

Follow Up from Supervisory 1 Class September 24-26, 2014

AGENDA

- Welcome/introductions
- Roles and Responsibilities
- Recruitment/selection/interviewing
- Communication
- EAP
- Recognition
- Coaching
- Performance Management
- Wrap-up/Action Planning

Qualities of Favorite Supervisors:

Tailor motivation to the worker Encouraging teamwork Clear expectations Open-mindedness Ability to motivate Open to any question Empathy	Discernment – having confidence in my skills Fairness Not afraid to make a tough decision Someone you can bounce things off on – make things better Cooperation – not judging Can identify strengths and enhance them Realistic empathy Communication Honesty Coaching and mentoring	Calm during chaos Trust their staff to make decisions Brings positive energy to the workplace Reliability Clarity in communication Wisdom to make decisions Cando Good sense of humor Practicality Having fun Support – being my advocate
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ACTION STEPS and AH HA's -SO WHAT or WHAT NEXT?

- Blend relational and traditional styles
- Set clear behavior/performance expectations
- Establish norms for admin support team
- Balance between relational and traditional styles because for some employees, the latter might/will be more effective
- Pull rather than push someone along to get better results/outcomes
- Engage more experienced employees in helping the team; recognize the value of their experiences and contributions
- Rumor the week – nice idea
- Rumor of the week
- Visual management/per meeting accomplishment
- Team walk, safe communication – advance notice
- Living in the “Buffer zone”
- Open minded about self-reflection
- Balance management (traditional and leadership (relational
- Having both relational and traditional styles
- Being in the buffer zone (increased awareness of it and tools to deal with it)
- Using icons of Team Norms, and using humor
- Need Team Norms
- Can be a leader AND a manager; it’s not an either/or

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- Creating team norm for your team, within a larger team
- Relational and traditional styles
- Solidify characteristics of a good leader and start doing them better
- Knowing the 7 Elements
- Leaders influence others
- Use more of the resources "book ideas and web pages"
- Will use team leader report card
- Explore different styles for different needs
- Being aware of other communication styles when I talk to others. Have employees take survey
- Meditate on my common blocks to active listening in order to minimize those behaviors
- Revise office interview process
- Proactive my listening skills
- Complete the communication – type test with staff
- Acknowledgement of other communication styles
- More active listening
- Turn away from computer when talking with more eye contact
- Visual management
- Think more clearly about behavior-based interviewing
- Dial back my talking style to allow for other styles
- Being more direct in communication
- Being aware of communication blocks
- That EAP is absolutely confidential
- To be aware of my blocks to listening
- Be more aware of mind block to become a better active listener
- Have EAP provide a presentation to our office
- Be aware of other team member's communication style
- Bring meeting snacks!
- Increasing the efficiency of my communication
- Re-read the class manual periodically
- Communication styles action item: Have team take communication test
- Discuss aggressive vs. communication with Mark
- Figuring out my team member's communication styles
- Communication
- Listening and paraphrasing
- Active Listening – practice tips for listening well to others
- Do not rehearse your response while someone else is speaking
- Create situational interview questions aimed at getting good team players
- Make a formal referral to EAP
- I will invite EAP rep to my unit meeting – face to face or Go To Meeting
- Behavioral interview questions develop for filling position
- Look up styles on website (blank styles assessment)
- Look up EAP and post flyer
- Read page 76 (in binder)
- Ask open-ended interview questions specific to an example that is job-related
- Contrary evidence questions
- Styles of communication quiz
- Styles of communication "do it with office
- Passive, assertive, aggressive –learn more
- EAP – information for our office
- Learn to be more assertive with communication

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- Learn to adjust communication styles when appropriate or necessary
- Active listening
- Be more aware of the communication styles of the people on my team and adjust my style to the message and audience
- Use contrary evidence to get a balanced view of an applicant
- If there is room for ambiguity in the conversation, then I need to be more direct
- Reflect on the statement that "workers – don't leave jobs, they leave supervisors"
- Learning needs of different speaking styles

Tips for (New) Supervisors (Page 11 in Binder)

