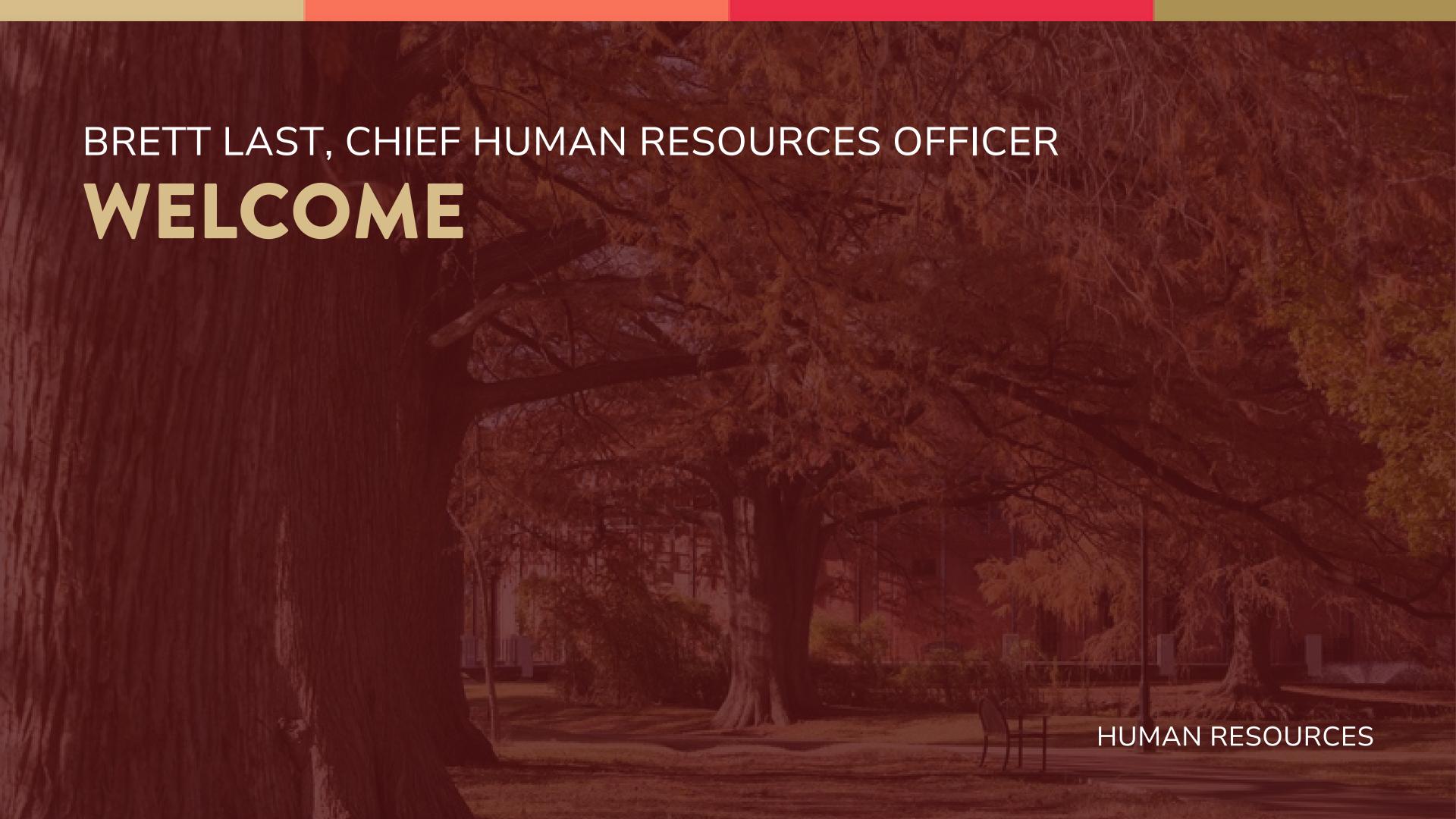
# WELCOME TO TEXAS STATE'S - SUPERVISOR DEVELOPMENT DAY2025







# HOW DO YOU LEAD?





Over-estimation of the team

Develop

Support



### LEADERS' RECIPE FOR SUCCESS

- Bravery (Courage)
- Integrity
- Creativity
- Authenticity/Vulnerability
- Accountability

