



PEDIATRIC  
MANAGEMENT  
INSTITUTE  
HELPING PEDIATRICIANS SUCCEED

# THE PRACTICE SUPERVISOR

Effectively Supervising Others

## THE PRACTICE SUPERVISOR

With a host of new challenges and responsibilities to tackle, clinical and non-clinical supervisors need training that helps them adjust to their new role. Learning how to supervise a team on a trial and error basis can lead to disaster. This textbook supplements the online course from PMI to help pediatric organizations overcome many of the problems a new supervisor may encounter and to set the groundwork for a success.

Clarify the scope and nature of a supervisory position.	Adjusting to your role
	Action-centered leadership
Learn some ways to deal with the challenges of the roll.	Making plans and setting goals
	Defining leadership
	The Situational Leadership Model®
Recognize the responsibilities you have as a supervisor: to yourself, your team, and your organization.	What's your type? How about mine?
	Team building tips
Learn key techniques to help you plan and prioritize effectively.	Communication skills and motivating employees
	Training tips and tricks
Acquire a basic understanding of leadership, team building, communication, and motivation, and what part they play in effective supervision	Providing feedback, the right way
	Dealing with conflict and managing discipline issues

## **COURSE OVERVIEW**

With a host of new challenges and responsibilities to tackle, new supervisors need training that helps them adjust to their new role. Learning how to supervise your new employees on a trial and error basis can lead to discouragement. This course can help you overcome many of the problems a new supervisor may encounter, and to set the groundwork for a successful change in your working life!

## **LEARNING OBJECTIVES**

At the end of this module, you will be able to:

- Clarify the scope and nature of a supervisory position.
- Learn some ways to deal with the challenges of the role.
- Recognize the responsibilities you have as a supervisor: to yourself, your team, and your organization.

## **PERSONAL OBJECTIVES**

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## ADJUSTING TO YOUR ROLE

Often, new supervisors feel that they're thrown into the deep end of a pool with no idea of what to do except tread water. This session is an excellent beginning to your new role and will help you to determine what you need to do, whether you are receiving support and guidance from your manager or not.

There are five keys to surviving life as a supervisor. Some of these come from Michael Watkins' bestselling book for new leaders, called *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*.

### BE A LEARNER

This is not the time to be a superhero and pretend that you know everything. Remember that there is no such thing as a dumb question. Ask others for advice, including your own supervisor, your colleagues, and experts in the area. Meet your employees and find out what's going well, and where things are not working. Be open to their insight, experience, and wisdom.

### REFRESH YOUR NETWORK

The network you had before you had this job has changed, even if you are now a supervisor within the same company. You'll need to establish new relationships, ask for introductions, or introduce yourself. You'll need to learn about the culture of the organization at the level you are now at, which is different than it was as part of the front line. You'll also need to connect to the people who can help you with your new work.

### LEVERAGE A MENTOR

Find someone that you can trust for advice and guidance. A seasoned supervisor, office manager or physician is ideal, but anyone that you know and trust (and that is knowledgeable) can help you to develop your skills as a supervisor, engage with your new team, and help you find your way. Remember to thank your mentor sincerely.

### SET LIMITS

Learn to say no, to plan, to prioritize, and to manage your time and resources. As a new supervisor you may want to please everyone or demonstrate your worth but saying yes to everything can quickly wear you out.

### LET GO

When we are achieving our goals and life is going where we want, we sometimes encounter people who want to hold us back. Your old manager may want you to continue to work on your previous job while your previous co-workers may want you to continue to be a part of the same group. If you are now supervising co-workers, you can expect challenges to your authority. Be realistic about what you can and cannot do. Make a conscious decision to move on from your former position and embrace the new one while you set clear expectations, as well as limits and boundaries.

## ADJUSTING TO YOUR ROLE: REFLECTION QUESTION

*As a supervisor, are you about the same age as the people you supervise, or are you a lot older or younger?*

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*How many years do you have with the company compared to the people you supervise?*

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*Were you promoted from the ranks because you are strong technically, or because of leadership skills, or a combination of both?*

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*What is your highest level of education?*

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*How does that compare to other supervisors you now work with?*

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*With the people you supervise?*

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*With members of the management team you report to?*

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## MAKING THE TRANSITION

### WHAT WILL CHANGE?

Usually people are promoted because they are good at doing something. They might have been doing something very well for a long time, but at the time they start a new position – that supervisor’s role – they must learn a whole bunch of new things. What are the biggest differences between being a front-line employee and being a supervisor?

**Several things may change, but two things will almost certainly be different for a supervisor.**

- The work will be different. There will be more administrative work, more supervising, and more managing, and possibly with less involvement with the actual work of the group.
- The responsibilities will increase. As a supervisor you are responsible for the work of others, not just your own output.

