Leadership & Supervision  
*Where do you operate?*

Recreation Resource Services  
Webinar  
January - 2016

Ken Hisler  
Recreation Superintendent  
City of Raleigh Parks, Recreation & Cultural Resources  
Kenneth.Hisler@raleighnc.gov  
(919) 996-4823

---

**LEADERSHIP AND SUPERVISION**  
Are You Ready to Serve?

---

**Session Goal:**

Introduce the fundamentals, principles and interrelationship of management, supervision, and leadership; to provide practical applications and to motivate the student to improve their supervisory and leadership skills.
Session Objectives:
1. To define what managers, supervisors, and leaders do.
2. To understand the relationship between management, supervision, and leadership.
3. To explore the supervisor’s role and review effective supervisory practices.
4. To understand the importance of leadership and characteristics of successful leadership.
5. To provide the student with motivation for implementing their own supervision/leadership program.

Session Concepts:
1. Not all supervisors and managers are good leaders.
2. Not just “born leaders” - leadership principles can be learned.
3. There are three basic skill types all managers must have: technical, relational, and conceptual skills.
4. People are a supervisor’s greatest resource...it is important to understand them.
5. A supervisor’s effectiveness is limited without leadership ability. Increasing dedication to success and excellence without raising your leadership ability will bring marginal results. Raising your leadership ability alone can increase a supervisor’s effectiveness dramatically. Leadership has a multiplying effect.

Three Important Facts for the New Supervisor
The Job Is Never Done
You Never Finish Learning Your Job
The Job Involves Filling Many Roles
You Must Model The Behavior
Manager/Supervisor vs. Leadership/Leader
Manager – A person charged with the direction or control of an operation or program
Supervisor – The lead person, who directly oversees the work of subordinate staff

Not All Leaders are Managers or Supervisors
Work groups often have a “go to” person whose opinions and advice are sought and respected over that of the people being paid to lead.

Not All Managers and Supervisors are Good Leaders
In these cases, an “unofficial leader” will often assume the leadership role.
Key Points:
Management/manager, supervision/supervisor, leadership/leader are often used interchangeably.
• They may share common functions that require learning and applying many of the same skills, practices and principles BUT remember:
• Not all leaders are managers or supervisors
• Not all managers and supervisors are good leaders
• In the absence of leadership a natural leader will emerge

“Management is doing things right;
Leadership is doing the right things”
Peter Drucker

So...Context!
During the 1990's, ‘management’ became more closely associated with the term leadership.
• Management experts have professed, “Organizations are over-managed and under-led.”
John C. Maxwell, known as America’s expert on leadership states,
1. “Everything rises and falls on leadership” and “leadership determines the success of the organization.”
2. Leadership principles are irrefutable; they stand the test of time, and most importantly, can be learned.

So...To Lead (must haves)
1. Followers
2. Permission from the follower to be led

Next...
1. A vision of where they want to go
   • The world that does not exist
2. The ability to communicate that vision
3. Are you a leader?
   • Why would anyone follow you?
Let’s break it down...
- **Leader by default:** Organizations place people in positions of authority because they are really good at what they do.
- This could be you, only you recognize that to move the organization forward a leader is needed, not just a supervisor or manager - excellent!
- Keep in mind:
  1) Effective managers lead more than they manage
  2) Leadership potential can be developed
  3) Remember Maxwell, leadership principles are irrefutable; they stand the test of time, and most importantly, can be learned.

### Types of Managers

**By The Level in the Organization**
- **First Line Managers or Supervisors:** Directly responsible for the work of their subordinates
- **Middle Managers:** Direct the work of lower level managers, pulled by the top level managers (a good many of us live here!)
- **Top-Level Managers (Executives):** Responsible for the planning and operation of the organization

**By Scope of Activities**
- **Functional Supervisors:** Specialists who have defined areas of expertise and responsibility
- **General Managers:** Have broader control, often supervising others who have a wide range of job functions
Basic Supervisory Skills

A supervisor must possess these:

- **Technical Skills**: Specialized knowledge and ability in processes, procedures and techniques in a particular field (e.g. Expertise) = 1st Line
- **Human Relation Skills**: Working with people, understanding and motivating individuals and groups, building effective teams, and developing a climate conducive to participation and involvement of employees
- **Conceptual Skills**: The ability to see the big picture and how everyone’s work contributes to it. Successful policy decisions require.

