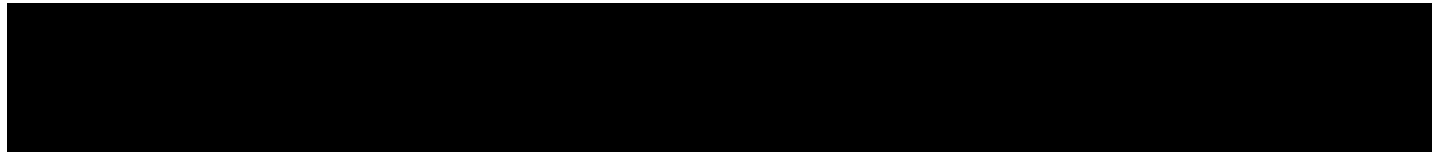


JOINING THE
TEAM AS A
LEADER!



Who We Are

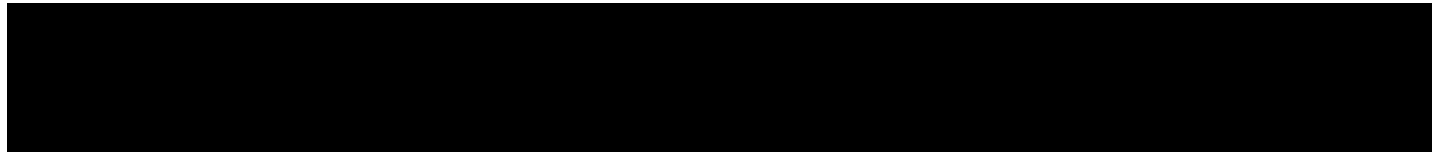


Trish Skophammer – Ramsey County Assistant Director

James Kambiri – Ramsey County Child Support Supervisor

Patrick Hest – Ramsey County Assistant County Attorney

COMMON PITFALLS FOR THE NEW SUPERVISOR



Pitfall 1: Being a “Super Worker”

Move from direct service to managing people

- ❑ Think you know everything
- ❑ Think you know everyone
- ❑ Need to show everyone who is in charge
- ❑ Stepping into the old leader's shoes

Pitfall 2: Wanting to be Liked

- If being liked is important to you then being a supervisor maybe isn't what you want to do
- The supervisor job asks you to do things some of your staff may not like
- Learn to accept confrontation
- Focus on building trust, credibility, and respect

Pitfall 3: Being a Hero



- ❑ Be pragmatic and pick your battles
- ❑ Don't go down in flames protecting your staff
- ❑ A leader's job is to figure out:
 - ▣ how to get the work done with the resources available
 - ▣ how to tap additional resources to help your staff
 - ▣ what work can be cut to accommodate new work

Pitfall 4: Sharing Confidential Information

- ❑ Some budget, personnel, and operational information cannot be shared with staff
- ❑ Sharing confidential information can cause you legal, ethical, and personnel problems
- ❑ Loss of respect from staff and management
- ❑ A leader must always maintain confidentiality

Pitfall 5: Getting Caught in the False Confidentiality Trap

- ❑ Don't make a promise you can't keep
- ❑ Real complaints demand real action
- ❑ You can promise that complaints will be investigated and appropriate action taken as a result of the investigation

Pitfall 6: Making Complicated Rules

- Keep rules *simple and few*
- Apply them consistently
- Expect staff to use discretion
- Don't get caught up in making a rule to fit every situation or new rules will constantly need to be made
- Stay consistent with the principles of the division/unit

Pitfall 7: Jumping to Conclusions

- There is always more than one side to a story or incident
- Never take one person's word on a situation
- Always investigate before you act – even if you think you know what's going on

Pitfall 8: Taking Things Personal



- ❑ Staff will do things that surprise you or that seem to betray your trust in them
- ❑ Get over it - it's not about you
- ❑ Leaders manage the work and how it gets done

Pitfall 9: Making Too Many Changes at One Time

- Timing is everything
- Don't reinvent the wheel
- Pick and choose when and how to make changes

Pitfall 10: Knowing It All



- Some questions are questions, some questions are tests
- Don't answer off of the top of your head, take the time to find out the right answer
- Mission and service goals should guide decision making

