

# Mastering Supervision

*Moving From Effective to Excellent*

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## 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...

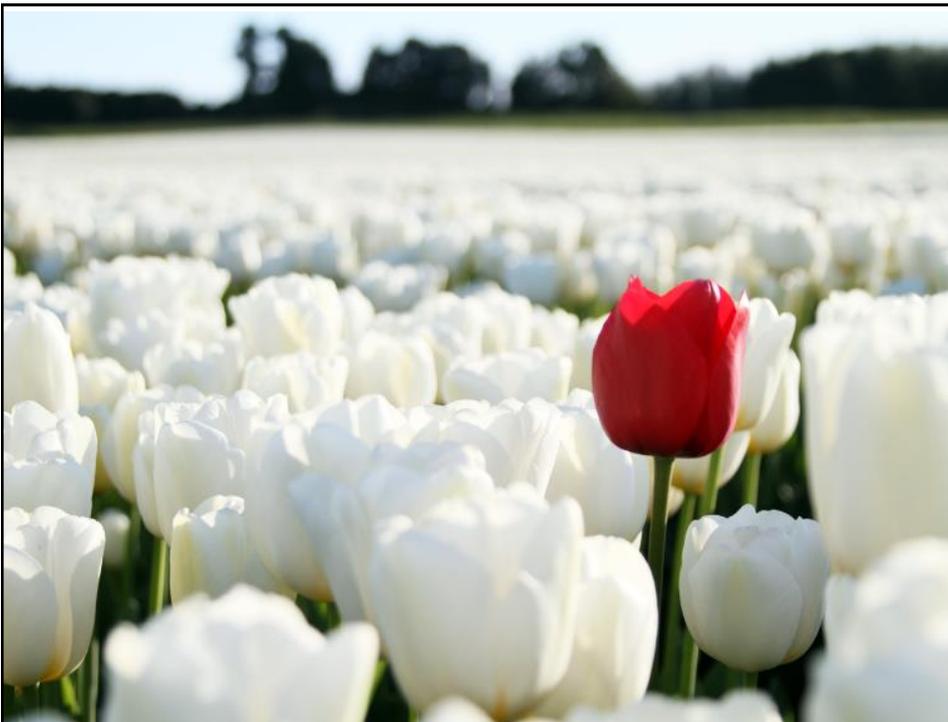
- Reasonable compensation
- Ability to do excellent work
- Professional and personal balance
- Healthy relationships
- Chance to grow
- Sense of meaning
- **Fabulous bosses**

# 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.***