Application!

The importance of the three types of skills varies for the different levels of managers/supervisors.

1. Technical skills are the most important for first-line supervisors. This level is directly involved in the physical operation of programs, services and/or facilities. As managers move away from direct operations technical skills become less important.

2. Human relation skills are a significant part of all supervisors’ jobs, regardless of their level in the organization. All supervisors must set goals and work through staff to carry out their programs.

3. Conceptual skills are used by all supervisors, but are most critical for top-level managers.

Skill Importance by Management Level

- **First Line Manager/Supervisor**
  - Technical Skills
  - Human Relations Skills
  - Conceptual Skills

- **Middle Level Manager/Supervisor**
  - Technical Skills
  - Human Relations Skills
  - Conceptual Skills

- **Top Level Manager/Supervisor**
  - Technical Skills
  - Human Relations Skills
  - Conceptual Skills
Supervisory Tasks
Common to All Managers and Supervisors
1. Managing Individual Performance
2. Instructing Subordinates
3. Representing One’s Staff
4. Coordinating Interdependent Groups
5. Managing Group Performance
6. Monitoring the Organizational Environment
7. Planning and Allocating of Resources

Today’s Expectations
The responsibility you have accepted is to be 100% competent on everything you will face today while being prepared for the unforeseen.
To get Buy-In:
❖ Recognize the reality of attitudes and values that span multiple generations
❖ Build good relations with staff and strengthen their willingness to embrace your vision
❖ Remember - modern attitudes about life and work does not equal less motivation.
❖ Recognize that team members may have higher expectations from their work, and for them work will compete directly with other values in their lives

Problems of the New Supervisor
Most of us like the idea of advancing to become a supervisor. We like the prestige, the authority, the feeling of moving ahead, the recognition of our own good work and, of course, the higher pay.
You also get:
• New Responsibilities
• New skills are needed
• New understandings of operations and the people who perform them
• Good judgment
• The need for immediate action
***What did I get myself into?***
Common Mistakes of the New Supervisor

- Doing vs. Supervising
- The Power Trip
- Friendly vs. Friends

Five Principles of Effective Supervision

1. Focus on the situation, issue or behavior, not the person
2. Maintain the self-confidence and self-esteem of others, value and respect individuals
3. Maintain constructive relationships with your employees, peers and managers
4. Take the initiative to make things better - Courage
5. Lead by example

Intro Activity #2 - Four Square Activity

1. What best describes your Communication Style?
   a. Missile
   b. Train
   c. Car
   d. Bicycle

2. What food best describes your personality?
   a. Salsa
   b. Steak
   c. Sushi
   d. Fresh Baked Bread

3. What game best describes your organization?
   a. Jenga
   b. Monopoly
   c. Pictionary
   d. Risk

4. What traffic sign best describes how you resolve conflict?
   a. Stop Sign
   b. Yield Sign
   c. Merge Sign
   d. Traffic Light

5. What vehicle best describes your leadership style?
   a. Van
   b. Motorcycle
   c. Truck
   d. Jeep

6. What animal best describes the way you like to learn?
   a. Fox
   b. Owl
   c. Buffalo
   d. Shark
The Most Important Resource?

People – Because the primary responsibility of the supervisor is to get the job done through others.

People – Your most important Resource!
Because the primary responsibility of the supervisor is to get the job done through others
- The supervisor’s must have an understanding of who they are (self-awareness) and those he or she directs or interact with.
  - It would be easy to supervise people if they functioned like machines. No attitudes or feelings into account, just push the right button. (I’m sure you all agree...)
  - Workers are people and have basic needs. You can’t disregard these needs if you hope to be effective.
  - On a simpler level you have to genuinely care about and understand the people you work with to effectively supervise.