# ACCOUNTABILITY IS THE KEY

https://youtu.be/BD0S0eCulHc?si=q-jpPDnosqiG97XZ



# **AGENDA**



#### **Communication Skills for Optimal Team Performance**

Bob Dudolski

#### **Managing Time While Managing People**

Dr. Tyler Laughlin

#### **Resolving Conflict and Promoting Positive Relations**

Dr. Michelle Evans

**Building Relationships – Troubleshooting with Employee Relations** 

Ernesto Rendon

**Keynote - Promoting Growth & Development** 

Mr. David Yebra



MENTAL MODELS ARE THE IMAGES, ASSUMPTIONS, AND STORIES WHICH WE CARRY IN OUR MINDS OF OURSELVES, OTHER PEOPLE, INSTITUTIONS, AND EVERY ASPECT OF THE WORLD. LIKE A PANE OF GLASS FRAMING AND SUBTLY DISTORTING OUR VISION, MENTAL MODELS DETERMINE WHAT WE SEE. HUMAN BEINGS CANNOT NAVIGATE THROUGH COMPLEX ENVIRONMENTS OF OUR WORLD WITHOUT COGNITIVE "MENTAL MAPS;" AND ALL OF THESE MENTAL MAPS, BY DEFINITION ARE FLAWED IN SOME WAY.

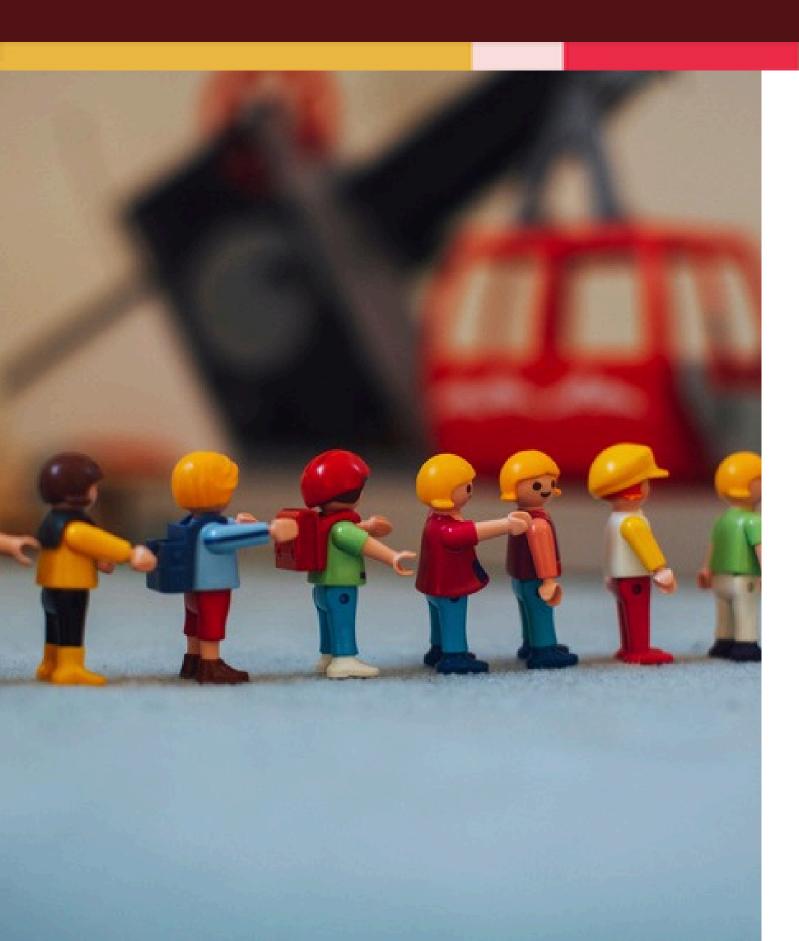
-The Fifth Discipline, Peter Senge

# CREATING CHAOS

## STAGES OF GROUP DEVELOPMENT

STAGE	RELATIONSHIP ISSUES	TASK ISSUES
Forming	Dependence/Interdependence	Orientation
Storming	Interpersonal Conflict	Organization/Structure
Norming	Cohesion	Information Sharing
Performing	Interdependence	Problem Solving





