

Putting the



In Supervision

Presentation by David Gleason
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Why this topic?

Because Supervisors...

1. Operate at the interface
2. Set the environment/tone
3. Are the first line of leadership
4. Develop others.

“One of my friends told me that being a supervisor/manager is like being a Mother who gets treated as a Mother-in-Law.”



What I have learned along the way...

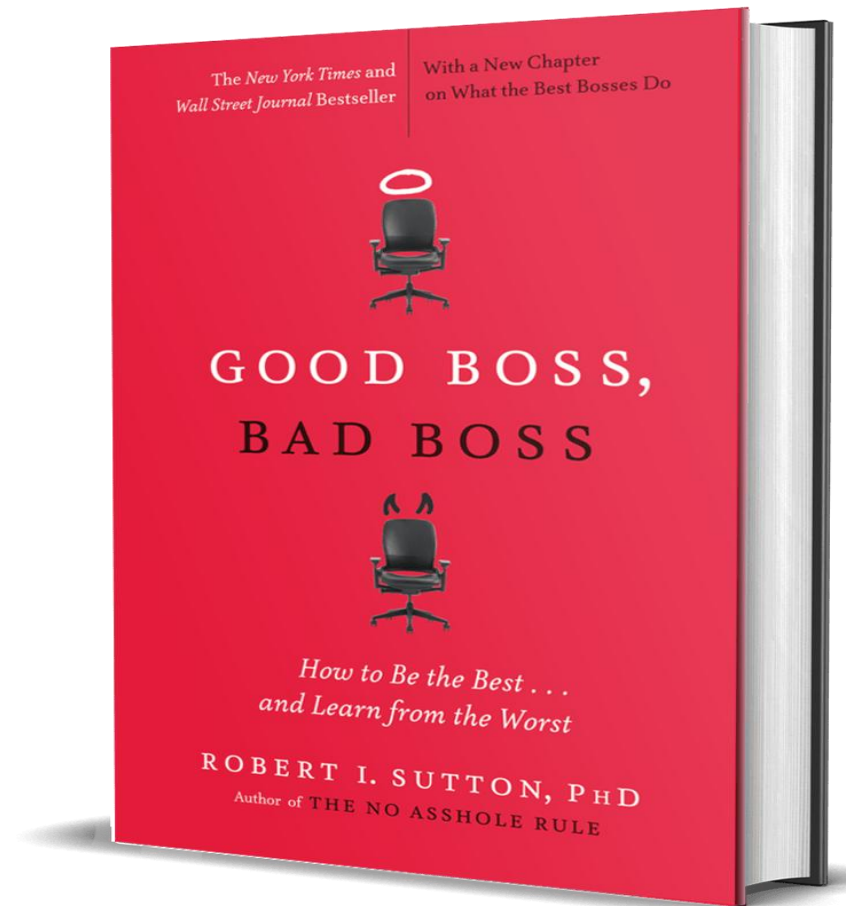


- Director of Employee Relations (ER)
- Higher Education and Corporate
- My ER experiences:
 - Investigations
 - Policy violations
 - Disciplinary actions
 - Performance Management
 - Terminations
- Employee/Supervisor conversations.

Aren't You Biased?

Our objectives for today...

- Discuss what makes a good supervisor
- Identify critical core skills for supervisors
- Review related research findings
- Identify obstacles that hinder the development of good supervisors
- Create a personal action plan for becoming a SUPER supervisor.



Group Activity:

+ Supervisor

1.

2.

3.

- Supervisor

1.

2.

3.

5

“Stuff” that gets in the way...



*Selection
Process*



*Job
Duties*



*Training and
Development*

My top SUPER Supervisor skills...

1. Communication
2. Leadership
3. Performance management
4. Disciplinary decisions/actions
5. Emotional intelligence.



Communication...

Issues Affecting Employee's View of Leadership

1. 63% not recognizing employee achievements
2. 57% not giving clear directions
3. 52% not having time to meet with employees
4. 51% refusing to talk to subordinates
5. 47% taking credit for other's ideas
6. 39% not offering constructive criticism
7. 36% not knowing employees' names
8. 34% refusing to talk to others on phone/in person
9. 23% not asking about employees' nonwork life.

(Source: Interact/Harris Poll of 1000 employees - 2015)

Communication styles: A common approach...

Four Styles	Five Styles	Seven Styles
Assertive	Assertive	Assertive
Aggressive	Aggressive	Aggressive
Passive-Aggressive	Passive-Aggressive	Passive-Aggressive
Passive	Passive	Submissive
	Manipulative	Manipulative
		Direct
		Indirect

Communication styles: Assessment...

See Assessment in Handout

- Four different communication styles
- ID and understand your style
- Self-Assessment tool: 
 - 80 paired statements
 - Select one of the paired statements
 - Will use score to suggest your style
 - Not scientific or diagnostic
 - But can be revealing/useful
- Will review & discuss each style
- Asked you to complete before class.

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Communication Styles: A Self-Assessment Exercise

Instructions: From the paired statement, please select the statement that is more typical of your personality. Do not view the pairs as an "either/or" condition. Choose the statement that is a better descriptor of you in your work environment. Be as spontaneous as possible with your selections. There is no wrong answer.

1. I like action.	25. I am cool under pressure.
2. I deal with problems in a systematic way.	26. I value experience very much.
3. I believe teams are more effective than individuals.	27. I listen to people.
4. I enjoy innovation very much.	28. People say I am a fast thinker.
5. I am more interested in the future than in the past.	29. Cooperation is a key word for me.
6. I enjoy working with people.	30. I use logical methods to test alternatives.
7. I like to attend well-organized group meetings.	31. I like to handle several projects at the same time.
8. Deadlines are important for me.	32. I always question myself.
9. I cannot stand procrastination.	33. I learn by doing.
10. I believe that new ideas must be tested before being used.	34. I believe my head rules.
11. I enjoy the stimulation of interaction with others.	35. I can predict how others will act.
12. I am always looking for new possibilities.	36. I do not like details.
13. I want to set up my own objectives.	37. Analysis should always rule.
14. When I start something, I go through until the end.	38. I can assess the climate.
15. I basically try to understand other people's emotions.	39. I tend to start things quickly.
16. I do challenge people around me.	40. I see myself as decisive.
17. I look forward to receiving feedback on my performance.	41. I search for challenge.
18. I find the step-by-step approach very effective.	42. I rely on observation.
19. I think I am good at reading people.	43. I can openly express my feelings.
20. I like creative problem solving.	44. I like to design new products.
21. I extrapolate and project all the time.	45. I enjoy reading very much.
22. I am sensitive to others' needs.	46. I see myself as a facilitator.
23. Planning is the key to success.	47. I like to focus on one thing.
24. I become impatient with long deliberations.	48. I like to achieve.
	49. I enjoy learning about new things.
	50. I like variety.
	51. Facts speak for themselves.
	52. I use my imagination.