You – You also have to understand yourself!
By understanding how you tick and how you function you can learn to base more of your actions on sound logic, and fewer on emotional and biased thinking.
- Self-understanding forms a solid foundation for growth in maturity and self-confidence.
- You have to know yourself before you can successfully understand others.
Understanding human nature is complicated, but not impossible. You have a good start because you’ve had continuous experience with people throughout your lifetime. You probably have gained some insight about what “makes them tick” just from your own experiences.

In a position of authority, it is no longer acceptable to think staff will do things just because you have directed them.

Basic Needs – Equally Strong
All human action is aimed at satisfying a need

**Biological** - those that relate to keeping the human body in operation
1. Air to breathe
2. Water to drink
3. Shelter from the elements
4. Freedom from bodily harm
5. Rest
6. Sleep
7. Maintaining a constant body temperature
8. Sexual satisfaction
9. Reduction of physical tension, etc.

**Psychological** – Taking a physical need and turning it into a psychological experience serving as a motivator to do something.
- Self Esteem: People have different ways of satisfying the need for self esteem. Recognizing these differences is an important step in knowing how to motivate them.
- Social Approval: People want to be part of something, and to feel accepted.
- Status: Status gives a person personal satisfaction, and feelings of importance and worth.

All Human Motivation Hinges on a Desire to Avoid Pain and Find Pleasure
To understand and motivate your staff, you need to know the specific ways they satisfy their psychological needs.

If you know their needs and a methods of satisfying them, you can do a good job of knowing how they will react to anything you do or say.

- The need for self-respect is what motivates people to be honest and have a sense of integrity. It forms the basis for responsibility and dependability – Self respect
- Many people will bend over backwards to be accepted by others – Social
- A person's status is their relative standing in a group. It does not, as some have thought, imply high standing. – Status

Individual Profiles

- People are alike in terms of basic needs that motivate them to action. Yet they may differ in the ways they have learned to satisfy those needs.
- Adults, as individuals, have developed relatively stable patterns of satisfying their needs and adjusting to the complex world in which they live.
- Learning and understanding these patterns in your employees will help to motivate them, and to make them satisfied and productive members of your team.

- In summary, you’ll understand people better if you...
  - Devote as much time to studying your employees as you do to the machines they operate.
  - Exercise preventive human maintenance.
  - Become sensitive to the feelings of your employees, and
  - Know how to troubleshoot human problems.
  - Are genuine in all your interactions – every time you interact with your employees sends a message, make sure it is the right one.
- You can learn how others view themselves from your normal conversations, but you must recognize and make a conscious effort to “draw others out.” Think of people you work with closely to see if you can describe them from their point of view.
Leadership!!!!

Above all else, the effective supervisor is a good leader. As John C. Maxwell states, *“Leadership determines the success of the organization.”*

*“Where there is no leadership the people fall, but in an abundance of counselors there is safety”*

King Solomon (proverbs 11:14)

Building a Case for Leadership

- Of the three basic management skills, human relation skills are a significant aspect of every manager’s job.
- All seven groups of management tasks require human relation skills.
- The supervisor’s most important resource is his staff.
- The supervisor’s responsibility is to get the job done through others.
- Leadership is influence and the responsibility of the leader is to use that influence for the success of the organization.
- Leaders define what matters and describe what is relevant.

So What Matters?

- Simon Sinek author of *Start with Why,* phrases this perfectly, “Leaders don’t have all the great ideas, they provide support for those who want to contribute. Leaders achieve very little by themselves; they inspire people to come together for the good of the group…Leaders inspire action.”
- *Management by Walking Around* (MBWA)

William Hewlett and David Packard, founders of Hewlett Packard (HP), famously used this approach in their company.
Mark Miller – The Heart of Leadership

- Leadership is 10% skill and 90% character

That character reveals itself like this:

Leadership Character (HEART):
- H – Hunger for Wisdom
- E – Expect the Best (try it for a week)
- A – Accept Responsibility
- R – Respond with Courage
- T – Think others First (serve)

You Better Recognize the importance of what you are getting into!