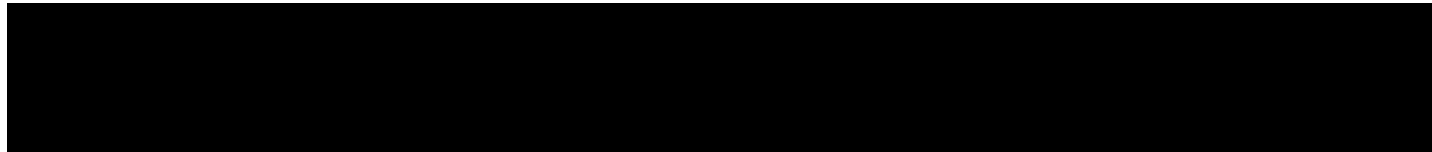
Pitfall 11: Failing to Control Communication

- Anything you say is open to interpretation
- Be clear about messages you deliver to staff
 - ▣ Think about what you want to say
 - ▣ Think about when you want to deliver a message
 - ▣ Think about how you say it.
- Supervisors should not gossip – dishing the dirt makes you dirty

Small Group Discussions

- What strategies can you use to overcome these pitfalls?

SURVIVAL TIPS FOR THE NEW SUPERVISOR



Tip 1: Know Yourself

- What is your philosophy of management?
- What is your style?
- What do you value and what is your vision?
- Think about a great supervisor you had and how you could model those traits

Tip 2: Share Your Story



- Find ways to share who you are with those you work with, everyone will be curious about you
- Let people know who you are and what led you to the position you are in today
- Allow others to get to know your values, vision, and personal style

Tip 3: Establish Working Relationships

- Meet individually with all your direct reports
- Meet often with your manager
- Meet with your peers
- Identify and meet with your main collaborators
- Identify your teams
- Identify and use critical alliances
- Find the value in each person

Tip 4: Establish Trust and Credibility

- You will be tested
- Be consistent
- Role model
- Be honest and transparent
- Don't be afraid to apologize
- Maintaining trust and confidentiality builds credibility

Tip 5: Learn the Mission and How it Applies to Your Division/Unit

- Mission is context for work
- Make decisions that are in line with the goals of the organization
- Talk with your manager or Director about how they view the mission in relation to the work

Tip 6: Determine the Work Culture You Want to Build

- ❑ You shape the work culture as a supervisor – with your team, direct reports, and others
- ❑ How does your team work? Pay attention to your environment
- ❑ Be aware that you are dealing with the culture that was created before you came
- ❑ It's your job to improve the workplace culture

Tip 7: Know the Mechanics of Being a Supervisor

- ❑ Do you know where to find the Administrative Manual Policies?
- ❑ Do you know what to do if Channel 5 calls you for a story?
- ❑ Do you know how to get a new hire set up in his or her office?
- ❑ You don't need to know everything, but know who to go to to ask questions

Tip 8: Say What AND Why

- Staff need a context for decisions and procedures.
- If you don't give them the context for a decision or management action they will create one!
- **This one rule will help you avoid most bad decisions!**

Tip 9: Think Globally, Act Individually

- Expectations should be consistently applied
- Take advantages of strengths and work to improve weaknesses of staff – each person is different
- It's your job to figure out what style works best with each of your staff

Tip 10: Set Goals



- Set challenging, but achievable goals
- Focus on the goals, but be flexible about how they are achieved
- Secure early wins

Tip 11: Be Mindful of Communication

- Every word and action matters
- Off-hand comments will be scrutinized - even away from the office
- Be clear about “you” speaking versus when you are speaking as part of “management”
- Keep in mind there are vertical and horizontal communication channels

Tip 12: Write Down Your Ideas

- ❑ Don't try to make changes all at once
- ❑ When you are new, you will see many opportunities for improvements that you won't be able to see later on. Write them down
- ❑ Save your ideas for improvements for when you gain more skill and knowledge about the area

Tip 13: Take Care of Yourself and Others

- Make time to have fun
- Remember that little things count
- Build and use a network of people for advice
- Manage and set reasonable expectations
- Understand the personal and organizational transition

Tip 14: Use Your Honeymoon



- People give new supervisors leeway to learn the job and make mistakes
- Don't try to be the boss right off the bat
- If people have questions, tell them you will find the right answer and get back to them

The End.

- Questions?
- Comments?
- Remember, you don't need to know every answer, just how to get the answer!

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