## SYMPTOMS OF GROUPTHINK

- Over-estimation of the team
- Closed-mindedness
- Pressure towards uniformity











# COMPETING THINKING VS. PARALLEL OR LATERAL THINKING

Harnessing everyone's brain power allows us to be thinking and discussing at the same time to develop the best solutions.



#### **FORCING CREATIVITY**

**Provocative Operation** 

 An operation which "provokes" you to think in a more creative fashion. It forces you to change your thinking technique; thus, you generate more creative ideas. It gets you out of Group Think! MAKE A LIST OF THINGS WE TAKE FOR GRANTED ABOUT THE AREA FOR WHICH WE ARE SEEKING NEW IDEAS.

NEGATE ONE OF THOSE THINGS.

GENERATE IDEAS FROM WHAT WOULD BE DIFFERENT IF THAT QUALITY TAKEN FOR GRANTED NO LONGER EXISTED.

FIND A BETTER WAY.

# HOW DOES A TEAM USE THESE BRAINSTORMING TECHNIQUES?

Optimal team performance relies on communication skills like active listening, empathy, clarity, and constructive feedback, alongside being mindful of both verbal and <u>nonverbal cues</u>. To improve, teams should foster a <u>culture of transparency</u> and trust, adapt communication to the audience, set clear expectations, and choose the right communication method for the situation to reduce conflict and misunderstanding.



# KEY COMMUNICATION SKILLS

#### **ACTIVE LISTENING:**

Pay full attention, understand, and remember what others say to ensure messages are heard and valued.

#### **EMPATHY & RESPECT:**

Understand and consider the perspectives and feelings of others, fostering trust and compassion.

#### CLARITY AND CONCISENESS:

Use simple, straightforward language, avoiding jargon and ambiguity to prevent misinterpretation.

#### **CONSTRUCTIVE FEEDBACK:**

Provide and receive honest, helpful feedback to encourage improvement and collaboration.

#### NONVERBAL COMMUNICATION:

Be aware of body language, facial expressions, and tone to ensure your message aligns with your words.

#### **SEEKING FEEDBACK:**

Proactively ask for and listen to team members' feedback to understand their perspectives and improve communication.



## STRONG COHESIVE TEAMS:

- Trust one another
- Engage in unfiltered conflict around ideas
- Over-estimation of the team
- Over-estimation of the team
- Over-estimation of the team

