MMPMAC ICB Supervisory Organization Culture Training

Module 1: Organizational Culture

Module 2: Supervision in the 21st Century

Module 3: Building Interpersonal Relationships While Motivating Success

Module 4: Conflict Resolution

Module 1: Organizational Culture

- Culture: is comprised of the assumptions, values, norms and tangible signs (artifacts) of the organization members and their behaviors

- Organizational culture is the personality of the organization.

- Every organization has a unique social structure that drives individual behaviors

Approaches to understanding Culture

- ## Social Structures
  - Outcomes: consistent ways in which people perform tasks, solve problems, resolve conflicts, treat customers, and treat employees
  - Processes: the informal values, norms, and beliefs that control how individuals and groups in an organization interact with each other and with people outside the organization.

Corporate Culture

- **Inputs:** include feedback from, e.g., society, professions, laws, stories, heroes, values on competition or service, etc. The process is based on our assumptions, values and norms, e.g., our values on money, time, facilities, space and people.

- **Outputs:** or effects of our culture are, e.g., organizational behaviors, technologies, strategies, image, products, services, appearance, etc.

- organizational change must include not only changing structures and processes, but also changing the corporate culture as well.
- organizations fail because of a lack of understanding about the strong role of culture and the role it plays in organization.
- strategic planners now place as much **emphasis on identifying strategic values** as they do mission and vision

The Ellison Model

- The Ellison Model Values: Caring, Sharing, Loving, Trust, Honor and Respect drive the management/supervisory training.
- Managers/supervisors are seen as mentors and subordinates as protégés.
- The mentor's job is to guide the protégé in the direction he or she should go in learning the organizational culture.

Emerging Management Challenges

Managers will have to address:

- Organizational Values
- Openness and Transparence
- Access and New Technology
- Empowerment and Flexibility

The Management Plan
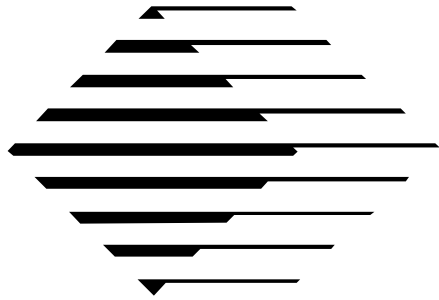
Caring

Sharing

Values to make
an organization
an

Loving

Honor

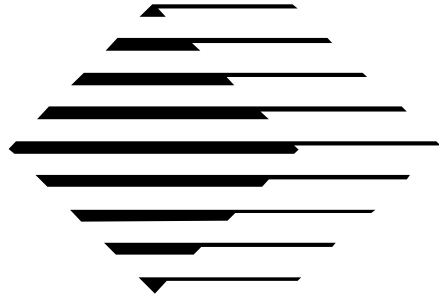*Employer of Choice*

Respect

Trust

The Management Plan

Openness and Transparence

- Managers must learn to operate in the information age where all stakeholders have vital information to offer.

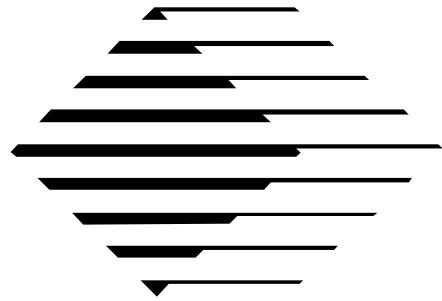- Managers must be willing to accept greater scrutiny coming externally.

The Management Plan

Access and New Technology

- Managers must gain access to partners in government, religious and educational sectors to meet objectives.

- Managers must understand new forms of electronic exchange (internet) and the impact on management objectives.