1. Plan and prioritize team tasks.
 - a. Democratic process – group prioritizes
 - b. Centralized location to store tasks
2. Delegate to help manage your workload and develop your team members.
 - a. Fairness; keep work distributed evenly
 - b. Ask for volunteers
 - c. Assign extra workload according to strengths
 - d. Use training opportunity to get existing work done
3. Follow up on delegated tasks to make sure team members have the guidance they need.
 - a. Calendar reminders
 - b. Peer pressure
 - c. Stand-up's
 - d. Meeting minutes
4. Learn to identify and prevent recurring problems.
 - a. Get to root causes – ask why!
 - b. Develop counter measures -> plan, do, check, adjust
 - c. Have an internal FAQ
5. You don't need to have all the answers – foster ideas from others
 - a. Discuss/present scenarios issues to others while engaging stakeholders and SME's (employees) status are "We have always don't things this way" – stuck on one way/answer
 - b. Ask how has it been done differently in past, successful, OK, No?
6. Be accountable to your team
 - a. Weekly one-on-one, weekly team meeting
 - b. Demonstrate, model
 - c. Constant interruption
 - d. Balancing/creating dependency
 - e. Using Outlook – staff encouragement "book time with me"
 - f. Follow up (for example, see folks poking head in office)
7. Learn to take advantage of "coachable moments"
 - a. Encourage staff to present good ideas at staff meeting

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- b. If not have the, background lose credibility
 - c. Public recognition of credit of senior tenured staff
8. Resist temptation to step in and take charge – if you do, you will be depriving your team of valuable learning opportunities
- a. We do this sometimes
 - b. Verbalize – own it.
 - c. Time box/limiting
 - d. Delegate teaching moment to others
 - e. This item is a pitfall – overly reliant/bitter – blame transfer
9. Communication decisions from management and help your team to understand the reasons behind decisions that directly affect them and how they work. Listen to the team’s concerns and input.
- a. Clarify needs, problems, complaints, and validate perspectives
 - b. Use positive messages and humor in tense situations or in ones you have little or no control
10. Communicate ideas from your team upward to management. Persuasively communicate your team’s point of view.
- a. Find out what “speaks” to upper management; so staff can communicate in a way that they understand
 - b. Present things as opportunities and solutions
 - c. Develop options and potential consequences when presenting proposals for problem-solving
 - d. Facilitate collaboration – prevent: stress - > conflict - > thickens the walls of silos
 - e. Allow all ideas to be expressed – then try to get all on same page
11. Encourage teamwork. Help your team members to identify conflict and take steps to resolve it.
12. Model the behavior you want.
13. Set clear expectations discipline effectively. Be sensitive to the team member’s individual situation and be sympathetic but fair.
- a. Set during reviews
 - b. Expectations for the specific job, the worker, the unit
 - c. Frequent one-on-one’s
 - d. Coach in the moment
 - e. Two types of expectations (For the specific job, for the worker, for the unit)
 - f. Get the buy-in of seasoned workers to help with change
 - g. Communication – ask how they would do it
14. Give recognition and praise for work well done. Recognize every improvement no matter how small.
- a. Individualize praise (public vs. private)
15. Have team members share their skills with others
- a. Match appropriate skill sets
 - i. Ad hoc or institutionalized

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16. Develop your team to be self-supervising
 - a. Create the team norms and empower workers to raise the norm flag
 - b. Retrospective (start/stop/continue)

Supervising those you are peers/friends with

- Do not show favoritism
- Acknowledge the situation - > talk!
- Set boundaries and rules
- Give option to join another team

Challenges:

- Over/under delegating to preserve relationship
- Resentment/defensiveness based on preexisting relationship
- Employee taking inappropriate liberties
- Uncomfortable employee reviews
- What if both of you applied?

Solutions:

- Setting goals together – make an agreement
- Discuss it with friend prior to job acceptance
- Open communication early on
- Partnership with peer
- Create team identity – develop with the team
- Read the Wisdom of teams - Katzenback

Supervising Older/More Experiences

- Teaming staff up (new/tenured)
- Read the book "When Generations Collide"
- One-on-One – discuss value of tenured (KSA)
 - Domain knowledge
 - SME knowledge
- Let's get clear on generational styles
- Empower the senior staff
- Set expectation to share knowledge

Supervising younger/less experienced

- Understanding the "why"
- Praise – lots of it
- Teach more creative thinking
- Accountability

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Tips for Buffer Zone

- Communication – from up or below – open/direct/clear
- Monitor your verbal discourse to staff – re: management
- Reorg.
- Encourage staff to meet in middle and build credibility
- Build peer relationships – develop support group of middle manager
- At intervals – walk around 0 no work chatter
- Give the “why”
- Bring concerns to upper management
- Communication
- Be firm in a respectful way when there are unrealistic expectations – back it up with data (for your staff and superior – goes both ways)
- Explain ideas have been considered to staff -> be transparent so staff do not feel management is doing things to them
- Demonstrate it; let them join leadership meetings; be honest about confidential issues
- Support staff
- Address conflict