# CONTACTUS

### FRATERNITY & SORORITY LIFE OFFICE

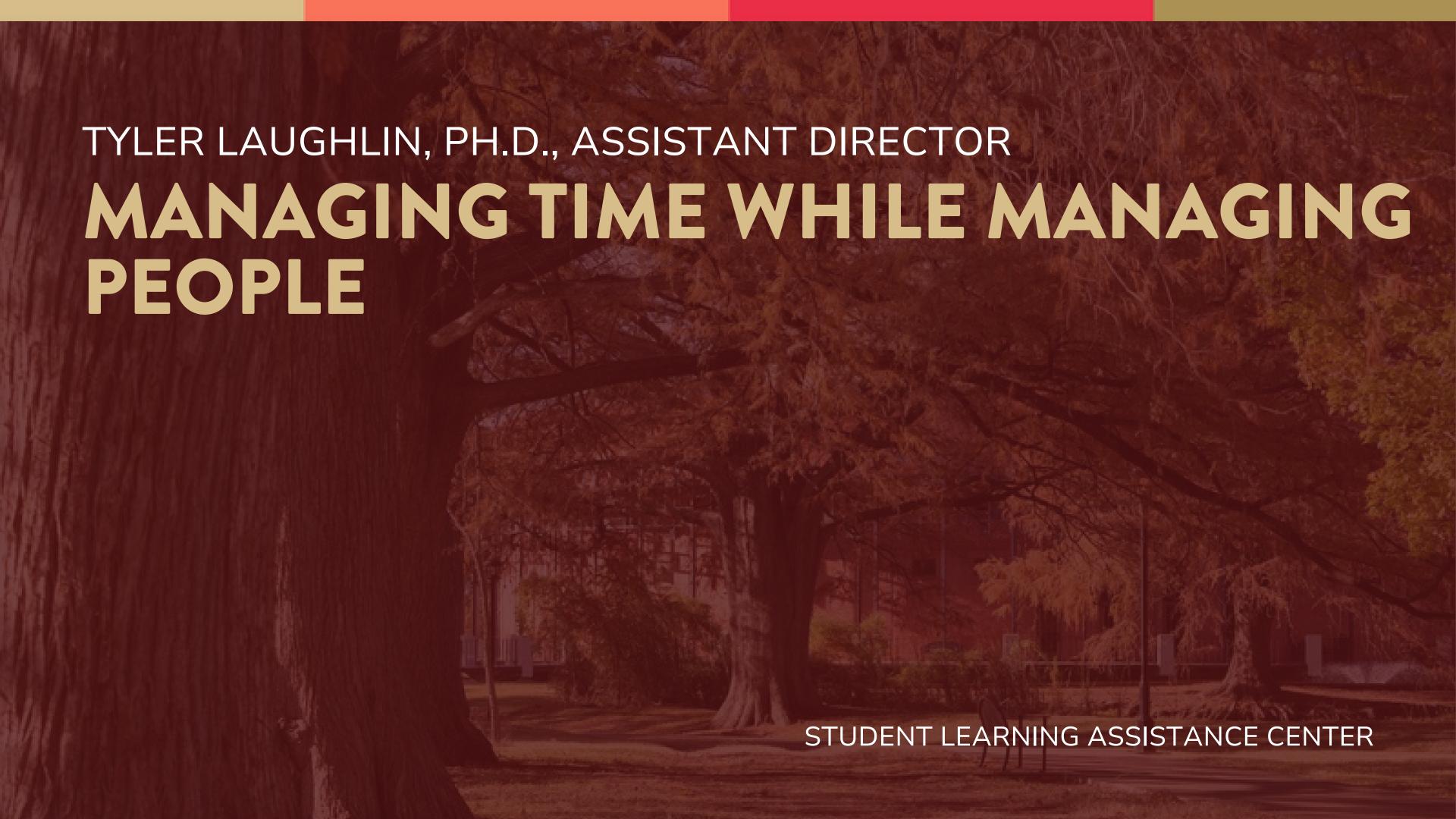
Email: R\_d146@txstate.edu

Website: www.hr.txst.edu

Visit: LBJ Student Center #410

Phone: 512.245.5646





# AGENDA

Why Time Management Matters at Every Level

- Your Commitments
- Time Management Tools

#### **Effective Delegation**

- Well-being and Boundaries
- Feedback

Discussion and Questions



# WHO AM !?

2 years at Texas State as the Assistant Director of Success Coaching in SLAC

- 2 Full Time Staff
- 11 Graduate Assistants5.5 years at Texas A&M as a Success Coach

8 years of retail management experience

A husband, a father, and a former Ph.D. student



# WHAT DOES THE PERFECT WORKDAY LOOK LIKE FOR YOU?

# WHAT DOES THE WORST (NOT CRISIS) WORKDAY LOOK LIKE FOR YOU?

# WHY TIME MANAGEMENT MATTERS







168 hours or 7, 24-hour days

Reflection of your values

Balance as a leadership example to your employees

# COMMITMENT LEVELS

#### NON-NEGOTIABLES

- What MUST stay where it is?
- What was put on your calendar by someone else?
- What is important to you?

