but not the employees in the vast middle ground.
 - Rater bias
 - Halo effect
 - Recency
 - Assumption that the supervisor knows



Conducting a Performance Evaluation

- Always start and end on a positive note
- Ask for input from the employee before the date of your meeting
 - Employees are most familiar with their work
 - May result in less paperwork for the supervisor.
 - Most often they are more harsh on themselves. However, some may not see their own deficiencies.
 - Incorporate some of their comments into the final document.
- Your judgments can only be valid if you know the duties and have sufficient contact with the employee.
- Do not avoid poor performance issues.
- Develop an action plan (meet frequently)
- On the final report always allow for their written comments.



Addressing Poor Performance

- Do not avoid addressing performance issues at the time you see them.
- Avoiding negative feedback leads to:
 - Poor morale
 - Reduced management credibility
 - Organization ineffectiveness
 - Loss of productivity and time
- Be specific about the problem
 - Tell them what is expected
 - Determine if there is a need for training or additional resources.
 - Be sure your expectations are realistic.
- Develop an action plan and timeline for improvement.
- Keep notes!



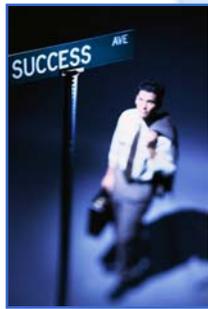
Conflict Resolution

- The most difficult aspect of a supervisor/managers job!
- Conflicts left un-addressed will result in physical, emotional and psychological stress.
 - High turnover
 - Absenteeism
 - Loss of productivity
- Confront and express opinion without offending.
- Never tolerate disrespect, personal attacks, yelling, or other forms of disruptive behavior.
- Evaluate group dynamics.



Reaching the Goal!

- Minimize staff turnover
- Improve program outcomes
- Provide a safe environment
- Create a balanced atmosphere
- How do you define success?



Thank You

**“Good humor is a tonic for mind and body
It is the best antidote for anxiety and depression
It is a business asset
It attracts and keeps friends
It lightens human burdens
It is the direct route to serenity and contentment”**

Grenville Kleiser
Author 1868-1953