OTHER TIPS for Buffer Zone: (from other supervisors)

- Relay issue/idea timely and honestly
- Don't play sides
- Bring issues with solutions
- Helping to understand – share workloads
- Managing expectations
- Avoid us/them – it's all us
- Be an advocate for your team
- Consistency – no matter whom you're dealing with
- No trash talk
- Clearly convey mission
- Open and transparent communication
- See numbers through #8 on page 11
- Do not take things personally
- Learn and know your tribe- strengths & weaknesses
- Be candid – confront with diplomacy
- Plan
- Know where your resources are (other supervisors, etc.)
- Boundary zone
- Strengthen relationship with your own manager
- Clearly communicate expectations to team
- Reasonable goals/expectations of both managers and employees
- Listened to team member's venting (Setting a limit to venting) and facilitate positive discussions
- Transparency between levels
- Team Norms
- One on One's with each team members and your own manager
- Learn more about the perspectives from all parties
- Transparency - communication - keep employees connected to the overall big picture. Promotes employee buy in and trust
- Find mutually beneficial solution
- Expectations

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- One on One
- Knowing who to go to for support
- Approachable
- Ask the manager how they have handled it effectively
- Focus on morale and delegating to worker's strengths
- Identify strengths and compromise
- Stay adaptable
- Frequent and clear communication
- Translating vision
- Encouraging team participation
- Identify barriers/challenges - and how to address them
- Setting expectations up and down
- Delegation when possible
- Time Management
- Plan protected time
- Involve your employee
- Facilitate up and down communications -= clear and defined expectations
- First loyalty is to your peer team
- Explain the "why" and get the employees buy-in
- Clear expectations - to management - for employee - from management to management
- Open to feedback loop
- Clear definition and chain of command
- Equal and fair treatment: Everyone's option is valued
- Keeping the proper overall perspective (Mission first - people always)
- Understanding expectations (Both ways)
- Seeking feedback about staff to improve performance
- Good translator/interpreter
- Coming in early - leading by example
- Reestablished new working relationships
- He was doing the work - hands on
- Being Fair
- Careful to not emotionally react
- He made his needs know to his supervisor
- Addressing the issue
- Honed organizational skills - time management
- Address things neutrally
- Focus team on the same direction
- Listening to your team members
- The buffer zone provides an opportunity to share the big picture view
- Be an Insulator/Filtering messages
- Navigating through the fog - filter the messages - discuss what they need to know in unit meetings
- Notice the team and what's happening to them - be an advocate for your team
- Find a peer for yourself

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LEADERSHIP SELF-ASSESSMENT

- Scores ranged from 60 – 95 - with a lot of the scores in the 76-88 range

RESOURCES shared in this class:

Three signs of a miserable job by Patrick Lencioni

The Five Dysfunctions of a Team by Patrick Lencioni

Active Coaching: New Skills for Coaching People Toward Success by Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House, and Phillip Sandahl

Save your Drama for your Mama or Leadership is a Choice by Charlie Sheppard

Strengths finder 2.0 by Tom Rath

From Values to Action: The Four Principles of Values-Based Leadership by Harry M. Jansen Kraemer Jr.

The 7 Habits of Highly Effective People by Dr. Stephen R. Covey

Start with Why - Simon Sinek (Plus TED Video)

One Minute Manager by Ken Blanchard

Good to Great by Jim Collins

The Wisdom of Teams by Jon R. Katzenbach and Douglas K. Smith

Working with Emotional Intelligence by Daniel Goleman

Primal Leadership: Learning to Lead with Emotional Intelligence by Daniel Goleman, Richard Boyatzis and Annie McKee

Executive EQ – Emotional Intelligence in Leadership and Organizations by Robert K. Cooper, PhD and Ayman Sawaf

Other Resources:

One-on-One Meeting - go to www.Manager-tools.com to listen to podcasts on the importance of one-on-one meetings and to download the meeting form (also available at jandwyerbang.com/supervisory)
10 minutes for them/10 minutes for you/10 minutes for career development

Toastmasters: To check out where a club is near you or to get more information on TM – go to www.toastmasters.org
Another Stephen Covey Concept:

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Stephen Covey Concepts:

- **Emotional Bank Accounts:**
Deposits/withdrawals (indication of the amount of trust in a relationship)
- **Reactive vs. Proactive:**

REACTIVE	PROACTIVE
Non-strategic	Strategic
VICTIM No space between stimulus and response	Acting in your choice, tapping into thoughts Operating in the space between stimulus and response