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53. I am impatient with long, slow assignments.	67. Communicating with people is an end in itself.
54. My mind never stops working.	68. I like to be intellectually stimulated.
55. Key decisions need to be made cautiously.	69. I like to organize.
56. I strongly believe people need each other to get work done.	70. I tend to jump from one task to another.
57. I usually make decisions with too much thinking.	71. Talking and working with people is a creative art.
58. Emotions create problems.	72. Self-actualization is a key word for me.
59. I like to be liked by others.	73. I enjoy playing with ideas.
60. I can put two and two together quickly.	74. I dislike wasting my time.
61. I try out my new ideas on people.	75. I enjoy doing what I am good at.
62. I believe in the scientific approach.	76. I learn by interacting with others.
63. I like to get things done.	77. I find abstractions interesting and enjoyable.
64. Good relationships are essential.	78. I am patient with details.
65. I tend to be impulsive.	79. I like to be brief and to the point in my statements.
66. I accept differences in people.	80. I feel confident in myself.

Scoring for the Communication Styles Assessment

Instructions: Circle the items you have selected and add up the totals for each style (one point per circled answer). The maximum is 20 per style and your total for the four styles should be 40.

Style	Circle your answer here	Style Score (max. 20)
Style 1:	1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79	_____
Style 2:	2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78	_____
Style 3:	3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80	_____
Style 4:	4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77	_____

Source: University of North Carolina
<https://oagfacultymentorship.web.uncc.edu/wp-content/uploads/sites/11490/2016/09/Communication-Styles-assessment-ESAI.pdf>

Interpreting the styles assessment results...

Style 1: Action

Key Question = **WHAT/WHEN**

Language Focus:

- Results
- Objectives
- Doing/Achieving

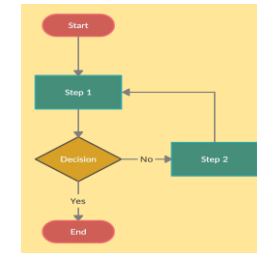


Style 2: Process

Key Question = **HOW**

Language Focus:

- Strategies/steps
- Organization
- Facts

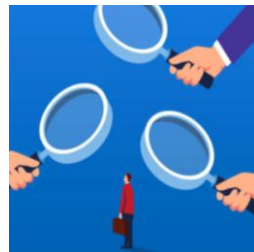


Style 3: People

Key Question = **WHO**

Language Focus:

- Communications
- Relationships
- Teamwork



Style 4: Idea

Key Question = **WHY/WHAT IF**

Language Focus:

- Ideas/concepts
- Theories
- Innovation



Connecting to others communication style...

1) Action Communicator

- Focus on results
- Describe conclusions at outset
- Be brief
- Emphasize practical aspects.

2) Process Communicator

- Be precise, state facts
- Be organized
- Options and alternatives
- Don't rush.

3) People Communicator

- Allow for small talk
- Stress the relationship issue
- How its worked well for others
- Support from respected others.

4) Idea Communicator

- Time for discussion of ideas
- Don't get impatient w/tangents
- Stress uniqueness, key concepts
- Emphasize future value.

Adapting To Other's Communication Styles

Communication and Conflict...

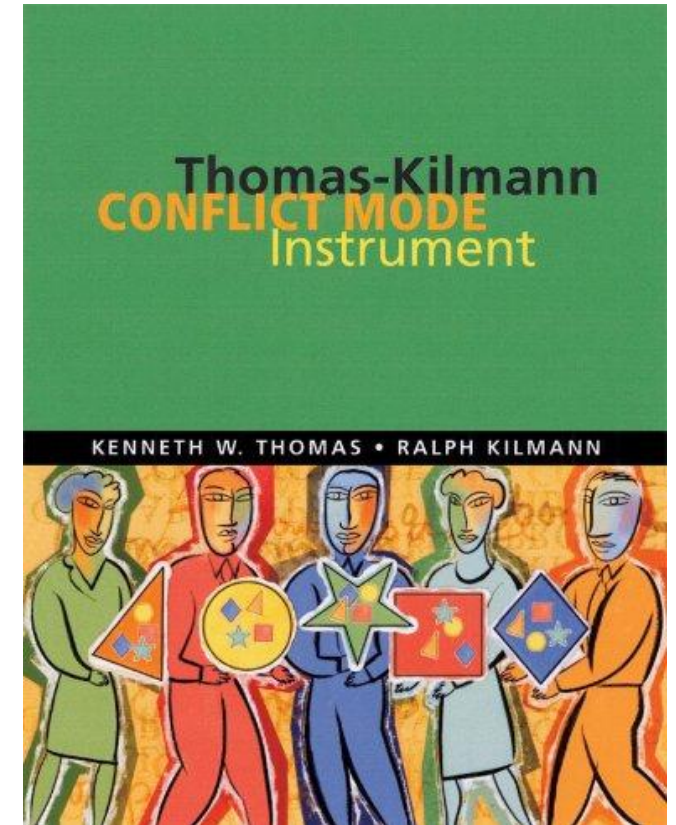
- Conflict is going to happen
- Estimated that 80% of workplace conflict linked to communication
 - ✓ Differing communication styles
 - ✓ Communication channel used/misused
 - ✓ Assumptions & interpretations
 - ✓ Poor listening skills
 - ✓ Other communication issues
- Conflict does not go quietly into the night.

Conflict that is not addressed, not resolved just doesn't go away, even if the moment appears to. It just goes under.

The damage caused remains, quietly, stubbornly, accumulating over time, waiting for the next moment to appear again.

Thomas Kilmann Conflict Mode Instrument (TKI)...

- Creators: Kenneth Thomas and Ralph Kilmann (70's)
- ID'd five (5) common conflict styles
- Scientifically validated
- 10+ million copies sold/published
- Multiple languages
- Consists of 30 questions
- Copyrighted & costly (\$45-\$60).



Have To Use Something Else

In class assessment...

15

Communication and Conflict (A Self-Assessment)

Below are 15 statements. Each statement represents a possible style or approach someone might choose when they find themselves in conflict with another team member or co-worker. Please don't over think your response or speculate on how you "should" answer. Read the statement and respond according to your first impulse.

For each statement, provide a rating (i.e. a numerical value) corresponding to the rating values shown below:

5 = Routinely	4 = Very Often	3 = Sometimes	2 = Not Very Often	1 = Rarely, if ever
---------------	----------------	---------------	--------------------	---------------------

- _____ I will be assertive with my colleagues and coworkers to demonstrate the merits of my ideas and the positions I take.
- _____ I will push for give and take to reach a settlement to conflict that exists between me and others.
- _____ I will attempt to meet the expectations of colleagues and others when we are in conflict.
- _____ I will investigate issues creating conflict to discover and reach solutions that are mutually acceptable to the concerned parties.
- _____ I will be firm in my resolve when it comes to defending my beliefs/ideas about a position I have taken.
- _____ I will avoid being singled out, preferring to keep to myself conflict I am having with others
- _____ I will push for my ideas/solutions to be heard and considered when in conflict with colleagues and co-workers.
- _____ I will bargain with others so we can reach a solution to conflict we are experiencing.
- _____ I will trade important information with others so problems caused by conflict can be solved cooperatively.
- _____ I will avoid discussing my differences or disagreements with other colleagues and co-workers.
- _____ I will adjust to the ideas and concerns of my colleagues and coworkers.
- _____ I will push to bring everyone's concerns out into the open to resolve the conflicts between us.
- _____ I will put forward middle positions to break deadlocks and impasses that keep us in conflict.
- _____ I will go with the recommendations & opinions of my colleagues and co-workers.
- _____ I will get around hard feelings and keep my disagreements with colleagues and co-workers to myself.

