

EFFECTIVE SUPERVISORY MANAGEMENT PROGRAM

DAY ONE

Instructor: Donna Warner

- Manager as Street-Level Leader (PowerPoint)
- Welcome to Supervising Others (PowerPoint)

Instructor: Mary Hemphill

- Working with Multiple Generations (PowerPoint)

SESSION TITLE: MANAGER AS STREET-LEVEL LEADER

Session Goals:

- Introduce faculty and participants to each other.
- Explore the importance of being a manager / supervisor in local government today. Help participants understand what it means to be a public sector manager and a “street-level” leader.
- Highlight the impact local managers have on their communities. Confirm the legitimacy of public service.
- Identify how the Effective Supervisory Management Program can provide managers with the knowledge, skills, and abilities to meet the needs of their organizations and citizens.

Reading Assignment:

The following articles were mailed in advance as pre-course homework.

Reflections of a Public Service Junkie (Thomas Downs)

Should Government be Run Like a Business? (Eric Peterson)

Questions to Consider:

- What does it mean to be a public servant?
- Consider the impact you have in your community. How is your work important to the citizens of your community? What value do you add to the place where you live?
- What do you find different or unusual about working in a public organization?

Manager as “Street Level” Leader

Donna Warner
Effective Supervisory Management Program
2019



Session Instructors and Support

- Mary Hemphill
- Susan Jensen
- Mary Jane Nirdlinger
- Becky Veazey
- Donna Warner



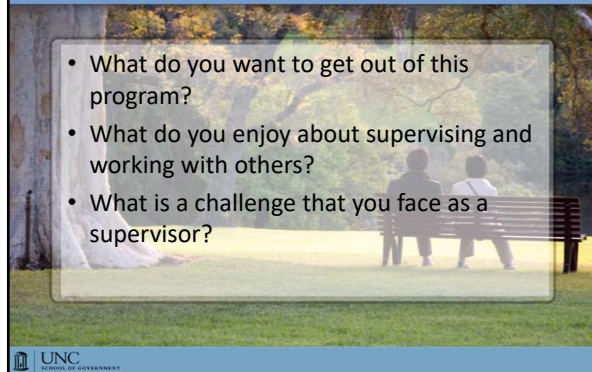
Effective Supervisory Management Program

Housekeeping

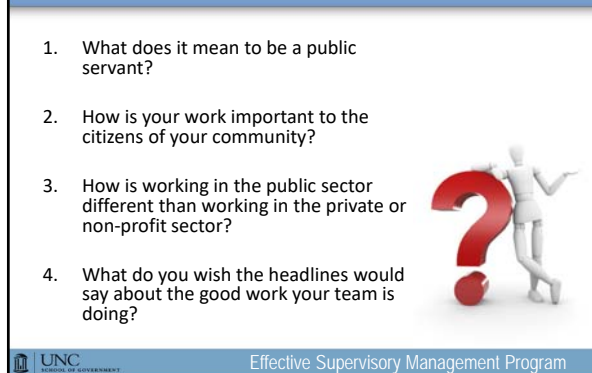


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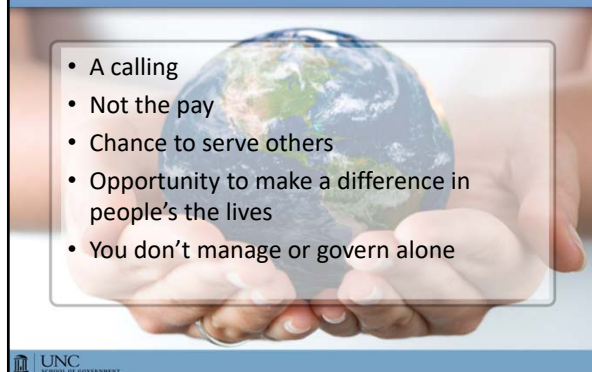
Park Bench



Questions to consider




Public service





Street Level Leaders

- You are the face of government - where the rubber meets the road
- Citizens form impressions of your town, city or county based on the quality of service you provide
- You are a steward of the public trust



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Citizens vs. customers



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Citizens vs. customers

- Community
- “We”
- Focus on the common good
- Responsibility
- Access and equity
- Individual
- “I”
- What’s in it for me?
- The customer is always right
- Efficiency and responsiveness

WELCOME TO SUPERVISING OTHERS



Exercise: paired interviews

1. What does your staff expect from you as a supervisor?
2. What does your manager expect from you as a supervisor?
3. What happens when you become a supervisor? What are you responsible for?
4. Who was the best manager or supervisor you ever had? How would you describe their management style?
5. What did you like about it? What did you learn?