- **Time Management Matrix:**

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none"> • Crisis • Emergency 	II <ul style="list-style-type: none"> • Re-Creation • Training • Prevention • Planning • Exercise • Vacation
Not Important	III <ul style="list-style-type: none"> • Some phone calls • Some emails • Some meetings • Some interruptions 	IV <ul style="list-style-type: none"> • Some meetings • Video Gaming • Watching endless hours of TV

- **Circle of Concern and Circle of Influence:**
 - ✓ **Circle of Concern** - Those things you are concerned about but can't control (Reactive - Victim mode)
 - ✓ **Circle of Influence** - Those things you can impact (Proactive - Operating in your choices)

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RESOURCES SHARED IN other classes:

No Excuses: How you can turn any workplace into a great one by Jennifer Robin and Michael Burchell

Leadership and the New Science – Discovering Order in a Chaotic World by Margaret Wheatley

www.govloop.com

It's Not about the Nail (youtube)

Match: A Systematic, Sane Process for Hiring the Right Person Every Time by Dan Erling

See Leadership Resources for a full compilation of resources at www.jandwyerbang.com/supervisory

Coaching Conversation

BEGINNING

- What would you like to explore?
- What's the challenge?
- What's the problem you're trying to solve?
- What is your issue?
- What have you tried so far?
- What happened?
- Why do you think that it didn't work?
- What do you want?

MIDDLE

- Describe what that's like?
- How is that showing up in your group?
- What have you tried so far?
- What are the barriers that are preventing...?
- What else
- What is your desired outcome?
- What would you do?
- How does it look to you?
- What will you do to...?
- What resources are available?
- What else?
- What are your options?
- How do you feel?

ENDING

- What's the action plan?
What did you learn?
- What do you want to remember?
- What is your action step?
- When will you do it?
- How will you hold yourself accountable?

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COACHING CONVERSATION

- Reflect on how easy it is to give advice
- Reflect on how much 'air time' you had as a coach vs. PBC
- How will you apply this type of coaching in your role as a leader?

Assertive Communication:

1. DHA - Direct/Honest/Appropriate
2. Give and Take (Talking plus Listening to others_
3. A situation where you stand up for what you think in a way that does not disrespect another person
4. Clear boundaries

5 elements of a Cohesive Team:

- 5 – Results
- 4 – Accountability
- 3 – Commitment
- 2 – Dealing with conflict
- 1 – Trust

Note: From Patrick Lencioni's book, "The 5 Dysfunctions of a Team"

Steps to behavioral based interviewing

1. Job analysis (review job description, pull out KSA's (Knowledge, Skills, and Abilities, competencies, skills)
2. Create Behavioral-Based Questions (And think about how you would evaluate)
3. Create rapport-building questions
4. Create and share the agenda (Let them know the time limitations, that you will be taking notes)
5. Allow for silence, maintain control
6. Seek contrary evidence any time that you are getting a one-sided picture of the candidate
7. Wrap up interview
8. Evaluate

Dealing with Change:

- Definition between Change (physical) and transition (psychological – takes longer)
- 4 stages of change
- Importance of communication
- Gleicher's Change formula
- Ending – Neutral zone – Beginning
- Neutral zone includes emotions: (Denial/Resistance/Exploration/Commitment)

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Tips on Managing Change

- Provide stability
- Recognize where you are in the transition
- Listen
- Communicate
- Recognize that people are in different places
- Ask them "How can we move forward?"
- Clarify new expectations
- Try to involve them in the change
- Provide enough information to diminish gossip

How to Create a Performance –based Culture: (What is an effective performance management system?)

- An awareness of the Pygmalion theory – see this article: <http://www.accel-team.com/pygmalion/>
- Dialogue
- Recognition
- Starts with the top
- One-on-one meetings
- Informal/formal feedback
- Make sure the right supervisor is in the role
- Poor performance is dealt with
- Get buy-in from everyone
- Clear expectations – mission and goals
- 7 things every employee should know
- Coaching
- Team norms
- One-on-one's
- Ongoing coaching, feedback
- Alternative recognition
- Make sure clear expectations
- Remind employees where their job fits in with the agency and team mission
- Training and development
- Coaching and giving feedback
- Importance of team and the value of being part of a major project
- Set goals
- Let standards be known
- Setting clear expectations
- Figure out exactly what you will measure
- Recognition
- Hold people accountable - poor performance will be dealt with

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7 Things every employee needs to know:

1. **O**bjective
2. **D**uties
3. **A**ccepted methods
4. **P**erformance standards
5. **I**mprovement
6. **P**olicies
7. **T**eam Norms

Best way to Enhance Communication/Leadership/Public Speaking Skills:
Toastmasters - www.ToastmastersInternational.org

Quotes:

Leadership and learning are indispensable to each other.