From Putting the SUPER in Supervision – CBMI Presentation by David Gleason (2026)

Scoring Your Assessment

Scoring: The 15 statements are listed below under five categories. Each category contains the statement number. Record the numerical value you placed next to each statement. Calculate a total score for each row. You will then add up the values across each row and place the total value for each row in the cell on the right most column.

Style/Approach	Statement Value			Total Points
A:	1 =	5 =	7 =	
B:	4 =	9 =	12 =	
C:	6 =	10 =	15 =	
D:	3 =	11 =	14 =	
E:	2 =	8 =	13 =	

Results: Add the statement point values for each row and then please complete the three statements shown below. If you happen to end up with tied values, that's okay too. An explanation will follow.

1. Your dominant style: _____ (Style receiving the highest score)
2. Your back-up style: _____ (Style receiving the second highest score)
3. Your least preferred style: _____ (Style with the lowest score)

Remember that each style has its pros and cons. Problems emerge when we tend to overuse certain styles to the exclusion of the other styles. In other words, effective conflict management matches the style to the needs of the situation and the relationship we have with the other parties involved in the conflict.

(This assessment has not been scientifically validated and is offered for education and personal reflection.)

From Putting the SUPER in Supervision – CBMI Presentation by David Gleason (2026)

Included in Participant Guide

In class assessment... (Completing)

Communication and Conflict (A Self-Assessment)

Below are 15 statements. Each statement represents a possible style or approach someone might choose when they find themselves in conflict with another team member or co-worker. Please don't over think your response or speculate on how you "should" answer. Read the statement and respond according to your first impulse.

For each statement, provide a rating (i.e. a numerical value) corresponding to the rating values shown below:

5 = Routinely	4=Very Often	3=Sometimes	2=Not Very Often	1=Rarely, if ever
---------------	--------------	-------------	------------------	-------------------

1. 4 I will be assertive with my colleagues and coworkers to demonstrate the merits of my ideas and the positions I take.
2. 3 I will push for give and take to reach a settlement to conflict that exists between me and others.
3. 2 I will attempt to meet the expectations of colleagues and others when we are in conflict.
4. 2 I will investigate issues creating conflict to discover and reach solutions that are mutually acceptable to the concerned parties.
5. 4 I will be firm in my resolve when it comes to defending my beliefs/ideas about a position I have taken.

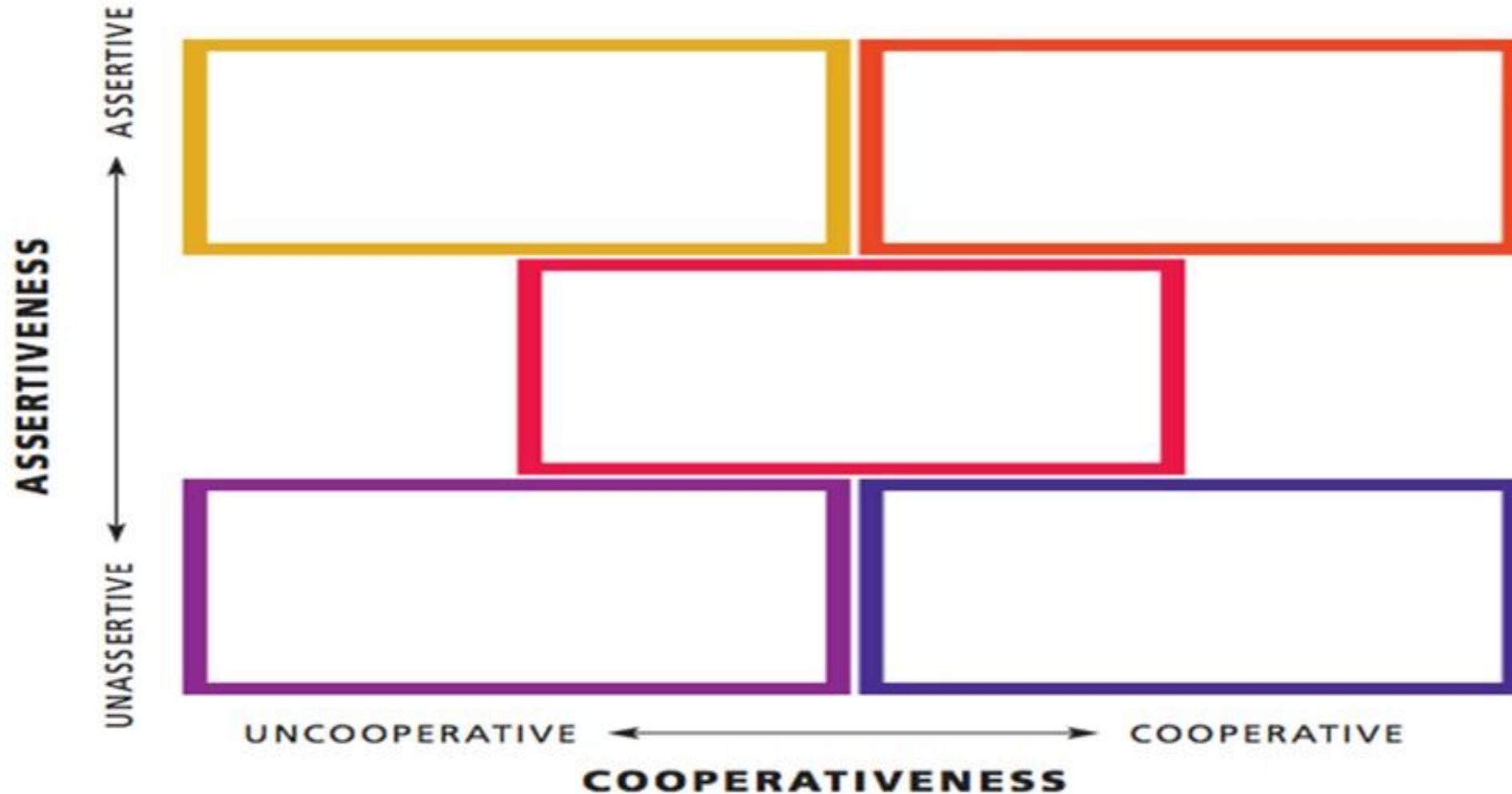
In class assessment... (Scoring)