True or false

- I can't remain friends with my subordinates and still be effective on the job. Won't I lose my authority if I get too friendly?.
- You have to like the people with whom you work.
- I must appear competent even when I don't know what I am doing.

True or false

- I can't supervise someone older than me.
- Knowing how to step in and do the job yourself is the most important part of supervising others.
- I am responsible for making sure everyone is happy.
- If I ignore conflict among my staff it will go away.

People



Systems and processes

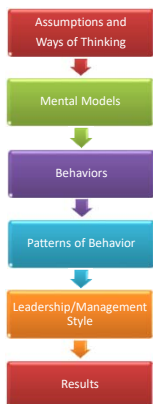


Yourself



Know self, lead self

Know others, lead others



ESMP Learning Objectives:

- Explore what it means to be a public sector manager
- Understand what drives people's behavior
- Gain insight into your own management style
- Learn strategies used by effective managers
- Strengthen ability to diagnose and address common workplace issues



Take advantage of this week



Effective Supervisory Management Program

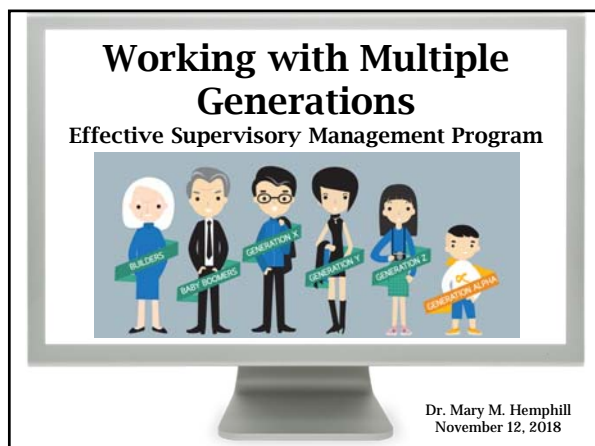
SESSION TITLE: MANAGING MULTIPLE GENERATIONS

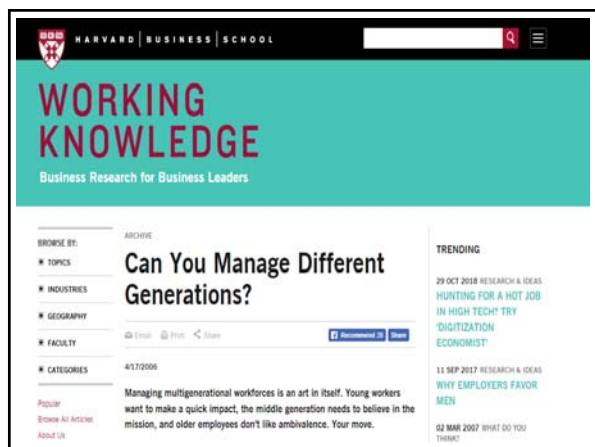
Session Goals:

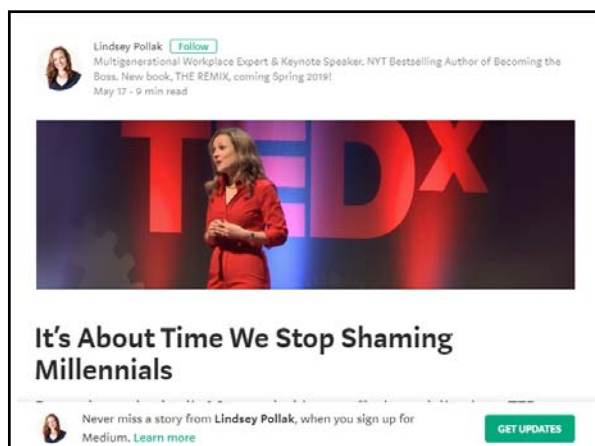
- Understand the demographic and diversity changes in the workplace
- Explore the differing views, values, and styles that can get in the way of achieving an organization's goals.
- Share ways to manage an intergenerational workforce.