### DEALING WITH OLDER EMPLOYEES

Treat older employees as individuals, respect their skills, and give them opportunities to shine, but refuse to be bullied into accepting behavior that isn’t right, such as disregarding safety. Employees who are about to retire have a lot of valuable information to share if they are encouraged, so ask for their input. Research tells us they are just as interested and capable of learning as younger employees, providing they have the opportunity and don’t feel threatened.

Organizations who at one time didn’t want to spend training dollars on older employees because of a fear they wouldn’t learn (or that they would learn but leave and take that expensive knowledge with them), realize that with the impending skills shortage they can’t afford to leave one segment of the workforce out of the loop when it comes to training.

## **DEALING WITH FRIENDS WHO YOU NOW SUPERVISE**

Everyone needs friends, and friendships in the workplace can survive providing there are guidelines. Most of the supervisors who have been successful maintaining their friendships say they talked it over with their friend and made an agreement to only talk work at work, never during their social time together. Other guidelines include going to parties and social events but leaving earlier than the others, and never getting intoxicated with the people they supervise.



## A SUPERVISOR'S RESPONSIBILITIES

Regardless of what industry you work in, there are some fundamental responsibilities to management, to your team, and to yourself, that you must be prepared for.

*What are my responsibilities to the physicians and the practice?*

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*What are my responsibilities to my team?*

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*What are my responsibilities to myself?*

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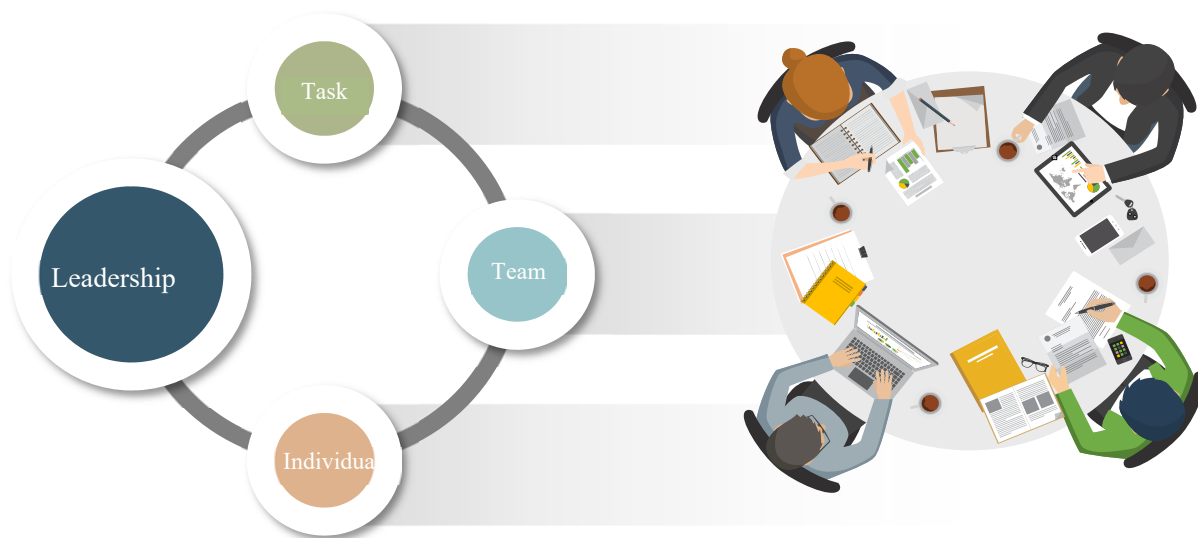
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## ACTION-CENTERED LEADERSHIP

### THE ACTION-CENTERED LEADERSHIP MODEL

We just explored how a supervisor has responsibilities to themselves, management, and their team. How do you balance all these priorities, especially when they conflict? The action-centered leadership model developed by John Adair can help. This model shows how leadership is a balancing act of individuals, their groups, and the work to be done.



Let's look at each piece individually.

#### INDIVIDUAL

As a supervisor, you are responsible for helping each person grow and to be the best that they can be. This involves identifying the strengths and weaknesses of each person and understanding what their style in various tasks is. It also involves basic performance management, such as ensuring that they understand expectations, setting objectives, and providing feedback. Adair also encourages managers to help their team members become self-leaders who are rewarded with additional responsibilities and more complex roles.

## TEAM

As a supervisor, you are also responsible for various groups. These may be defined teams or simply informal groups within the organization. (The organization itself can also be considered a group.) Part of your responsibility here is basic performance management. As with individuals, this involves outlining expectations, setting objectives, and providing feedback. It may also include coaching teams through the various stages of development and helping teams establish and follow group norms.

## TASK

Of course, a supervisor's role is also to ensure that work gets done on time and within budget. This involves establishing:

- What will the task involve?
- How will it fit into the big picture? Why is the task being done?
- What resources (people, material, and money) will the task be able to use?
- When will the task need to be completed by? What other milestones will the task have?
- Processes, procedures, and plans
- Reviewing and revising the task as needed

## CONSIDERING THE POSSIBILITIES

*How is action-centered leadership currently being applied in your organization?*

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*How could it be applied in your organization?*

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*What challenges do you anticipate with this leadership model?*

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## PERSONAL ACTION PLAN

*I am already doing these things well:*

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*I want to improve these areas:*

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*I have these resources to help me:*

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As a result of what I have learned in this course, I am going to...	My target date is...	I will know I have succeeded when...	I will follow up with myself on...