Scoring Your Assessment

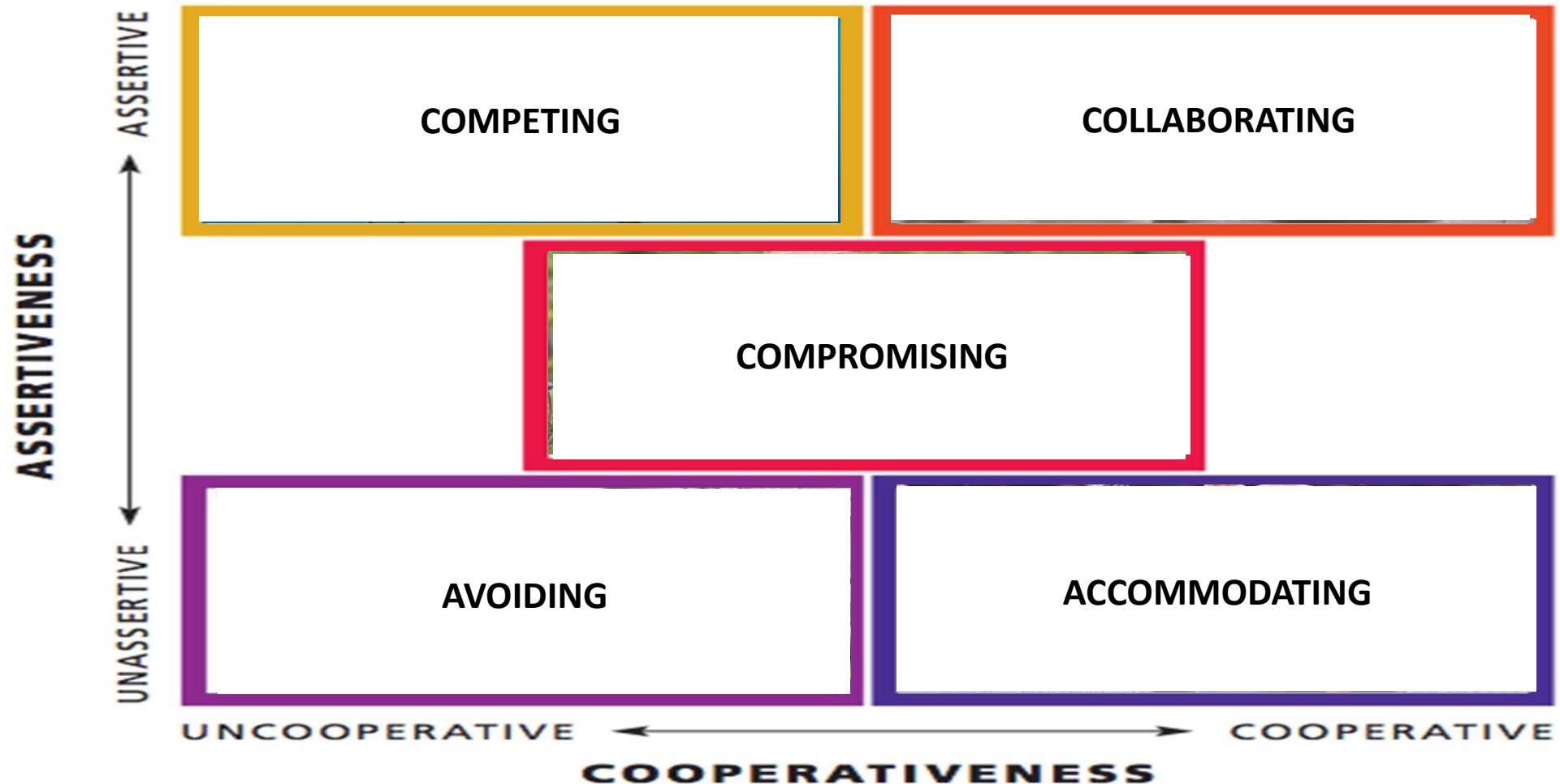
Scoring: The 15 statements are listed below under five categories. Each category contains the statement number. Record the numerical value you placed next to each statement. Calculate a total score for each row. You will then add up the values across each row and place the total value for each row in the cell on the right most column.

Style/Approach	Statement Value			Total Points
A:	1 = 4	5 = 1	7 = 3	8
B:	4 = 2	9 = 2	12 = 2	6
C:	6 = 3	10 = 4	15 = 4	11
D:	3 = 1	11 = 1	14 = 2	4
E:	2 = 3	8 = 3	13 = 3	9

The TKI: Two Contrasting Dimensions...



The TKI: Five (5) approaches to conflict...



Leadership...



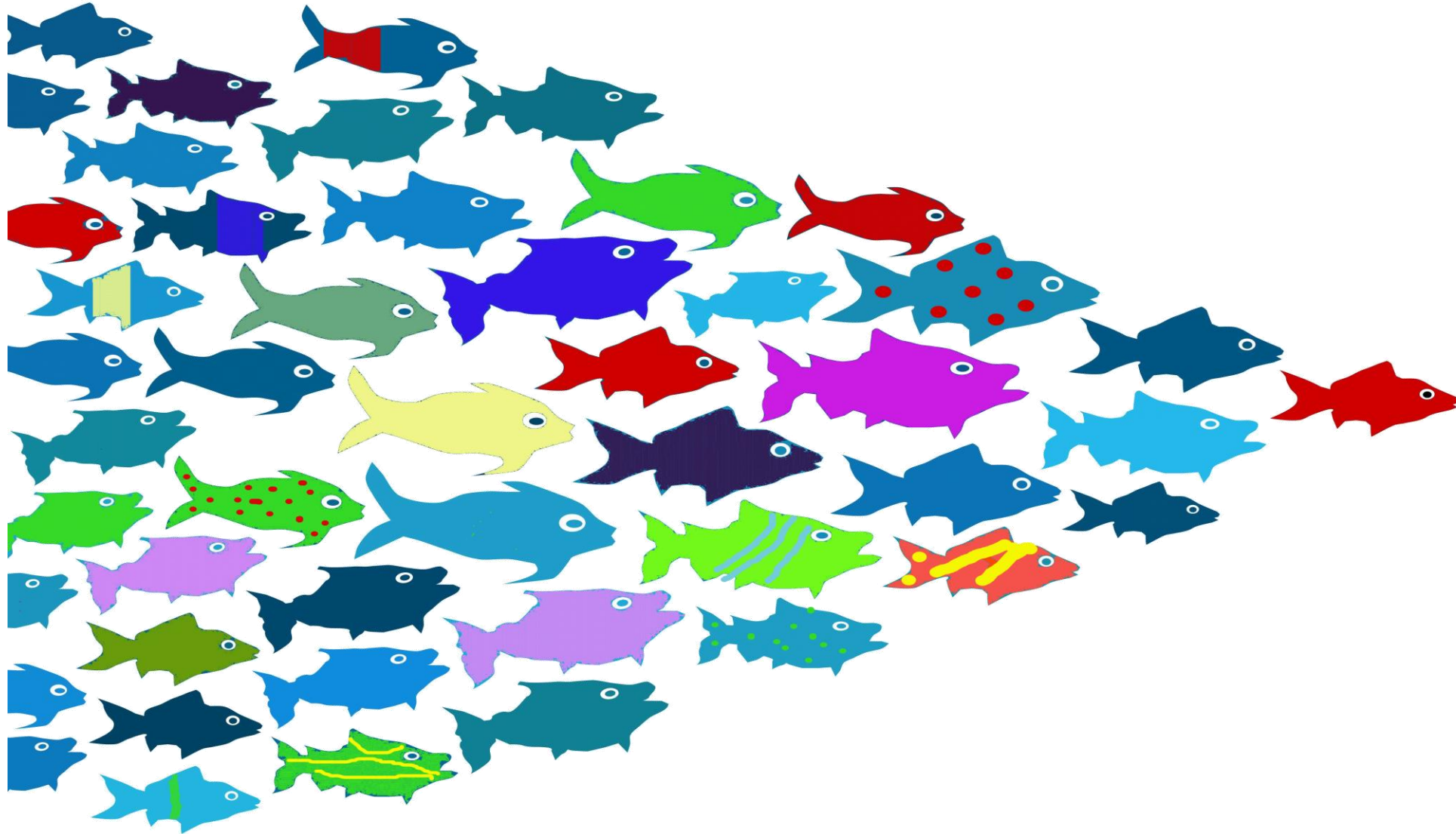
A leader? Who me?