The Management Plan

Empowerment and Flexibility

- Managers must realize the institution of effective knowledge management in the workforce where people are expected to change jobs five or six times in a lifetime

The Relationship Between Quality and Value

Improvements in the Quality of Product or Service

ATTENTION TO EMPLOYEES' NEEDS $\longrightarrow$ MORE SATISFIED EMPLOYEES

HIGHER PRODUCTION $\longrightarrow$ HIGHER PERCEIVED VALUE

HIGHER PROFITABILITY
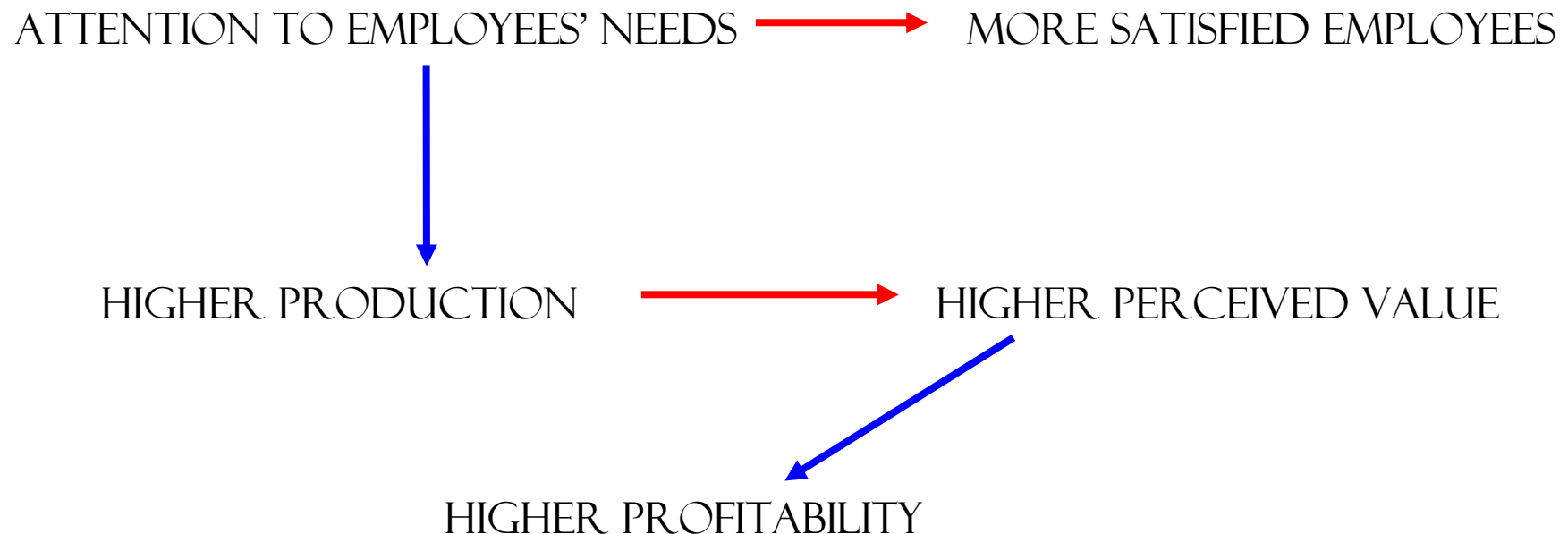
The Management Plan

Module # 2 Supervision in the 21st Century

Supervising the Front End

- Supervisors:
  - must have the skills to organize their own workload
  - must be able to impart these skills to the workers they supervise.
  - must also know the individual ability of staff and set expectations for task completion accordingly.
  - One major problems facing managers/supervisors differentiating between urgent and important tasks to better manage workloads.
  - managers/supervisors must start with the end in mind and work backwards.

Training/Coaching/Teaching/Educating/Mentoring

Managers/supervisors: steps involved in moving from novice worker to more mature worker:

- Unchallenged workers become bored. This causes lapses in memory and a lack of attention to their tasks often yields costly mistakes.
- Over challenged workers may become anxious.
- Managers/supervisors must evaluate a worker's current skill level while maintaining appropriate expectations
- Managers/supervisors must provide the proper support to encourage employee growth.
- Managers/supervisors can remedy the problem of over expectation by assessing the skill level of the worker and the tasks the worker were assigned.

Supportive Communication: Three Major Conversations

- 1) Self Talk - the conversations we have with ourselves.
  - Managers/supervisors must understand the way in which negative self talk (I can't…) and problem constructs (This problem is dumb) can impact their interactions with others and erode their ability to provide support to those they supervise. Such talk impacts a supervisee's ability to perform their job

- 2) Conversations with others
  - Internal conversations can inhibit organizational change, as individuals complain or blame rather than constructively plan. Supervisors need skills in interpersonal communication.

