Mastering Supervision
Moving From Effective to Excellent

Faculty:
Jake Bowling, MSW
Jeanne Supin, MA
Nick Szubiak, MSW LCSW

Our Purpose

• **Learn** the most current and relevant supervision tools.

• **Practice, strengthen and grow** your clinical and administrative supervision skills.

• **Network and create** supportive relationships with other supervisors from around the country.

• **Build** your confidence.
Training Agenda

• Your vital role
• Strengths-based supervision
• Supervision best practices
  – Clinical and administrative
  – Clear and high expectations
  – Direction
  – Support
• Advocating for your staff and culture change

Think about an instance when someone recognized one of your strengths and nudged you out of your comfort zone to expand that strength.

Share one word that best describes how you felt.
Exercise

Share one word that describes how you ideally want to feel as a supervisor.

Employees want...

• Reasonable compensation
• Ability to do excellent work
• Professional and personal balance
• Healthy relationships
• Chance to grow
• Sense of meaning

• Fabulous bosses
What Matters Most?

Pay or Benefits
Commitment to the mission
Relationship between employees and direct supervisors
As you grow, your personality changes.

As you grow, you become more of who you already are.

You will grow most in your areas of greatest weakness.

You will grow most in your areas of greatest strengths.
• Bored
• Frustrated
• Depleted
• Even if you’re good at what you’re doing

*These are not your strengths!*

• Confident
• Absorbed
• Magnificent
• STRONG

*You’ve found your strengths!*
Your team needs you to pitch in whatever the team needs.

Your team needs you to throw your best strengths full-force into the effort.

“Trombone Player Wanted”
by Marcus Buckingham

Strengths Finder 2.0
• 34 themes, top 5
• Your style
• Broad and affirming

StandOut
• 9 strengths roles, top 2
• Competitive edge
• Deep and focused
Exercises

1. Take a few minutes alone to begin to identify your strengths on page 9.
2. When everyone at your table is done, allow each person to share his or her strengths on page 10.
3. Talk about how you might encourage and help staff identify and use their own strengths on page 10.
4. Do one or both of the scenarios on page 12.

Clinical & Administrative Supervision

• Different and equally important
• Same person or different people
Administrative Supervision

- Job expectations, responsibilities, duties
- Employee rights and responsibilities
- Work hours, workload, leave
- Reasonable accommodations and other ADA protections
- Accessing employee benefits (leave, EAP, wellness, etc.)
- Training, continuing education

• Human resource policies and procedures
• Routine performance support and feedback
• Performance reviews
• Ongoing growth and development
Clinical Supervision – Clinical, Therapeutic, Supportive

- Job duties, expectations, outcomes
- Best practices
- Skill building
- Staff growth and development

- Ethics
- Confidentiality
- For those served and for those supervised
• Strong and appropriate relationships
• Boundaries, ethics, confidentiality
  – With those served
  – Between staff and supervisors

DON’T be a Therapist

DON’T
• Make assumptions about staff health or clinical treatment status
• Ask questions about symptoms or medications
• Offer clinical observations or advice
• Insinuate you have clinical knowledge they should heed

• Talk to much about someone’s personal life
• Communicate often outside business hours
• Routinely allow sub-par performance
BE a Supervisor

DO
• Know your staff as a whole person
• Know their weaknesses and strengths
• Describe performance expectations, goals, deficits, achievements
• Help and support staff achieve expectations and pursue professional growth
• Care about staff’s vibrancy and enthusiasm
• Invite everyone to share (not over share) life’s accomplishments, difficulties, transitions
• Allow anyone to share unexpected personal circumstances that may temporarily affect work
• Direct staff to their rights and benefits such as EAP, leave
• Encourage people to find their own support and help

Exercise

• Discuss in your groups scenarios 1, 2 and 3 on pages 24-25.
American with Disabilities Act (ADA)

• Do you have a disability? Do you want reasonable accommodations?
• Our company fully complies with the ADA and guarantees reasonable accommodations for anyone qualified who requests them.

Exercises

• Together at your table choose and discuss 1 or 2 of the scenarios on page 19 (you can discuss all 3 if you have time).

• Together at your table choose and discuss 1 or 2 of the scenarios on pages 20-21 (you can discuss all 3 if you have time).
Day-to-Day Expectations

• Support staff right away, from the beginning.
• Carefully manage workloads.
• Help them manage time, calendars, schedule, deadlines.
• Help them prioritize.
• Nurture healthy work life and personal balance.

Exercise

• Think about a new staff who recently joined or will soon join your team.
• Spend ten minutes looking over the prompts on pages 28-29 and jot down what you did or might do in the future.
• Use these pages later back at work whenever you’re orienting and welcoming a new staff person.
Clear & High Expectations

• Expect quality
  – Define it
  – Talk about it
  – Recognize and praise it
  – Encourage it
• Build it from strengths
• Assume people want to grow, even if they don’t exactly know how.
• Expect lots of mistakes and learn from them.

Exercise

• Spend five minutes on your own answering questions 1 and 2 on page 32.
• Discuss your answers with everyone at your table.
Direction

- Be direct
  - Expectations
  - Skill building
  - Correction and deficits
  - Parameters
  - Praise
  - Growth

Direction and Resistance
Exercise

• Talk at your table about scenario and question 1 on page 35.

Balance Direction with Support

• Mentor around professional goals
• Know personalities, temperaments, quirks, styles
• Show you care!
• Listen
• Encourage and nudge growth
Exercise

• Talk at your table about an instance when someone recognized one of your strengths and nudged you out of your comfort zone to expand that strength.

Exercise

• Read everything on page 37 (scenario 1 and questions 1-4).
• Discuss at your table questions 1-4.
Advocate!

• For individual staff.
• For system and culture change.

Advocating for Your Individual Staff

• Everyone is full, equal member of the team.
• Full welcome, inclusion, connection.
• Model behavior you expect.
• Enforce desired behavior.
Exercise

• Discuss at your table scenarios 1, 2 and 3 on pages 39-40.

Advocating for Culture Change

• Lived-experience staff epitomize recovery at its best.
• Encourage everyone to be open, curious and innovative.
• Push for full inclusion throughout the organization.
• Step out as a courageous leader.
Exercise

• Discuss at your table items 1-4 on page 43.

Closing

Share one word that describes how you ideally feel or want to feel as a supervisor.