Am I a leader?

Are supervisors really leaders?

Yes--What kind of leader are you?

Group Discussion: Who's the Leader?



Leadership theories and models....

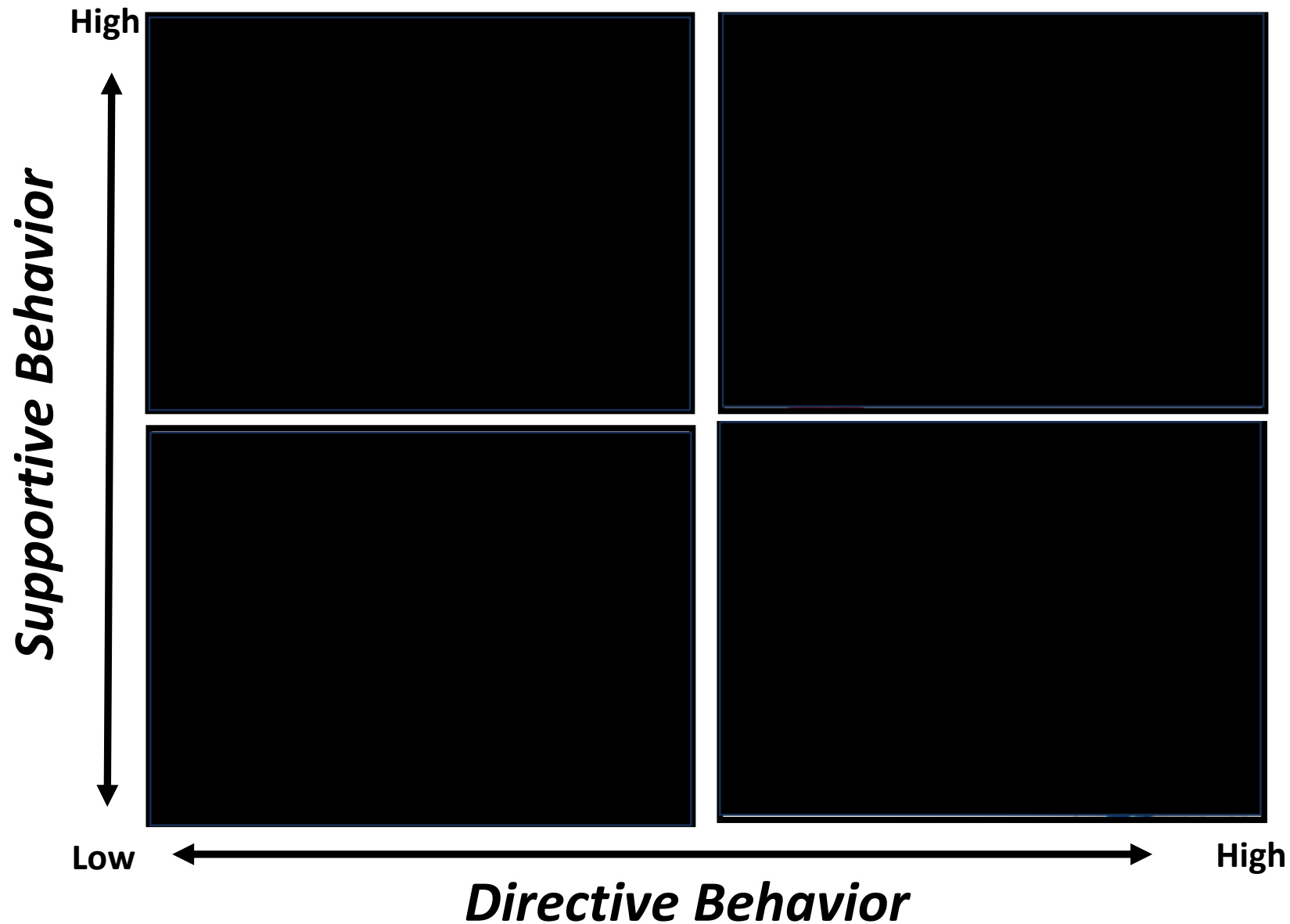
- What's A Great Leader? (Many theories/models)
- A popular model:
 - Kurt Lewin (1939)
 - Authoritarian (autocratic)
 - Participative (democratic)
 - Delegative (Laissez-Faire)
- Described from a theoretical approaches^{*}
 - Trait theories – certain personality traits
 - Behavioral theories – how leaders behave
 - Contingency theories – situational factors
 - Power & influence – source of leader's power

*A leader is best
when people
barely know he
exists, when his
work is done, his
aim fulfilled, they
will say: we did it
ourselves*

Lao Tzu
5th Century BC

^{*} Mind Tools – www.mindtools.com

The Situational Leadership Model...



*Situation
Based
Leadership:
Four (4)
Styles*

Checkers or Chess Leader?

"I've found that while there are as many styles of management as there are managers, one quality sets truly great managers from the rest: They discover what is unique about each person and capitalize on it."