- 3) Technical Conversation-giving feedback.
  - Finally, supervisors need to understand that feedback is different from criticism, and should be focused on the problem rather than the person.

- Managers/Supervisors must understand the dimensions of supportive communication, and know when to provide information (coaching) rather than a counseling response when there is an "attitude" problem that requires intervention.

Working with Workers with Strong Opinions: Managing Difficult People

- Supervisors need tools to deal with individual behaviors that can disrupt and derail the decision making process during meetings as well as impact individual interactions that take place on a daily basis.

- An important aspect of dealing with problematic individuals involves emotional self-awareness and an ability on the part of supervisors to handle the emotional reactions of others.

- Managing conflict is the key. The Ellison Model ICB *Conflict as a Unitary Process* approach will equip the manager/supervisor deal with difficult people.

Supervising - The Back End (including Monitoring, Reviewing, and Performance Architecture)

- Staffs are made up of people with different levels of intelligence. Some people are facile in language use, while others have logical and analytical skills. Some workers are visual or artistic or have a high degree of physical aptitude.

- Good supervisors understand the talents of their staff as well as their own talents and shortcomings.

- A good manager/supervisor will be aware of others' moods, temperaments, intentions and motivations. They will also be award of their impact on others.

Module # 3 - Building Interpersonal Relationships while Motivating for Success

Two keys to developing and maintaining effective relationships

- 1) The manager/supervisor must make expectations of the worker clear. Note: Most expectations remain unspoken until violated, but also our expectations continually change.
- 2) Use the reciprocal nature of relationships to elicit interpersonal cooperation and trust. Workers will follow the example of the manager/supervisor. If the manager/supervisor does something nice for the workers, they will reciprocate. For example, when the manager/supervisor treats the workers with trust and respect, they'll treat them in the same manner.

- Building trust is also one of the most important determiners of supervisor/manager-workers relationships. Using the reciprocal nature of relationships, the manager/supervisor can react to a low-producing worker with increased trust and responsibility, hoping to motivate better performance.

Characteristics important to" high-quality manager/supervisor and workers relationships

