

EFFECTIVE SUPERVISORY MANAGEMENT PROGRAM

DAY ONE

Instructor: Donna Warner

- Manager as Street-Level Leader (PowerPoint)
- Welcome to Supervising Others (PowerPoint)
- Managing Multiple Generational Workplace (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
2018



Session Instructors and Support

- Peg Carlson
- Eleanor Green
- Mary Jane Nirdlinger
- Dale Smith
- Becky Veazey
- Donna Warner
- Gail Wilkins



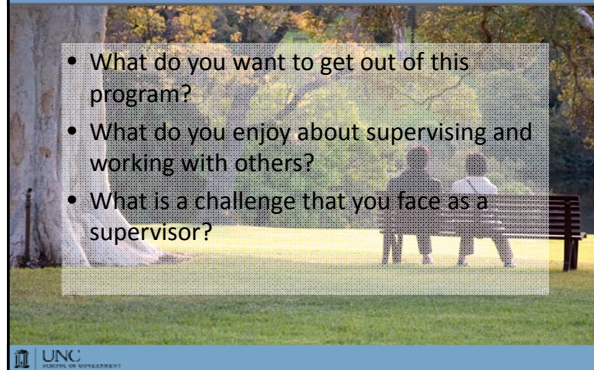
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Housekeeping

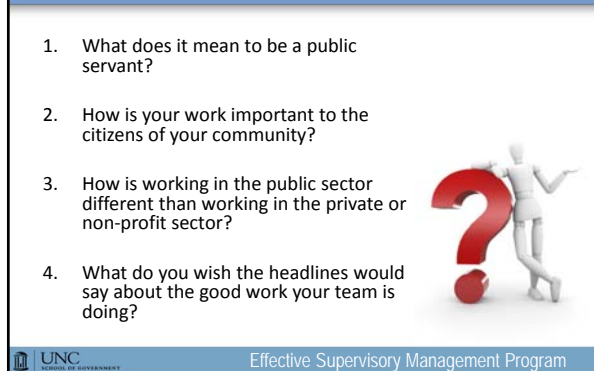


Effective Supervisory Management Program

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



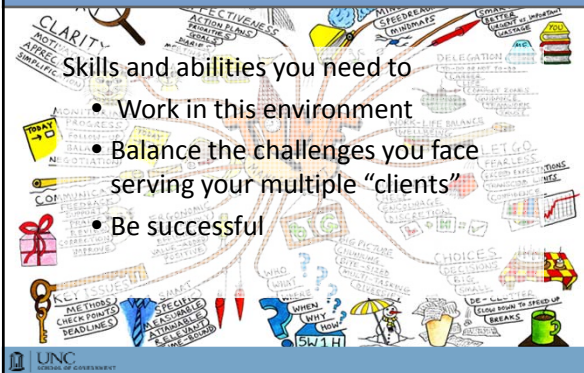
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Citizens vs. customers

- 
- 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

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Mind mapping exercise



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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?



Exercise continued

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.



Effective Supervisory Management Program

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.

Supervision is about attending to



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



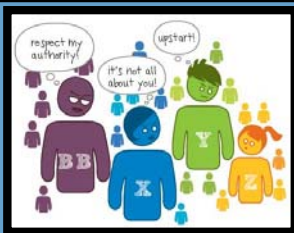
SESSION TITLE: MANAGING MULTIPLE GENERATIONS

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.

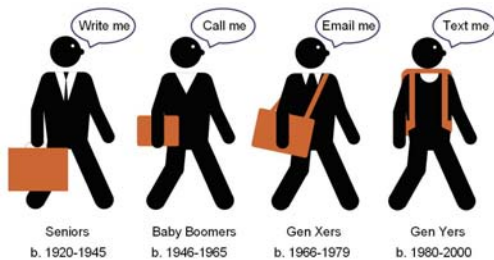
Questions to Consider:

- 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?



Managing Multiple Generational Workplace

Our four generation workforce provides challenges

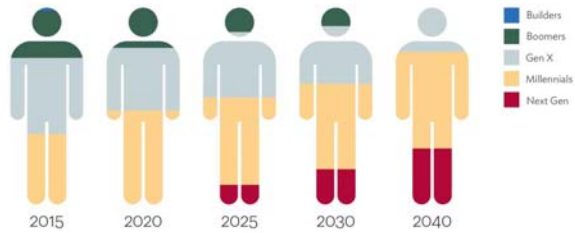


CONTEXT MATTERS



In 7 years!