Marcus Buckingham
Harvard Business Review
(March 2005)



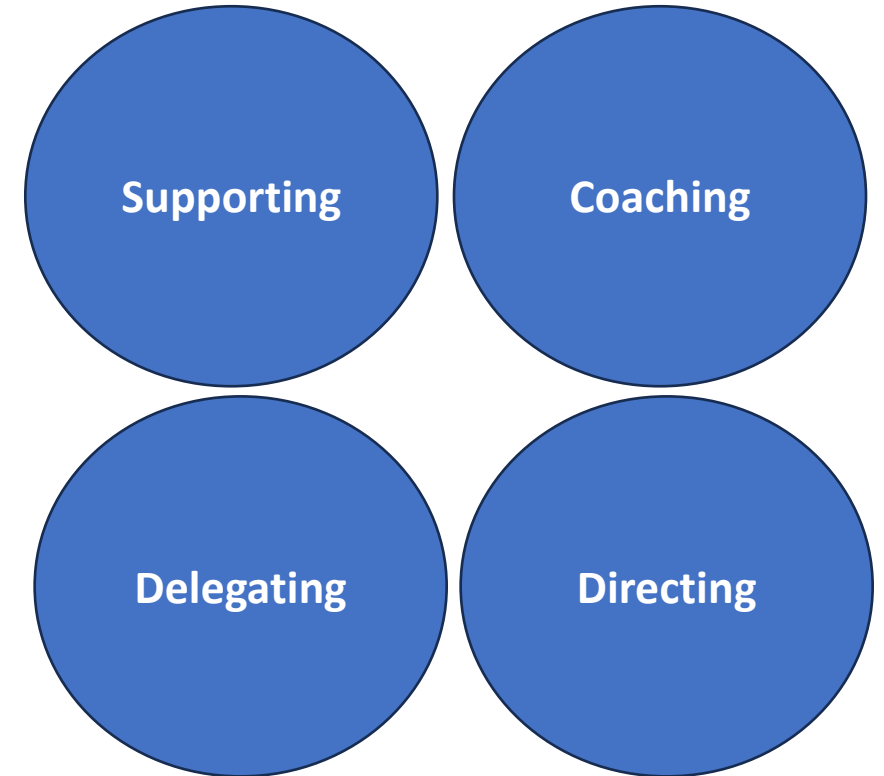
**Average
Leaders**



**Great
Leaders**

Value of the Situational Leadership model:

- Understands employees are all different
- Recognizes/uses these differences
- Adjusts leadership style to:
 1. Needs of situation
 2. Employee abilities
 3. Employee motivation.



Your view of leadership...



Performance Management: What is it?

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Performance management is the ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

Source: UC Berkley - <https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully>

Performance Management: Seven sins...



SINS

1. Treating it as a once-a-year event
2. Not talking about it; waiting for “better” time
3. Avoiding difficult conversations
4. Failing to document in real time
5. Little or no specific goals
6. Focus on failure vs success
7. Surprising the employee.

Responding to performance problems...

Requires discernment:

What to do? How to proceed? Questions to ask?

*Skills or
Behavior?*

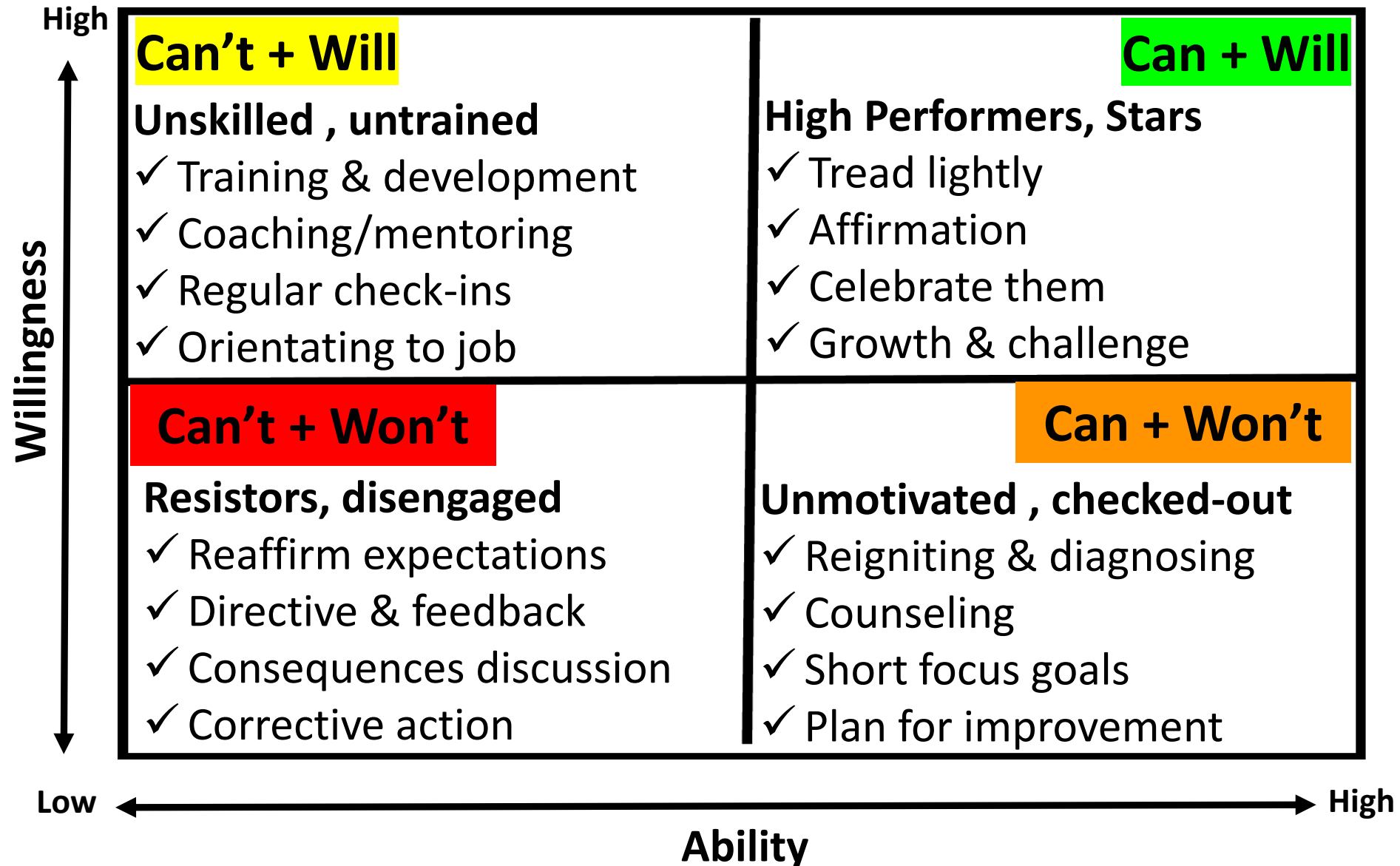
*Performance or
Personality?*

*Can or
Can't?*

*Will or
Won't?*



Sample Decision Matrix: Performance



Performance improvement plans (PIP)...

What is it?

- +A formal, structured plan
- +Helps identify problem issues
- +Helps clarify/codify expectations
- +Identifies resources & supports
- +Includes timelines & consequences
- Less useful for personal issues
- May create resentment “trapped”
- Sometimes seen as “last straw”
- Often used too late in the process.