-John F. Kenney

Make everything as simple as possible but not simpler.

-Albert Einstein

Everything rises and falls on Leadership.

-John C. Maxwell

We all can be leaders because we all can influence others and add value to their lives.

-John C. Maxwell

Stages of Group Development

1. Forming - Leader directs
2. Storming - Leader coaches
3. Norming - Leader facilitates and enables
4. Performing - Leader delegates
5. Adjourning - Leader recognizes team's results

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EAP Insights

- EAP also includes adult household members
- Usually 1-3 sessions per problem - can have as many problems as like
- EAP folks can ask questions that you can't (medications, family, health, etc)
- EAP does health and awareness, orientations, workplace consulting for employees and supervisors, and assessments, and urgent interventions for critical incidents
- Confidentiality
- An employee can sign the Statement of Understanding
- Referrals - Informal, Formal (workplace issue - supervisor can get information but needs to call EAP first - before the employee)
- They look for "Presenting problem" but also can get to the "underlying assessed problem"
- They aren't counselors - they do holistic assessments - short-term problem solving, provide resources and referrals
- EAP is a free resource
- You can invite EAP to share to your entire team
- EAP can be used for both preventative and crisis intervention
- Supervisors can use EAP to get confidential help on issues

RECOGNITION

Principles of Recognition

- Timely
- Specific
- Meaningful
- Sincere
- Tailored to the person
- Value to person recognizing
- Measurable
- Some appropriate/Appreciated

Recognition Ideas from this class:

1. Parking spot
2. Food
3. Small gift at evaluation
4. Gift cards (e.g. \$5.00 at Starbucks)
5. Kudos
6. Employee recognition
7. Year of service with state
8. Angel ceramic given to staff when you go beyond your job
9. Rock with a sheep picture – “EWE rock”
10. Awards – office-wide and agency-wide
11. Emails with higher-level managers copied

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12. When an employee gets in the media, they have to bring donuts for the whole office
13. Kudo box
14. Retirement recognition
15. Longevity recognition
16. Birthday
17. Cubicle decoration awards
18. Ice cream socials
19. Art awards
20. Water cooler awards
21. Barbecue and ice cream
22. Goals meet – ice cream
23. Celebrations for Birthdays
24. Lunch is purchased by boss for the Birthday person
25. Birthday cake
26. Golden eraser cost savings
27. Shooting star
28. Rising star – awarded with a compliment or thank you for extraordinary work
29. Kudos
30. All-staff meetings
31. Section annual recognition breakfast
32. Intranet kudos
33. Jump into help and compliment and acknowledge
34. Kudos box - peer to peer recognition
35. Trinkets and plaques
36. Congrats on SharePoint
37. Peer recognition
38. All-staff recognition
39. Reception at Governor's mansion
40. Summer barbecue
41. Holiday catered luncheon
42. Ice cream social
43. Announce people who have accomplished something in community – wellness committee
44. Performance sport, kid born or graduate, travel, etc.
45. Employee recognition events – people nominated for awards
46. "Give you a hand"
47. Barbecues - usually work groups recognizing each other
48. Shining star – coworker to coworker recognition
49. Post it notes with compliments (informal co-worker to co-worker)
50. You are not taken for "granite"
51. Starbucks gift cards
52. Point out successes in stand-ups after overcoming roadblocks

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53. Senior leaders cook breakfast quarterly
54. Ice cream social
55. Managers make breakfast
56. Framed paper award specific to project completed; awarded in section meeting
57. Staff award recognition – moves from employee to employee as they do something note-worthy
58. Kudos! Peer-to-peer nominations
59. Ada “boy” or “girl”
60. Frequent, honest compliments of work/procedure
61. Certification “years of service”
62. Peer to peer thank you in Huddles

OTHER RECOGNITION IDEAS from other Classes

- Cloud of praise (cc supervisor, manager, etc.)
- Verbal announcement at staff meetings
- Letter of appreciation
- Treats – annual celebration put on by supervisor
- Opportunity – training and other
- Ceremony- years of service
- Employee breakfast
- Newsletter
- Flex time – time off
- Public forum – council members, full staff meetings
- Longevity recognition
- Thank you notes – birthday cards
- Personal calls to supervisor
- Employee of the month – parking stall
- Lunch
- Gift cards
- Coffee and snacks
- Verbal praise
- Reader Board
- Photo Recognition
- Newsletter highlight
- Donation to a charity
- Plant a tree
- Ground breaking ceremony
- Being asked to fill in for supervisor
- Train others on specialized project
- Car wash
- Water bottle
- Employee of the quarter – name on plate, special parking spot