Questions to Consider:

- What does the phrase “you are what you were when” mean to you?
- Managers are faced with four generations working together. Each generation brings its own insights, values, and skills. How can managers help the different people in their workplace pursue common goals?
- What are the underlying values that resonate and motivate all generations?







Forbes

Billionaires Innovation Leadership Money Consumer Industry Lifestyle Featured BrandVoice Lists

FIDELITY WEALTH MANAGEMENT
A dedicated advisor who works with you and for you

15,400 views | Oct 8, 2016, 10:05am

Multigenerational Living Is Back And That's A Good Thing

Next Avenue Contributor
Next Avenue Contributor Group
Personal Finance
The 100+ solutions for grown-ups who want to keep growing.

By Sherri Snelling, Next Avenue Contributor

Capturing the Conversation




Leadership Lesson: Leverage your department's or organization's leadership capacity by recognizing that you will more than likely lead multiple generations throughout your journey. How can you position technology to your department's advantage to maximize participation & engagement during meetings or through digital communication?

"It is unfortunately true that our generation & that of your parents have left you with a big mess that will now be yours to clean up: wars, budget challenges, pollution, global warming, battles of health care, natural disasters. They're all there for you. We're willing those to you. **Are you ready?**"

John Morbridge, American businessman, CEO & chairman of the board of Cisco Systems



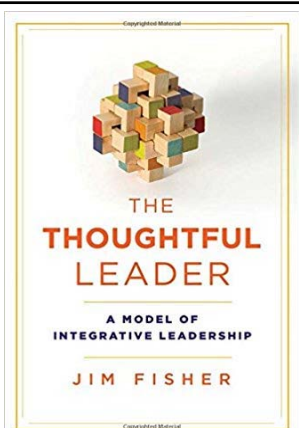
What are some of the challenges & barriers of working with multiple generations in your specific roles?



The Challenges of Collaboration

- ❖ Relationship-building weakened
 - ❖ Resources
- ❖ Organization challenges
- ❖ Challenges with individuals
 - ❖ Political challenges
- ❖ Unanticipated consequences that may make problems worse

O'Leary & Bingham, *Collaboration Across Boundaries*



Integrative Leadership

- ❖ Collaboration
- ❖ Partnership
- ❖ Synergy
- ❖ Win-Win
- ❖ You & I = WE
- ❖ 2+2 = 5
- ❖ Shared vision...becomes "leader" (Mary Parker Follett)

The Look of Collaboration Then & Now





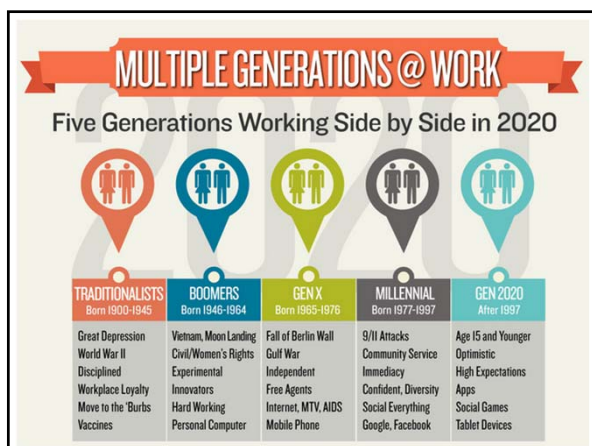


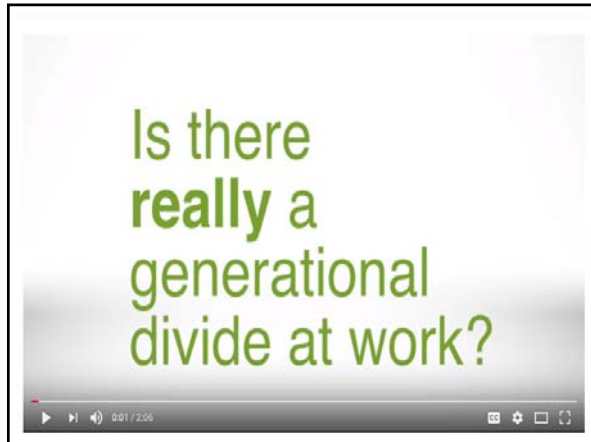






What does collaboration look like in your department/organization?