#### NEGOTIABLES

- What can move? What can be rescheduled?
- The power of saying "no"
- The simplicity of asking for clarity



# SIMPLE TOOLS

How do you manage your work life?

#### The Eisenhower Box

- What can I let go?
- What will I let go?

#### THE EISENHOWER BOX

	URGENT	NOT URGENT
IMPORTANT	DO Do it now. Write article for today.	DECIDE  Schedule a time to do it.  Exercising. Calling family and friends. Researching articles. Long-term biz strategy.
NOT IMPORTANT	DELEGATE Who can do it for you?  Scheduling interviews. Booking flights. Approving comments. Answering certain emails. Sharing articles.	DELETE  Eliminate it.  Watching television. Checking social media. Sorting through junk mail.

"What is important is seldom urgent and what is urgent is seldom important."
-Dwight Eisenhower, 34th President of the United States



# DELEGATION

#### EFFECTIVE DELEGATION INCLUDES:

- Clear expectations, timeframes/outlines, and deadlines
- Supporting the growth and development of your employees
- A clear path toward saving yourself time as a supervisor

#### EFFECTIVE DELEGATION BENEFITS YOUR EMPLOYEES BY:

- Promoting empowerment and demonstrating trust
- Providing opportunities to highlight a strength or grow in a new skill
- Preparing their skillset for advancement opportunities

# LET'S TALK ABOUT MEETINGS

Is this meeting necessary?

Is information unable to be communicated effectively in written form?

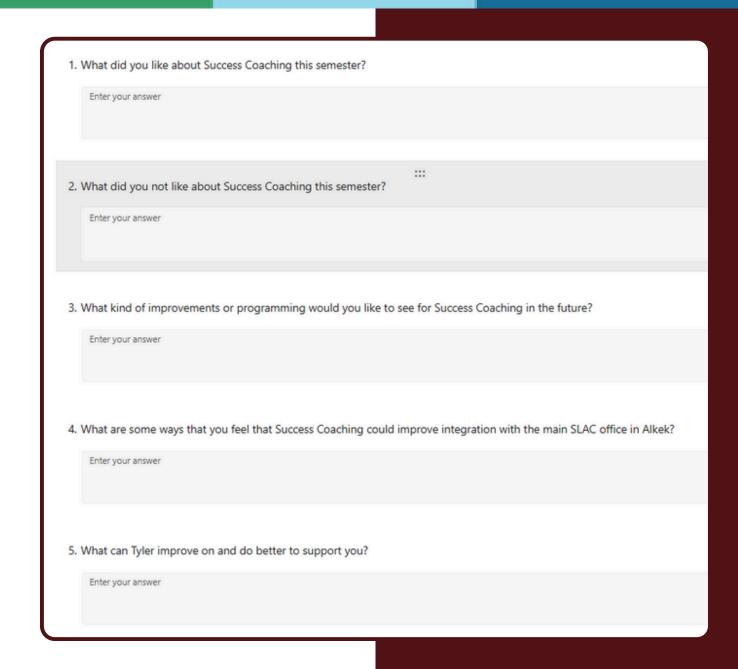
What are the objectives and perceived outcomes of the meeting?