- The effective supervisor is a good leader
- Incredibly important - the supervisor becomes the leader of the team rather than just being the person in charge of the team.
- The authority a leader possesses comes from the team members themselves (e.g. permission).
  - Willing followers individually give their consent for a particular person to lead.
  - They may consent to follow the leadership of the supervisor or they might select someone else.
- When a team member follows the leadership of someone other than their supervisor, it works against the his/her authority.

The Identity of a Leader:

Ok, so you are a leader now what?
- Some of you may be good at
- Some may have been appointed by your organization because you are good at doing something
- Some of you are terrified because you have been thrust into this role.

Wherever you fall remember – Just as you grew in your technical ability you can also grow as a leader. If you believe reaching the level of leader is an end unto itself you are done! To effectively take your team to new levels you must continue to sharpen your leadership skills.
How do you sharpen your skills?
- Be courageous by looking for leadership opportunities that will test and challenge you to grow.
- READ!!!!!
- Attend as many trainings and workshops as your agency can support.
- Look for a mentor and use him/her.
- Become part of an accountability group or create an inner circle that will walk with you everyday. These are the people that tell you what you need to hear.
- Clearly identify the code by which you will lead – (e.g. “I will do everything with the highest level of honesty, character and integrity,” “I will be humble in pursuit of leadership excellence”, etc.)

As you grow – just like a kid – measure your growth...
- Establish a benchmark – remember your first day as a Leader?
- Measure yourself along the leadership continuum. Every day you can grow more competent and more confident.
- Leadership development can work in the same manner. Maxwell’s commitment to leadership development led him to challenge leaders. He contends all leaders operate at one of 5 levels

Maxwell’s 5 Levels of Leadership

All leaders operate at one of these 5 levels
1. Position – people follow because they have to
2. Permission – people follow because they want to
3. Production – people follow because of what you have done for the organization
4. People Development – People follow because of what you have done for them
5. Pinnacle – People follow because of who you are and what you represent
Growth as a Leader (key concepts):
• Just like you grew in technical competence you can grow in leadership competence.
• Don’t believe that just because you have the title people will follow you.
• Becoming more effective as a leader means building on the knowledge and wisdom gained at each level.
• The higher you go the greater the time investment.
• The naysayers want you to stumble.
• The higher you climb the greater your confidence until one day you don’t even think about the naysayers.

Five Characteristics of a Successful Leader
1. Leaders challenge the process: They are always looking for a better way.
2. Leaders inspire a shared vision: They know where they are going and can pass that along to others.
3. Leaders enable others to act: They inspire trust and confidence.
4. Leaders model the way: They go first, leading by example.
5. Leaders encourage the heart: They celebrate the accomplishments of others.

Leaders & Teams
• A leader can lead only by being “out in front” of the followers.
  – A leader has a vision of what is needed, of what is possible, and of how to go about it.
• A supervisor leads the team by helping members to work willingly and cooperatively toward agreed-upon goals (e.g. shared vision).
• An effective supervisor - a leader - is able to gain and maintain the loyalty of team members so that they are willing followers. Loyalty is earned by the supervisor’s actions. It cannot be demanded just because of someone’s title or rank or commanded by supervisory authority.
Final Thoughts
To effectively challenge your team to reach a higher level they need and deserve more than a leader with great character traits. They deserve a leader with great leadership character. They have you, so what are you going to do...

Good Reads
• Stewardship, Peter Block, 1993
• The 5 Levels of Leadership, John C. Maxwell, 2011
• The Heart of Leadership, Mark Miller,
• Personality Style at Work, Kate Ward, 2012
• Principle Centered Leadership, Stephen R. Covey, 1990
• Start with Why – How great leaders inspire everyone to take action, Simon Sinek, 2009