Millennials will comprise the majority of the workforce by 2025



Source: U.S. Census Bureau

Baby Boomers retiring



Potential changes in work culture

- Respect for authority
- Promotions: time in grade
- Results measured by time in the office
- Work life balance
- Increase in numbers of women at work

WHO YOU ARE
IS
WHERE YOU WERE
WHEN



Matures: born before 1945 73-90 years old in 2018



Formative Events for Matures

- The Great Depression
- The New Deal
- Pearl Harbor
- WW II
- Atomic bomb



Formative Events for Gen Xers

- Post-Watergate
- Fall of the Berlin Wall
- Challenger explosion
- The Gulf War
- The PC boom
- Divorce rates
- 'Latchkey kids'
- MTV
- AIDS



Generation X values

- No common heroes
- Work-life balance important
- Independent
- Cynical and pessimistic
- Seek career opportunities
- Think globally
- Techno-literate
- Informal



Millennials 1978-2000 18-40 years old in 2018



Formative Events for Millennials

- Oklahoma City bombing
- 9/11 terrorist attack
- Columbine High School
- The Internet boom
- Child focus
- Technology



Millennials value

- Optimistic and confident
- Individual key, yet group oriented
- Difficulty focusing on “non stimulating” things
- Often raised as friends
- Search out authority
- Ambitious yet aimless
- Civic minded
- Diversity



Respect for authority

- **Matures:** Seniority and tenure
- **Boomers:** Similar values as Matures; they've earned it
- **Gen X:** Authority figures deserve skepticism and testing
- **Millennials:** Test but search

Time on the job

- **Matures:** Work ethic defined by the punch clock
- **Boomers:** Visibility was and is the key
- **Gen X:** "What does it matter when I work, as long as I get the job done?"
- **Millennial:** "It is five o'clock – I have another life to get to."

Work-life balance

- **Matures:** Interested in flexible hours
- **Boomers:** "Was/is this workaholic lifestyle worth it?" Are the rewards worth the cost?
- **Gen X:** Balance is very important. Willing to sacrifice it occasionally
- **Gen Y:** Lifestyle vs. promotion


What does all this mean?




YOUR LEADERSHIP
CHALLENGE


From the Park Bench

How do I manage a person who is old enough to be my mother?


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What is your mental model?




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People are who you expect them to be

Stereotypes: other people are like the groups to which they appear to belong.

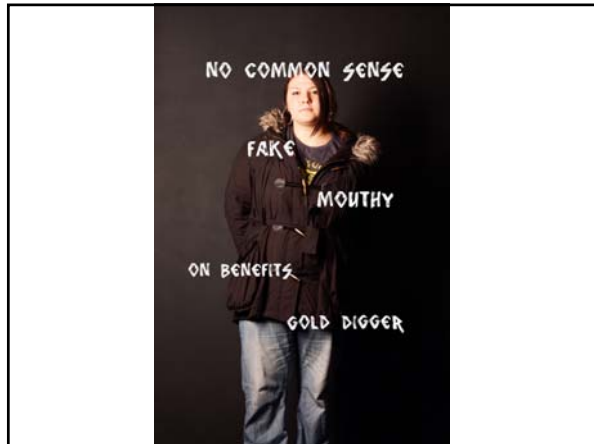
It's a **shortcut** we take to make sense of the world. You are **not aware** of the process.

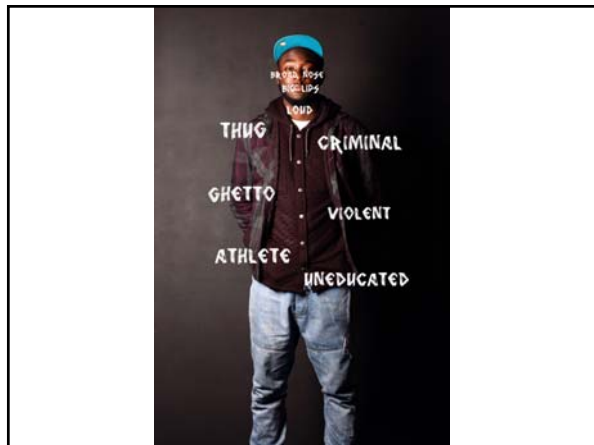
You **believe** you are seeing others objectively.

The stereotypes go both ways

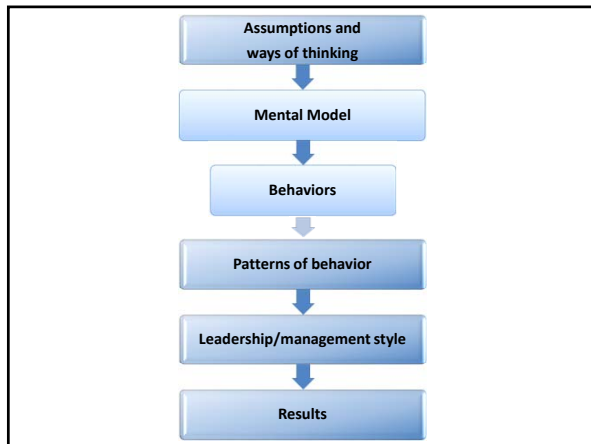
How does **she** see you?











Stop and think

Your truth
is actually
hypothesis

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