[\(See Sample PIPs In Guide\)](#)

Employees & Performance Feedback...

* Interesting research findings:

1. 75% - believe feedback is useful
2. 65% - want more feedback
3. 63% - Gen Z want more timely constructive feedback
4. 80% - Gen Y prefer on spot recognition vs formal reviews
5. 14% - lower turnover rate for companies who give regular employee feedback
6. One in five employees don't believe they will get regular feedback.

* Source: www.oak.com/blog/employee-feedback-statistics/

Performance Planning Meeting Summary

Employee: _____ Date: _____

Supervisor: _____ Period: _____

Performance Goals/Objects: _____ (goals listed should include date set or modified)

Performance Planning Meeting Summary

Performance Goals Progress/Accomplishments: (continued)

Other Projects, Activities, & Accomplishments: (include other projects & activities requiring this employee's time/effort)

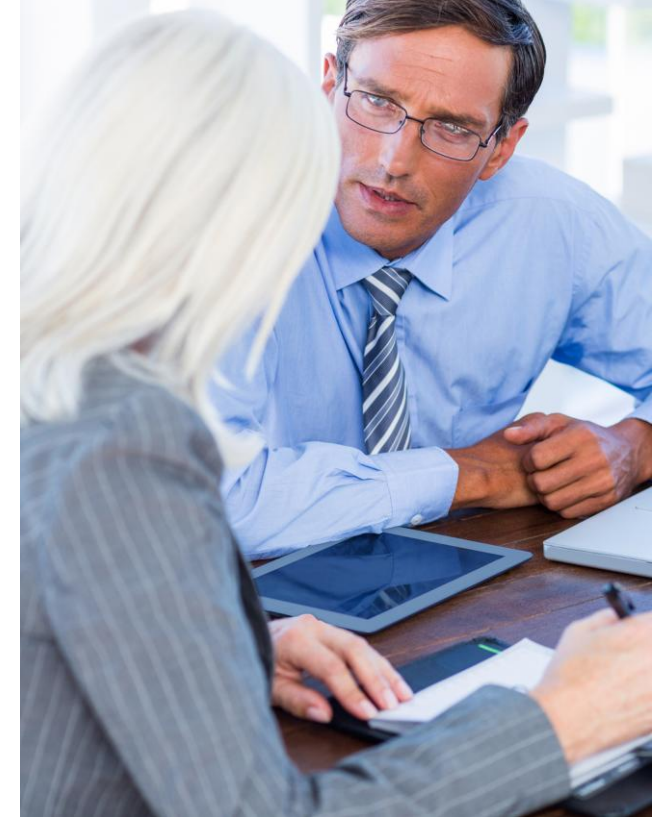
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[See Sample Performance Planning Meeting Form](#)

Discipline...

“In most cases, the purpose of discipline is to instruct and correct rather than to punish. It is your responsibility as a manager/supervisor to explain to the employee those areas in which they are expected to improve, to make suggestions about how to improve, and to allow time for the employee to make improvements.”

Office of Human Resources,
Rutgers University



Managing the discipline process...

What it involves:

- Get HR involved at every step
- Know/follow institution policies & procedures
- Set your ego aside
- Document, document, document
- Follow a progressive approach.



Source: Fusion HR

A closer look at progressive discipline...

Progressive discipline is an employee disciplinary system that provides a graduated range of responses to employee performance or conduct problems.

Disciplinary measures range from mild to severe, depending on the nature and frequency of the problem.

Source: Nolo.com - <https://www.nolo.com>

Progressive discipline examples:

Discipline: Where to start?



The decision to terminate...

- If it's not troubling, something's wrong
- About dignity and respect
- Every firing is a failure
- Reasons to fire
- When to fire
- Follow institution policies
- Work closely with HR.



Some final thoughts about discipline...

*“Be curious, not
judgmental.”*

- Ted Lasso



Emotional Intelligence...

"...is the something in each of us that is bit intangible. It defines how we manage behavior, navigate social complexities and make personal decisions that achieve positive results."

The Emotional Intelligence Quickbook, Travis Bradberry & Jean Greaves



- Term coined by two researchers
- Popularized by Daniel Goleman
 - Emotional Intelligence: Why it can matter more than IQ (1995)
 - Working with Emotional Intelligence (1998)
 - Social Intelligence: The new science of human relationships (2006)
 - Others by Goleman and colleagues.

Emotional intelligence: Four core areas...



		Recognition	Regulation
You others	You	Self-Awareness Ability to recognize and understand your emotions and the impact they have on others	Self-Management Ability to regulate emotions, thoughts & behaviors; manage your stress and adapt to change
	others	Social Awareness Ability to tune in to others, to understand the environment; to have empathy	Relationship Management Ability to use these skills to relate to and get along with others, to have good relationships, communication

[See EQ Assessment in Participant Guide](#)

Emotional Intelligence – Empathy...

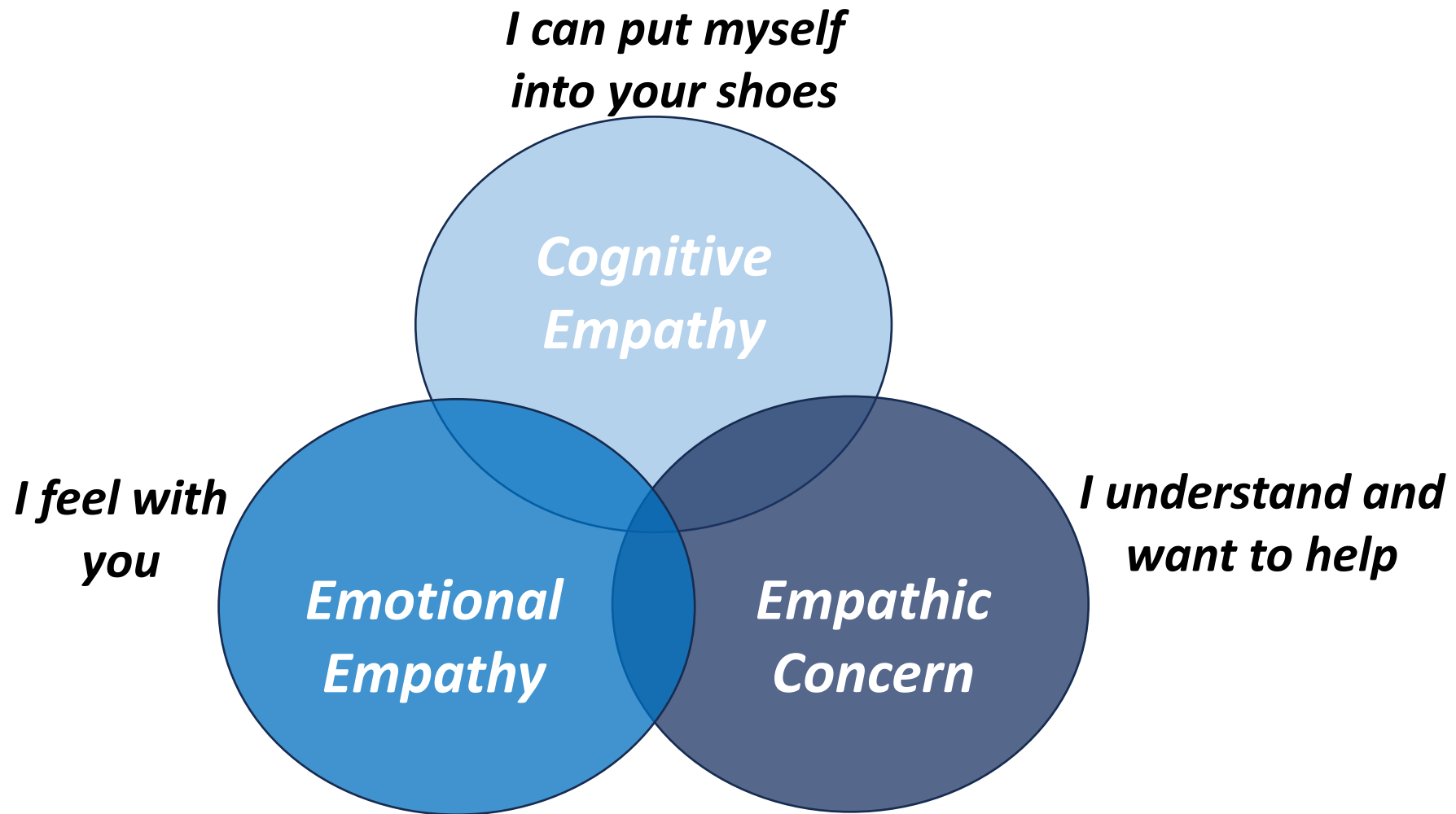
The ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation. (Cambridge Dictionary)