- A manager/supervisor who praises workers for work well done and is not afraid to reprove workers when reproof is called for
- A manager/supervisor who understands the worker's job and shows as much
- A manager/supervisor who has earned the trust of his workers
- A manager/supervisor who is warm and friendly toward workers but not too cozy
- A manager/supervisor who is honest in dealing with workers
- A manager/supervisor with whom6 workers are free to disagree as long as the disagreement is done in a team spirit for the good of the organization
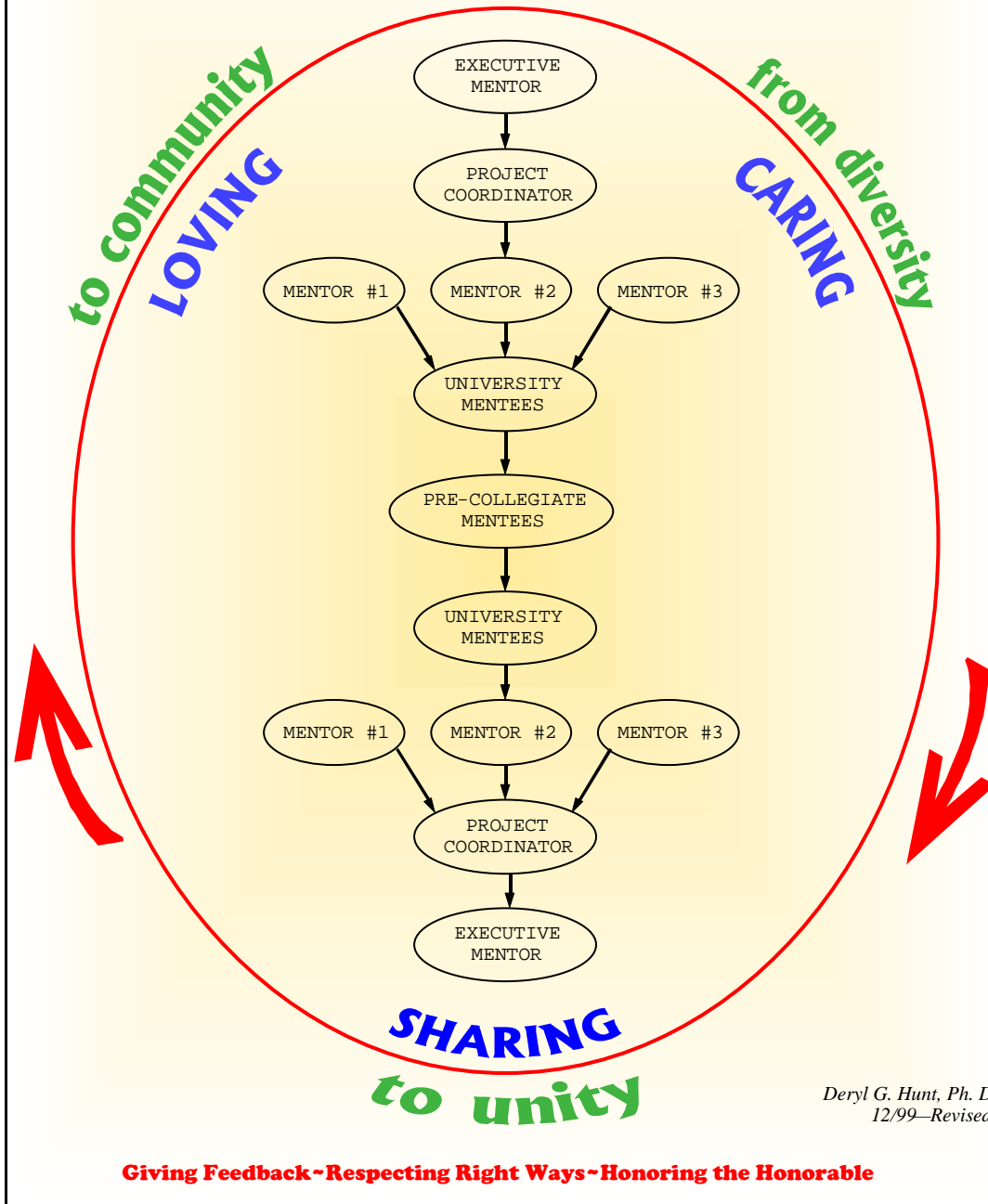
Effective Communication Team Building Exercise: Improving Productivity through Motivation

- The Ellison Model Mentoring project-based exercise is useful to develop workers into a cohesive, goal oriented team
- Note the mentoring role the manager plays in developing the workers
- Note also that relationships start with diversity but move to unity and on to community