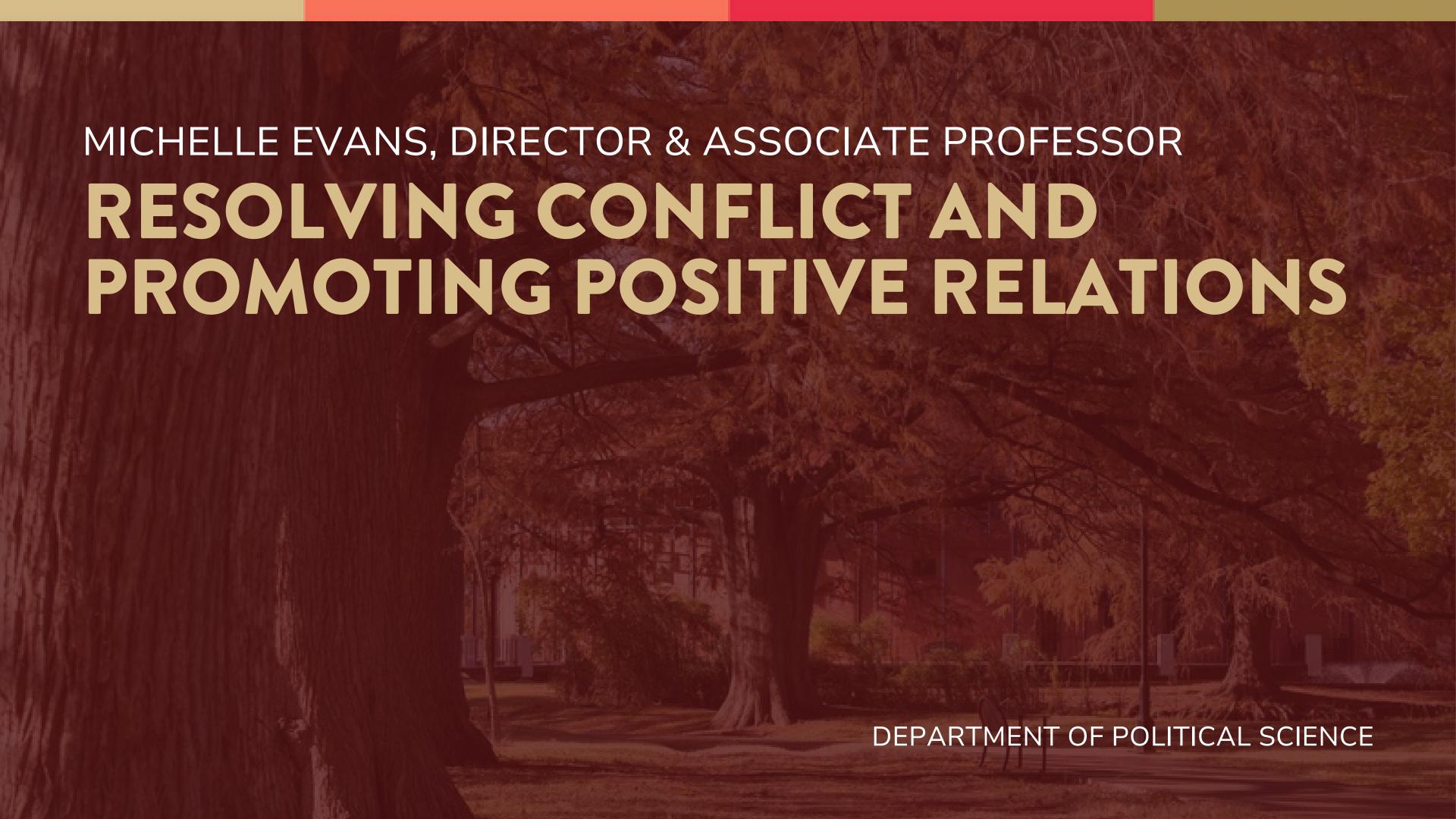




# ELICIT HONEST FEEDBACK

- Ask your employees for honest feedback at regular intervals
- Conduct a self-evaluation
  - Are you happy with your own time management?
  - Is your current level sustainable and meeting expectations?
  - Would you do this to yourself again?
  - Do you expect your team members to operate at the level you did?