The action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another. (Merriam-Webster Dictionary)

Understanding a person from their frame of reference rather than one's own (APA Dictionary of Psychology).



Emotional Intelligence – Empathy (3 types)...



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Emotional Intelligence – Empathy research...

Ernst & Young Study (2021 & 2023):

- More efficient
 - More creative
 - Increased job satisfaction
 - Increased idea sharing
 - Increased motivation
- 80+%

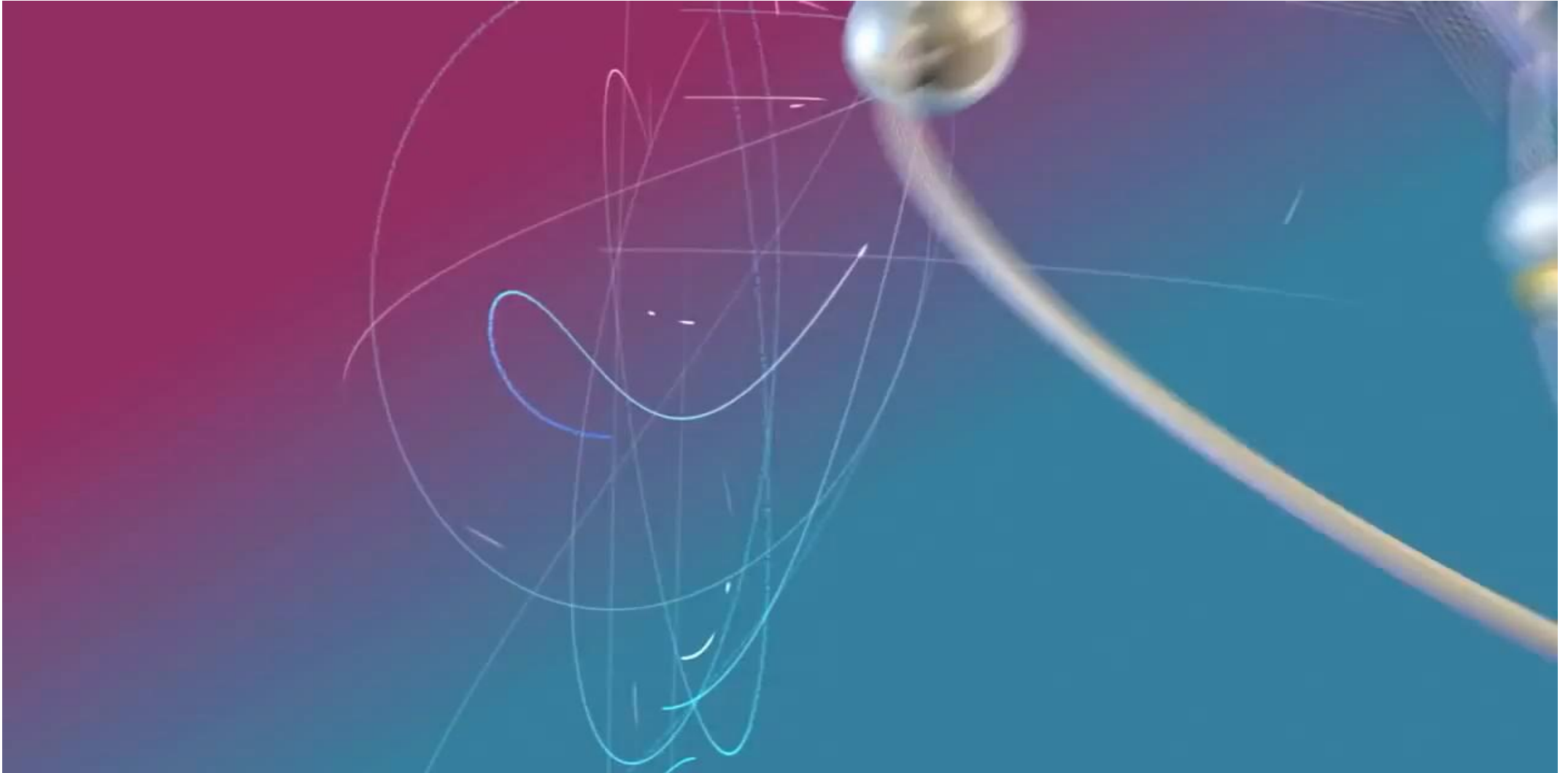
BUT
52% of employees
believed efforts to be
empathetic were
dishonest
“lack of follow-through”

Other Findings:

- Inspired positive change
- Increased mutual respect
- Increases productivity
- Reduced Turnover

Empathy –Can it be faked?...

44



Big Bang Theory – Season 7, Episode 19 - The Indecision Amalgamation

Empathy: Your difference maker

45

Simon Sinek - <https://simonsinek.com/>

Creating an action plan

- My final challenge
- Create your own plan
 - Start in your head
 - Write it down
 - Many models (Google)
- Focus on today's content
- Make it simple
- [Sample in participant guide.](#)

*Great things are done
by a series of small
things brought together.*

Vincent Van Gogh

Also known as Personal Development Plans

Some final thoughts...



*May
you...*