Communicating Across Generations

	Silent	Baby Boomers	Gen X	Millennial
Communications	Formal Memo	In Person	Direct Immediate	E-mail, voicemail
Feedback and Rewards	No news is good news, satisfaction = job well done	Don't appreciate it, money and title recognition	"How am I doing", freedom is the best reward	Whenever I want it, at the push of a button, meaningful work

Five Strategies For Managing Generational Differences by
[Behavioral Science in the 21st Century](#)

HOW TO LEAD EXTRAVERTS

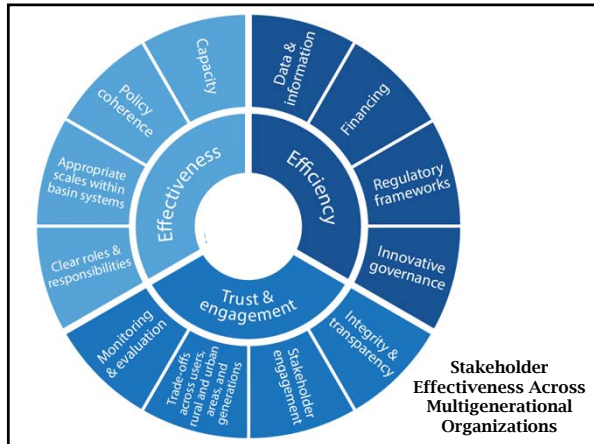
- 1 Let them **dive right in**
- 2 Encourage their **enthusiasm**
- 3 Let them **speak to think**
- 4 Listen to their **many ideas**
- 5 Let them **multi-task**
- 6 Respect their **independent nature**
- 7 LET THEM SHINE

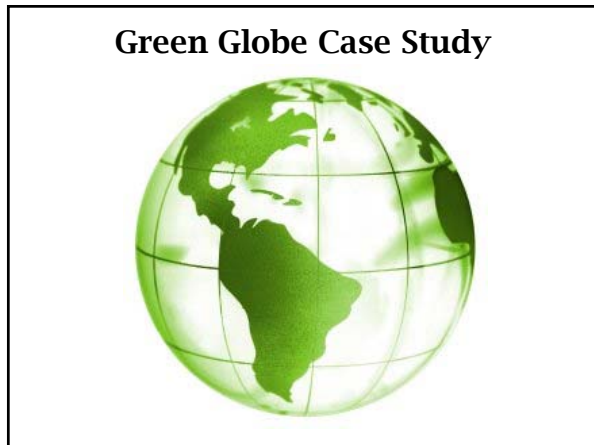
HOW TO LEAD INTROVERTS

- 1 Let them **think to speak**
- 2 Give them **time to make decisions**
- 3 Respect their **private nature**
- 4 Appreciate their **need to work alone**
- 5 Carefully **listen to them**
- 6 Help them **learn at their own pace**
- 7 LET THEM SHINE

Multiple Generations @ Work

As you begin the work of developing a strategic plan for your new department/organization, you begin to **deeply reflect on the individuals** that will work alongside you. In small groups, compile a list of the three greatest challenges you will face when you consider the multiple generations that work **within, alongside, & externally** with your organization.







Multigenerational Leadership & the Public Service Servant

- ❖ restore the lack of **hope**
- ❖ reignite the lack of **innovation**
- ❖ revisit the lack of **creativity**
- ❖ continuously look at **problems & solutions**
- ❖ lead through **diverse lenses**
- ❖ keep **people** first

Q&A Session



Let's Connect & Session Feedback



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