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- Personal thank you card
- Name – good job in a newsletter, meeting minus
- Boss gives verbal recognition
- Email of recognition goes in employee files
- Make a fun award
- Treats/bringing food
- Commendations
- Newsletter announcement (dept)
- Email to dept. from supervisor
- Bulletin board comment letters from public
- Staff meeting – thank you
- Tell the person
- Commendations
- Performance log
- Years of service recognition
- Letters of recognition from other department
- Annual picnic – employee recognition
- From public letter of thank you
- Community gifting's – ie food, flowers
- Employee of the month
- Employee of the quarter
- Employee of the year
- Employee of the decade
- Press release
- Promotion recognition
- Pin for service
- Challenge coins
- Sent to training for reward
- Rewarded by making a trainer
- Hugs
- Thank you
- Time off
- Treats
- Awards
- Blog entry recognition
- Parking spot
- Seat in the truck
- Trophy
- Rotation – special
- Boss for a day
- Certificates (good job)
- Weekly newsletter
- All-staff recognition
- Team appreciation chain
- Awesome board

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- Food, Pizza, coffee
- Leaving early
- Long lunch
- Everyone goes out
- Move to a more desirable desk
- Games - short
- Photo shop pictures
- Silly things
- Public flogging of person of choice 😊
- Jeans week
- You Rock rocks
- High fives – recognition
- Full agency awards
- Bucket/boxes – little notes
- Edibles
- Kow-do (Kudos)
- Employee of the month
- Team of the month
- 1:1 Recognition
- Coffee/muffins
- Verbal Praise
- Pot lucks
- E-mail thank you (cc to supervisor)
- Passing on thanks heard from others
- Staff gift (coffee pot...)
- Birthday cards
- Thank you card
- Balloons
- Flowers
- Gift cards
- Special parking
- Team parties
- Themes
- Trivia with prizes
- Survivor team building exercise
- Out for a meal, pay for them, talk about work
- Potlucks and communication
- Pizza party for positive reinforcement
- Parties for celebrations
- Shining star recognition (Competition – awards)
- Awards and certificates of completion – recognition
- Training opportunities
- Verbal praise, thank you
- Candy bars
- Computer announcements

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- Pat on back
- Donuts
- Certificates
- Gift card
- More responsibility
- Team parties
- Thank you cards
- Recognition email
- Any specific award
- Pay day candy bar
- Mentoring taking out in the field
- Team lunch
- Breakfast
- Dinner
- Happy hour
- Send a card – thank you
- Email recognition for “job well done” – put in employee file
- Memo of recognition to dept. head and placed in employee file
- Take crew to coffee
- Verbally acknowledge employees for job well done
- Certificates
- Public recognition
- Verbal thank you
- Post positive comments
- Lanyard bling
- Cards and coffee cards
- Lunch with director/manager
- Internal recognition awards
- Newsletters
- Email
- Staff meeting
- Breakfast/lunch/donuts-outcome-based
- Comp time
- Hats/t-shirts
- New responsibilities
- Formal letter
- Group recognition
- Length of service programs
- Handwritten card (email)
- Lunch party
- Employee of the month
- Trophy (keeper of the flame)
- Use of digital signage
- Sincere thank you
- Holidays and special occasions