THE ELLISON MODEL

Sharing Personal & Professional Knowledge

to community **LOVING** **CARING** *from diversity*

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           PROJECT
         COORDINATOR
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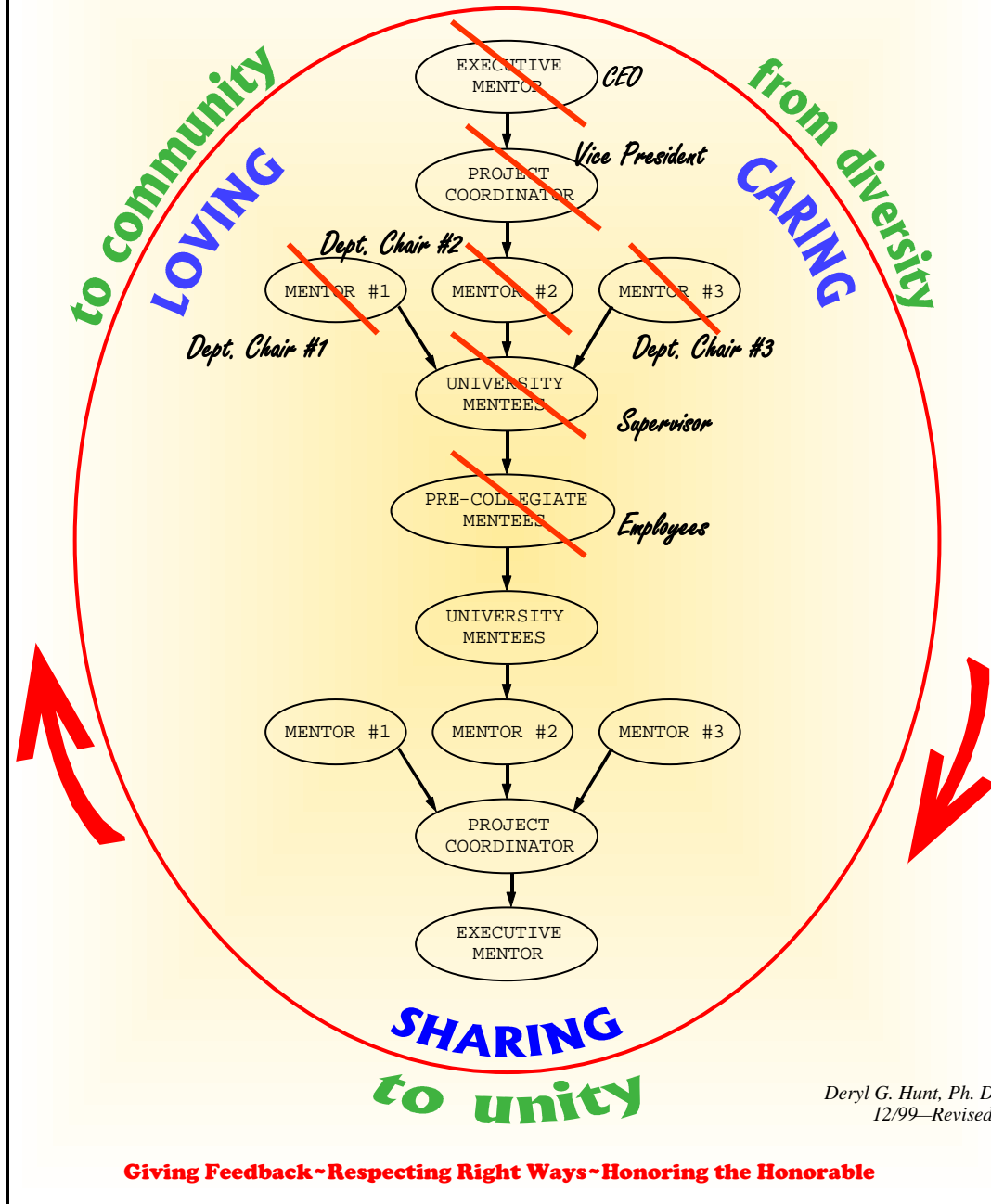
SHARING

to unity

Deryl G. Hunt, Ph. D.
12/99—Revised

Giving Feedback~Respecting Right Ways~Honoring the Honorable

THE ELLISON MODEL

Sharing Personal & Professional Knowledge

to community *LOVING* *from diversity* *CARING*

EXECUTIVE MENTOR — *CEO*

PROJECT COORDINATOR — *Vice President*

Dept. Chair #2

MENTOR #1   MENTOR #2   MENTOR #3

Dept. Chair #1   *Dept. Chair #3*

UNIVERSITY MENTEES — *Supervisor*

PRE-COLLEGIATE MENTEES — *Employees*

UNIVERSITY MENTEES

MENTOR #1   MENTOR #2   MENTOR #3

PROJECT COORDINATOR

EXECUTIVE MENTOR

SHARING

to unity

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Giving Feedback~Respecting Right Ways~Honoring the Honorable

Effective Communication Exercise

- This exercise challenges the trainees to develop a "to do" list of why people work and what they seek to get from work.

- Manager/supervisor must understand why people work and what they seek to get from work in order to improve productivity.

Exercise

- You are challenged to develop a short essay on "The power of social setting and peer group dynamics on productivity".

- Next you are to develop a work place scenario using the team building efforts to improve motivation via your essay.

- Finally, you are to present the scenario to the entire group.