



## Success as a Director/ Manager / Supervisor

Most people become supervisors by coming up through the ranks. They have done a good job, an opening occurs and management in their wisdom promotes a very good line staff to a supervisory position. Unfortunately, most new supervisors have not had the training or experience to take on the responsibility of managing others. Following is a list of "down and dirty" tips that can make the difference between frustration and success.

- Learn to "read" your boss. Your boss is your boss and most assuredly is not going to change. A responsible boss will listen to your concerns, offer suggestions, give guidance but expect that YOU solve your own problems. That is why you are a supervisor.
- Learn to play on the team. Current supervisory trends expect that directors/managers/supervisors work together for the success of the company. This may require attending management meetings or work on projects together to support the mission/ productivity goals of the company. Focus on the strengths of your team members. Focusing on the weaknesses of the team or its members can slow down progress that needs to occur. Your boss will surely notice. Support your team mates. Everyone struggles from time to time. The team is where a supervisor should be able to turn for assistance.
- Go beyond what your job description says. Taking on responsibility that falls outside of your job description shows that you are committed to success.
- In the book *Emotional Intelligence*, the author describes emotional intelligence as the ability to "sense" what others are thinking and feeling. A person with emotional intelligence will know when to make a suggestion and "back off." A person with emotional intelligence will know when they can change a report or

procedure without asking. A person with emotional intelligence will know who they can talk to or when overstepping is likely. This is a tough one but emotional intelligence can be improved IF supervisors are willing to learn from their experience.

- Don't take it personal. A supervisor/ manager/ director needs to be thick skinned. It is only human to make mistakes and your boss's responsibility is to help you learn from these mistakes.
- Pick your friends and confidants carefully. Complaining to the wrong person will most assuredly get back to your boss. It is more productive to take your concern directly to the source.
- Respect your position and the role you play with those you manage. You can not be a friend to your staff. You can be friendly but not a friend. You have the ability, and sometimes the responsibility, to fire a person that you regard as a friend. This is painful for all involved.
- Do not jump over your boss to discuss a problem with his boss or a board member. You may find yourself looking for another job.
- Understand "problem ownership." Unless the problem directly affects the supervisor or threatens the operations of the company, she/he should probably stay out of it.
- Do not work in a constant environment of chaos and crisis. Learn the policies and procedures, and law pertaining to management issues. Do not vary from agency policies, respect the law. This will keep you out of trouble. Your staff will appreciate your consistency and your boss will too!

-Kathy Rager, Executive Director of CARE



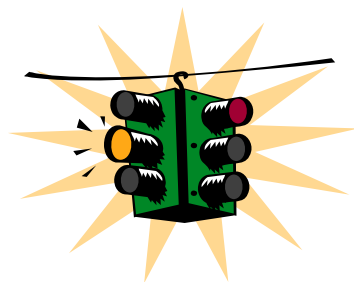
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## Workplace Violence

With recent shootings again in the headlines, it is pertinent to discuss

some of the warning signs that employees might exhibit. It is important to note that this list is not a defining standard, but a guideline. Also, simply exhibiting a behavior from this list is not a conclusive proof of violence.

The American Psychological Association has identified these behaviors as serious signs of possible impending violence:

- Daily loss of temper
- Frequent physical fighting and violence
- Significant vandalism or property damage
- Increase in risk taking behavior
- Detailed plans to commit acts of violence
- Announcing plans for hurting others
- Enjoying hurting animals
- Carrying a weapon, or having fascination with weapons and guns.

In addition to those signs of immediate violence, noticing a historical pattern of the following signs also indicates the potential for violence:

- History of violent/ aggressive behavior or threats
- Serious drug/ alcohol use
- Withdrawal from friends & usual activities
- Feeling rejected or alone
- Having been the victim of bullying
- Feeling constantly disrespected
- Failing to acknowledge the feelings/ rights of others.

If you notice any of these signs, it is necessary to respond; you might save a life. Some of the reasons people fail to respond include an unwillingness to get involved, unwillingness to “stir up trouble,” or concern for retaliation. Often, though, people do not trust their own instincts. The important thing to remember, though, is that when reporting a threat, you are not saying that the person is going to shoot someone. Rather, you are saying that they threatened to shoot someone. Either way, it is a serious act of intimidation and deserves a response.

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### Violence in the Workplace (For Supervisors)

- ✓ Definition of violent acts including assault, criminal mischief, disorderly conduct, harassment, larceny, reckless endangerment, robbery and sex offense
- ✓ Behaviors contributing to violent actions and recognizing the warning signs
- ✓ Avoiding conflict and protecting the workplace from violence
- ✓ Responding to a violent situation and defusing anger

There is a critical need for a safe workplace environment in today’s culture. Traits of disengaged employees and their potential effects will be discussed and prevention techniques will be offered.

*Also offered: Violence in the Workplace (For Employees)*

**Contact Jennifer Sutherland, EAC Certified Trainer, x 232, to schedule this valuable training!**



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The EAC is located within the CARE office, which is on the southeast corner of Utica Road & Masonic (13 1/2 Mile Rd) in Fraser