# Effectively Supervising Others

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## Learning Objectives

**Clarify**

Clarify the scope and nature of a supervisory position.

**Ways**

Learn some ways to deal with the challenges of the role.

**Responsibilities**

Recognize the responsibilities you have as a supervisor, to yourself, your team, and the practice.

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## Adjusting to Your Role

*A Survival Guide*

  
Be a Learner

  
Refresh Your Network

  
Leverage A Mentor

  
Set Limits

  
Let Go

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## Adjusting to Your Role

Reflection Questions

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**1 AGE FACTOR?**  
As a supervisor, are you about the same age as the people you supervise, or are you a lot older or younger?

**2 HOW MANY YEARS?**  
How many years do you have with the office/practice compared to the people you supervise?

**3 WHY GOT PROMOTED?**  
Were you promoted from the ranks because you are strong technically, or because of leadership skills, or a combination of both?

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## Adjusting to Your Role

Reflection Questions

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**4 EDUCATION LEVEL?**  
What is your highest level of education?

**5 AGE FACTOR?**  
How does that compare to other supervisors that you now work with?

**6 AGE FACTOR?**  
With the people that you supervise?

**7 MANAGEMENT MEMBERS?**  
With members of the management team that you report to?

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Adjusting to Your Role

Making the Transition

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What will Change?

Usually people are promoted because they are good at doing something

Two things will almost certainly be different for a supervisor:

- 1) The work will be different
- 2) The responsibilities will increase

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## Adjusting to Your Role 7

Making the Transition

### Dealing with Older Employees

**1 Respect Skills**  
Treat older employees as individuals, respect their skills & give them opportunities to shine

**Valuable Information 3**  
Employees who are about to retire have a lot of valuable information to share

**2 Refuse to be bullied**  
Refuse to be bullied into accepting behavior that isn't right

**Interested / Capable 4**  
They are just as interested and capable of learning as younger employees

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## Adjusting to Your Role 8

Making the Transition

### Dealing with Friends Who You Now Supervise

- Everyone needs friends!
- Friendships in the workplace can survive providing there are guidelines, such as:
  - Only talk work at work
  - Go to parties & social events but leave earlier than the others
  - Never get intoxicated with people you supervise

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## A Supervisor's Responsibilities 9

Fundamental Responsibilities

<p><b>Management</b></p> <p>What are my responsibilities to management?</p>	<p><b>Workgroup</b></p> <p>What are my responsibilities to my workgroup?</p>	<p><b>Myself</b></p> <p>What are my responsibilities to myself?</p>
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## A Supervisor's Responsibilities

Responsibilities to Management



**Time and Budget**  
Their projects are on time and on budget



**Kept Informed**  
They are kept informed of progress and of possible problems



**Defend / Criticise**  
You defend their position or point of view in public, while you address your criticisms to them in private

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## A Supervisor's Responsibilities

Responsibilities to Your Workplace

- 1 Give them your support and recognition in public while you address criticisms to them in private
- 2 Provide a fair and consistent interpretation of rules, regulations, and policies
- 3 Give them opportunities to grow and develop
- 4 Provide a safe work environment
- 5 Promote good communication



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## A Supervisor's Responsibilities

Responsibilities to Yourself



- 1 Recognize your competence and your successes
- 2 Recognize you can't do it all. Learn from failure and moving on
- 3 Commit to continuous learning
- 4 Maintain balance



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## Action-Centered Leadership

The Action-Centered Leadership Model




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## Action-Centered Leadership

Considering the Possibilities





How is action-centered leadership currently being applied in your practice?



How could it be applied in your practice?



What challenges do you anticipate with this leadership model?

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## Personal Action Plan



- 01 I am already doing these things well
- 02 I want to improve these areas
- 03 I have these resources to help me

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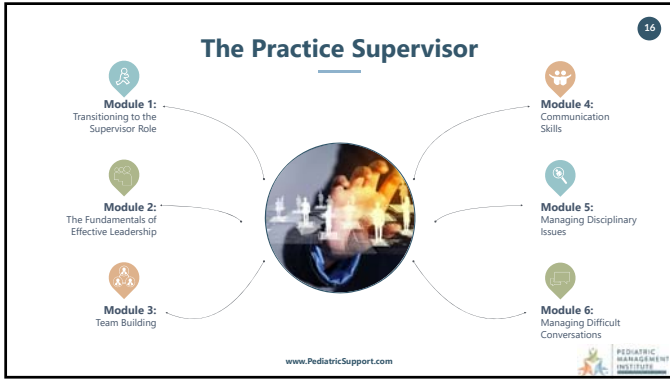
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