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- Recognition board
- Treats
- Leave early
- Chocolate/Food
- Handwritten card from the assistant director about the specific thing you did
- Recognition publicly (possibly group email)
- Don't always recognize the 'stars' - you may need to recognize lower level on a an attitude
- Handwritten card from supervisor
- Goodies, potlucks, "Super Soup"
- Certificates
- Employee of the month
- Kudos (Candy bars)
- Notes from worker from team
- Wall of Awesome (post notes, emails, etc for all to see)
- Birthday celebrations - supervisor sings to them
- Roaming shout out statute
- Special projects
- Social committee that recognizes Birthdays
- Build relationships with other employees - visit other unit
- Employee of the month
- Saying thank you
- Fish bowl - putting written thank you notes into a bowl and drawing a few names to publically recognition
- Printed certificates with standup meeting to present to them
- Gold stars on recognition email or on monitor
- Trying to find the strengths in everyone and recognizing different person each meeting
- bringing in treats
- "Leap frog" - A frog that goes person to person and the recognizer must write a recognition letter to who they are giving it to
- Peer recognition
- U rock Rocks (Painted U)
- Simple email (Add to personnel file)
- Nominate staff - to be recognized on blogs, emails, meeting, newsletter, e, employee or team or supervisor of the month
- Monthly potluck (Social atmosphere)
- Kudos - published kudos from communiqué
- Books or other items that bridge work and outsidess interest
- Kudos Coffee cups
- Shirt with related logo
- Coffee punch card
- Parking spot
- Reminder: Sometimes we have to look a little to dig out something for everyone
- Leadership funded and hosted activity (example: ice cream party for staff)
- Certificates for years of service
- Kudos
- Comment cards
- Employee spotlight in monthly newsletter
- Monthly call with director (whole agency)

Follow Up from Supervisory 1 Class September 24-26, 2014

- Remote offices from agency leadership (when regional offices exist)
- All staff email communication (thank you's or information sharing)
- Staff potlucks
- Birthday/thank you notes from leadership
- Years of services pens
- Staff retreats
- Recognize staff family needs before holiday - providing more flexible schedule
- Fun awards, like the unicorn horn
- Use fundraisers to direction appreciation spontaneously
- Recognizing expertise
- Personalized ones (Specific)
- Certificates for unique contributions
- Division newsletter takes submissions
- Accolades on intranet
- Every day thank yous
- Service recognition
- Strut your stuff
- Employee kudos to employee
- Office monthly newsletter
- Agency month newsletter
- Monthly agency call-in recognition
- Kudos comments from employee shared with bosses
- annual office employee recognition
- Annual director's award for four employees
- service anniversary recognition
- You rock awards
- Kudos
- Drop in a bucket
- Hand written notes/mailboxes
- Bobble Head
- Grumpy Hat
- 12th Man Fridays/Travel theme/Progressive snack day
- Tea-3
- All-staff meetings/Potlucks
- Coffee with Division Leader
- Peer to Peer
- PowerPoint
- Favorite things
- Time off awards
- Honorary awards (both official and unofficial)
- Kudos or peer recognition on shared drive
- ON the spot cash awards (budgeted)
- Leadership opportunities (professional development - conferences)
- Birthday cards from Director
- Lunches (or any food awards)
- Leave rebate (increase approved)
- Revolving trophy award
- Specific, public or private praise (email , in meetings, etc)
- Hand shake-high give
- Hearing from praise from your boss's boss (pass it up)
- Starbucks gift card
- Appreciation day

Follow Up from Supervisory 1 Class September 24-26, 2014

- Time in service pin
- Kudos corner - Directory's page
- Quick award
- Verbal praise - in person and in public
- Employee of the month/week/year
- Say thank you in front of peers
- Certificate of achievement
- Traveling trophy
- Parking Spot
- 'Cookies
- Food
- Appreciation box
- Internal shout-out's on agency's newspaper
- Opportunity for growth
- Email employee and cc Team
- Stars
- Verbal appreciation
- Potlucks/Food
- Thank you or Kudos Notes (fish cards)
- Candy
- Dollar store - little trinkets
- Signs of appreciation - even if not for a specific thing
- Can I get you a cup of coffee?
- Coffee gift \$5.00 - (card) - read your policy!
- Gotcha Board - recognition board
- Employee of the month
- Opportunity to re work schedule
- Jeans Pass - Pass to wear jeans to work
- Make Breakfast
- Massages
- Yearly award
- Letting people to early (comp time)
- Monthly potluck
- Give staff a chance to present their idea to upper management
- Tracking KUDOS
- Kudos board
- Quarterly High 5 Events (DOH/HSQA kudos to staff member with gift, certificate, names - and recognized in presentation) (Marc Tafoya)
- Recognition board in main lobby post-it's
- After completion of project, lunch and knick-knacks
- Quarterly employee award - managers visit and give small award
- Thank you cards/Send emails
- Off-site party
- Card (with handwritten comments)
- Quick awards - anybody can give it to anybody
- Parking space
- Employee Recognition week (Opportunity to recognize anyone)
- Gifts or gift cards (from our own pockets)
- Public recognition at high-level management meetings
- Simple "thank you"
- Treats/snacks (Employee-generated)
- Decorating other's cubes

