

# Supervisory Skills Key Models

## 1. Active Listening

- Questions
  - Open-ended for explanations
  - Closed-ended for specific information
- Paraphrase
  - Summary of another person's words
- Empathic response

Example Openers	Example Emotions
<input type="checkbox"/> That sounds ... <input type="checkbox"/> I can imagine ... <input type="checkbox"/> I can see how ... <input type="checkbox"/> How ... <input type="checkbox"/> Wow! That's ... <input type="checkbox"/> That must be ... <input type="checkbox"/> Other: _____	<input type="checkbox"/> Annoying <input type="checkbox"/> Exasperating <input type="checkbox"/> Infuriating  <input type="checkbox"/> Exciting <input type="checkbox"/> Intriguing <input type="checkbox"/> Satisfying  <input type="checkbox"/> Disappointing <input type="checkbox"/> Exhausting <input type="checkbox"/> Shocking  <input type="checkbox"/> Concerning <input type="checkbox"/> Troubling <input type="checkbox"/> Terrifying  <input type="checkbox"/> Other: _____

## 2. Giving Feedback

Positive Feedback	
<b>Topic</b>	<i>I'd like to talk with you about ...</i>
<b>Specific example</b>	<b>Impact</b>
<i>I noticed ...</i>	<i>This resulted in ...</i>

Change Feedback	
<b>Topic</b>	<i>I'd like to talk with you about ...</i>
<b>Specific example</b>	<b>Impact</b>
<i>I noticed ...</i>	<i>This resulted in ...</i>
<b>Expected behavior</b>	<b>Expected impact</b>
<i>Instead, I'd like you to ...</i>	<i>This will result in ...</i>

### 3. Coaching Conversation Planner page 1

#### 1. Open the Conversation

- Welcome employee with sincerity
- State topic of conversation
- Provide specific examples if helpful

*What I will say to open the conversation ...*

#### 2. Ask employee to evaluate their performance

Ask for the employee's "read" on their performance as a way to

- Determine what has gone well
- Determine barriers and other concerns
- Reveal blind spots
- Bring up challenges

*Questions I will ask to help my employee evaluate their own performance ...*

## Coaching Conversation Planner page 2

### 3. Ask Employee to Identify Impacts

- Help employee identify the impact on themselves, the team, and organization
- Help employee identify the benefits of changing or developing a new skill

*Questions I will ask to help my employee identify impacts and consequences ...*

### 4. Ask Employee to Develop Solutions

- A. Ask employee for their ideas or solutions; try and get them to come up with three ideas
- B. Offer advice and ideas if needed after the employee has given their ideas
- C. Jointly decide on best course of action
- D. Ask the employee how ready, willing, or able they are to take action

*Questions I will ask to help my employee develop solutions ...*

*Solutions, ideas or advice I will offer only after my employee has had a chance to come up with their own ...*

*On a scale of 1-10, how ready willing or able are you ...*

## 4. Delegating & Setting Expectations Planner page 1

### 1. Describe the task and its importance

- What it is
- Why it is important
- History of the task
- Benefits if done well, risks if not done well

### 2. Clarify expectations

- Quantity, quality, timeliness, cost, behavior

### 3. Mutually discuss resources

- Budget, people, information, equipment, supplies, training, time, you!
- Ask employee what else they need to be successful
- Discuss the schedule for a check-in

## Delegating and Setting Expectations Planner page 2

### **4. Check for understanding and commitment**

- Request paraphrase
- Check motivation

### **5. Show support and appreciation**

- Express your appreciation
- Indicate your ongoing support

## 5. Disciplinary Action Documentation

Step	What you would write
1. Specific examples/facts a. When, where, and what happened now	
b. Related incidents from past (if any)	
c. 3 <sup>rd</sup> party observations (if any)	
d. Prior supervisory action (if any)	
e. Employee response to prior supervisory action (if any)	
2. Impacts of employee behavior	
3. Expectations and solutions	
4. Consequences	