

# Supportive Supervision

An employee who is appreciated  
will always do more than what  
is expected

# What is Supervision ?

- Connected series of events involving interactions with subordinates
- In these interactions supervisors watches subordinates performing their tasks in order to ensure it is done correctly
- Responsible to senior officers to meet defined performance standards of the organisation
- Skills required of good supervisor
  - Planning
  - Communicating
  - Problem solving
  - Time and stress management

# Traditional Supervision

- Focus on shortfalls in performance i.e what has not been accomplished
- Field visits made to check what subordinates are doing, obtaining feedback from public etc

# Supportive Supervision

- Helping to ensure tasks are completed satisfactorily rather than checking what is wrong
- Field visits are made to observe performance, provide on-the-job training and follow-up on decisions taken

# Traditional Supervision

- Team meetings are generally giving of gyan by supervisor. Mostly one way communication
- Records of field visits and team meetings are made for compliance purposes.
- Role of supervisor : superior who can punish subordinates for lapses

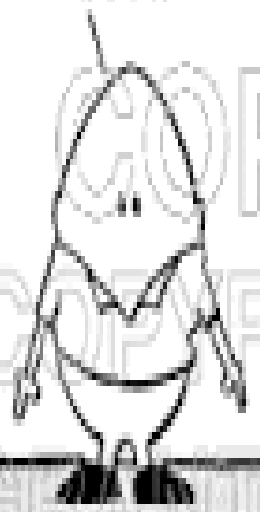
# Supportive Supervision

- Team meetings are generally joint problem solving. Mostly two way communication
- Records of field visits and team meetings are made to plan improvements.
- Role of supervisor : mentor, facilitator to improve performance of subordinates

# Quotes about Supervision

- A supervisor has significant knowledge of work done by persons they supervise
- However, a supervisor is not a person who can do the work better than his men
- Supervisors must have patience for those under your supervision.
- A supervisor must be able to manage his relationships with the people around him, as well as the relationships among his subordinates.
- People don't hate their jobs; they hate bad supervisors

THE KEY TO  
GETTING A GOOD  
PERFORMANCE  
REVIEW --



AS WITH MANY  
OTHER THINGS --



IS HAVING  
THE RIGHT  
ATTITUDE.



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# Case Analysis Guidelines

- A case is a story that describes a problematic event or situation.
- Case analysis begins with understanding the performance issue.
- Thereafter define the most desirable outcome
- Look at different options & evaluate them.
- Take 5 minutes to read the case study and another 5 minutes to answer the questions
- Participants shall be called at random to read out their answers

# Case Study 1

- You have assumed charge of your new post. You had been transferred out of similar post after short time in the earlier post due to poor image of the office. You are keen to do well in current posting to rebuild your career.
- You meet your superior. He informs that superintendent of your office is an important employee union leader. He comes to office irregularly and files get held up at his level. In urgent cases, the earlier incumbent bypassed him. The superintendent leaked information to media magnifying small lapses.



# Case study 1 (contd.)

- You come to your office. You decide to conduct individual meeting with every employee. You want information from each employee on his role and responsibility, difficulties being faced by him etc. You have decided that these interactions be open ended to allow free flow of communication.
- As expected, your meeting with superintendent didn't go well. He crossed arms and didn't look at you directly. He gave vague replies. On being pressed, he said you are the boss of the place. You know the best.

# Case Questions

1. Should the superior have informed you about problematic superintendent in your office?
2. Was meeting employees individually a good idea?
3. Could you have improved the way you interacted with individual employee?
4. How should you deal with the superintendent?
5. What are the issues a supervisor faces when assuming responsibility of a new job?

# Case Answers

1. It is the duty of superior to give realistic information about initial job conditions.
2. In general, group meetings and individual meetings have their advantages and disadvantages. In this case, group meeting may have been better, as you could set out your performance expectations and office rules openly and the superintendent would feel pressure to comply.
3. A better way would have been to share information on your background, goals, priorities and how would you like to work with them. You could then ask information about each employees's responsibility, the

# Case Answers (contd)

3. current assignments, problems they are experiencing and anything else they want you to know.
4. You should tackle the matter head on. You should tell how you shall supervise and how do you expect him to be open with you. You can promise him to be fair and reasonable.
5. First, understanding the structure of the office and who is doing what. Second evaluating the functions of the office and the employees involved. Third, specific problems or opportunities needing quick response. Fourth, how to influence the employees to achieve results as per performance standards.

# Case Study 2

- You have recently been promoted as Excise Superintendent. You have 4 Prohibition & Excise Stations under you.
- You returned from a meeting with the Deputy Commissioner. Your unit has been delivering consistent revenue growth. However Deputy Commissioner is of the opinion that there is scope for improvement. He said 20% growth is reasonable and knowing the potential of your unit you agree.
- On return, you call meeting of all Inspectors and inform your discussions with Deputy Commissioner. You say this is time to show our worth and you say

# Case study 2 (contd.)

- that effective today you are going to do two things :
  - Raise revenue target by 20%
  - Failure to meet the target shall invite transfer out
- Your Inspectors leave without comment. After two weeks, you review the performance. One Inspector has failed to meet target. You force him to go on leave and give another Inspector (from Distillery wing) charge.
- You notice change in atmosphere in office. Now no Inspector shares information. One Inspector applies for leave on medical grounds.
- As you sit in your office, you realise that there is a major morale problem in the office.

# Case Questions

1. How should you have responded to the opinion of Deputy Commissioner that 20% growth target is reasonable?
2. Describe problem being faced by you?
3. What should you do to respond to the problem?

# Case Answers

1. You should have sought more information about the basis of his opinion. Your subordinates are officers and leadership style should have been participative. You should meet the Inspectors and explain the situation including all background material.
2. You have a morale problem based on resentment and distrust of your management practice.
3. You have to bridge trust deficit. Steps you can take:
  - Have an open and frank meeting with all Inspectors
  - Recall Inspector who was forced on leave
  - Have joint problem solving exercise on new target
  - Apologise at appropriate time.



# Case Study 3

- You are a reluctant supervisor. While you like your work, you do not like to supervise. Luckily two of your subordinates are competent and perform the tasks smoothly.
- One subordinate was appointed six months ago on compassionate grounds. He is lethargic and uninspired. His work contains occasional errors and lapses. He has poor communication skills.
- You decide to train the new subordinate as a back-up to other two subordinates when they apply for leave. When you trained the new subordinate you realized that the new subordinate took copious notes but failed

# Case Study 3 (contd.)

to do the task independently. He required constant prodding and guidance.

- Over the next three weeks, you are frustrated with the progress of new subordinate.
- The other subordinates come and tell that the new subordinate does not pitch in. He just sits and watches everyone working frantically.
- You wonder what to do next.

# Case Questions

1. What is the problem behind new subordinates performance?
2. How should you deal with it?

# Case Answers

1. Poor employee performance happens an employee is not supervised well or has a motivational problem. In this case, it is bit of both.
2. New subordinate needs directive type of supervision. He has to be told what exactly to do and his performance should be watched closely. Also work on his low self-confidence by starting from easy tasks and moving to complex.

Assess the nature of motivational failure of new subordinate. For this, discover his value system, types of emotions – positive, negative or inert etc.



**THANK  
YOU**