Follow Up from Supervisory 1 Class September 24-26, 2014

- Trophy
- Birthday or holiday celebrations
- PDA's (PDR's?) - Public Displays of Recognition
- Certificates
- Potlucks/Food
- Email to employee and cc supervisor
- Personalized awards or feedback
- PDP
- Plaque
- Leave early/come late if they did extra work
- LEG (**L**ook'em in the eye, **E**xplain what they did well, **G**ive them a "thank you")
- Certificates - awards
- Lunches - potlucks
- Personal thank you's - internal and external
- Staff outings (picnic)
- Low money gift cards (Starbucks, etc)
- Other kinds of recognition (Cards, recognition board, e-newsletter)
- Training and conferences
- Bulletin board - sticky notes with pens- write something special - "Kudos's Boards"
- Share what's good and what's bad at a meeting (something personal)
- Special mention - newsletter - staff meeting
- Raffle - monthly meeting
- Frozen yogurt
- Share 1 appreciation with everyone around the table
- Share ice-breaker questions - name 1 thing about someone
- After work team adventure
- Ask the manager what he/she is willing to do to support recognition
- Fun Fridays (dress/food)
- Monthly Barbecue
- Top leaders - challenged the team - take them out to a restaurant

Communication Styles

Direct

1. **Strengths:** Clarity, concise, decisive, independent, satisfied by own work, efficient
2. **Weaknesses:** Bossy, callous, hurt people's feelings, blunt, limited points of view, snap/premature decisions
3. **What others don't know:** It's the best style ☺, high desire for freedom, intent is not to be callous or hurt feelings
4. **How to be managed:** Vision and sense of direction, likes to be managed in a direct way
5. **Needs from team:** Understanding and responsiveness, attentiveness
6. **Like to be communicated with:** Direct, plain talk, respectful, concise instruction, deadlines
7. **Most challenging style:** Talking style – long-windedness is unnecessary), Sincere - (slow to respond/make decisions, needing appreciation, seems needy); Organized (Micromanaging):
 - Learn patience
 - Be aware – self-evaluating
 - Transparency – letting people know your intent is not negative. Please give me feedback if you feel a certain way

Talking

1. **Strengths:** Ability to rally or motivate; spontaneity ability to think on your feet; socially engaging – quick to warm; Able to explain complex concepts to a variety of audiences (i.e. use analogy, variations of language approaches, big vocabulary)
2. **Weaknesses:** Speaks without preparation, overselling – belaboring a point, redundant in desire to make your point, intimidating to others; opinions get lost; dysfunction: Jim Jones, Hitler
3. **What others don't know:** People think we're not listening – but we have thought about it – we are open to changing our mind
4. **How like to be managed:** Talk to me! Use your words
5. **Needs from team-** Feedback – dead air is awful – kiss of death – need engagement
6. **Like to be communicate with:** Verbally -0 confirmed in writing – charter/notes
7. **Most challenging style:** Directs - stops the conversation Organized – takes too long to make decision; Sincere – very needy

Sincere

1. **Strengths** – Builds good relationships, good listener, you know where we stand – we mean what we say - diplomatic
2. **Weaknesses** – Expect respect from others – (Golden Rule); potentially indecisive or slow to decide – Dysfunction: Analysis paralysis, too slow to decide
3. **What others don't know:** Although we may be slow to decide, it is not an indication that we are not deciding. It takes time to consider all the elements, aspects, and perspectives.
4. **Preferred Management style:** Time to process, relational vs. Traditional
5. **Needs from team:** : Teamwork – participation and input – a sense that your contributions are valued support and participation, and from the direct people – patience treat all in team with respect
6. **Likes to be communicated with - with respect**
7. **Most challenging style:** Direct - appearing to lack respect; Talking – appear to not listen and talk for the sake of talking

Organized

1. **Strengths:** Organized, thorough, detail-oriented
2. **Weaknesses** – Too much information, too much time, lose sight of objective –focus – avoid confrontation, self-critical
3. **Others don't know:** Overkill to compensate perceived lack of self-confidence; over planning
4. **Preferred management style:** Direct job expectations, then let us do it
5. **Needs from team:** Need team to do their job and stay calm and cooperative
6. **Likes to be communicated with: Direct, concise, clear, don't like surprises**
7. **Most challenging style:** Talking style

Follow Up from Supervisory 1 Class September 24-26, 2014

Delegation Tips

Make assignments without favoritism
Delegate according to personal interest
Experience in
Clear expectations and parameters around that they are comfortable with
Walk away
Give authority along with task
Know when something can and cannot be delegated
Have check-in points
Acknowledge when done and appreciate (recognize)
Ask for volunteers