# **OVERVIEW**

#### PROMOTING POSITIVE RELATIONS

- Understanding your team
- Active Listening

#### RESOLVING CONFLICT

- Getting to Yes
- The Twelve GOAT Powerful Phrases for Workplace Conflict





# PROMOTING POSITIVE RELATIONS

- Understanding your team
- Active Listening

## UNDERSTANDING YOUR TEAM: WORKSTYLES

Recognize that workstyles vary and both supervisors and employees may be:

- Results oriented: Focused primarily on task outcomes
- Relationship oriented: Focused primarily on the relationships of the parties involved in the task
- Detail oriented: Focused primarily on the task process
- Action oriented: Focused primarily on completing the task

Misunderstandings and conflicts can arise simply because of varying workstyles

# UNDERSTANDING YOUR TEAM: SETTING THE TONE

As a supervisor, you have the ability to establish a working environment that minimizes conflict.

- Monitor your own behavior avoid expressive negative behavior, but incorporate more positive behavior.
- Turn "incompetence" into a training moment: Did you train at all? Did you train poorly?
- Always remember the importance of humility for new supervisors who may need training from their staff
- Encourage cross-training of tasks so employees feel connected to their team
- Provide structure and regular interaction so your team feels connected to you
- Maintain an open line of communication with your team

#### **ACTIVE LISTENING: WHAT IT IS**

Pay attention to your office environment and engage in active listening. Active listening is a way of listening to understand another person that demonstrates our interest in the other person's statements or concerns. Actively observe nonverbal communication as well. Address early warning signs of conflict.

Common reasons we often don't listen well:

- Internal Distractions (e.g., work issues, family issues, deadlines)
- External Distractions (e.g., noise, telephones, interruptions)
- Fatigue
- We can think faster than others can speak (we think at 600-700 words per minute, but we speak at about 150 words per minute)

#### **ACTIVE LISTENING: ADDITIONAL RESOURCES**

- Active Listening: Improve Your Ability to Listen and Lead (2019) (available as e-book from Alkek library)
- The Art of Active Listening: How People at Work Feel Heard, Valued, and Understood by Heather R. Younger (available as e-book from Alkek library)
- Thinking, Fast and Slow by Daniel Kahneman (2011) (physical book and audio book available at the Alkek library)



#### RESOLVING CONFLICT

- Getting to Yes
- The Twelve GOAT Powerful Phrases for Workplace Conflict



## GETTING TO YES: NEGOTIATING AGREEMENT WITHOUT GIVING IN

by Fisher and Ury

Focuses on Principled or Win-Win Negotiation

- There are four principles of Win-Win Negotiation
  - 1. Separate the people from the problem.
  - 2. Focus on interests, not positions.
  - 3. Invent options for mutual gain.
  - 4. Evaluate options with objective criteria.

## 1. SEPARATING THE PEOPLE FROM THE PROBLEM

- Every party to a dispute has two types of interests: the substance and the relationship.
- Positional bargaining puts the substance and relationship in conflict with each other.
- The solution of interest-based bargaining: separate the relationship from the substance.

## 2. FOCUS ON INTERESTS, NOT POSITIONS

- Maslow's Hierarchy of Needs (simplypsychology.org/maslow.html)
- To reach an acceptable resolution, the parties to the dispute must attempt to reconcile the interests, not the positions. Often, behind opposing positions are shared and compatible interests.
- To identify interests, the parties to the dispute should ask "Why?" or "Why not?"
  - Actively listen to the answers to these questions.
  - Recognize that each party has multiple interests.
  - Remember Maslow's Hierarchy of Needs.

#### SELF-

#### **ACTUALIZA-**

#### TION

morality, creativity, spontaneity, acceptance, experience purpose, meaning and inner potential

#### **SELF-ESTEEM**

confidence, achievement, respect of others, the need to be a unique individual

#### LOVE AND BELONGING

friendship, family, intimacy, sense of connection

#### SAFETY AND SECURITY

health, employment, property, family and social abilty

#### PHYSIOLOGICAL NEEDS

breathing, food, water, shelter, clothing, sleep

#### 3. INVENT OPTIONS FOR **MUTUAL GAIN**

Crafting options to resolve the dispute:

- Separate: consciously separate generating options from evaluating them
- Invent: create a space for inventing options (brainstorming)
   Decide: evaluate the options after brainstorming

#### 4. EVALUATING OPTIONS WITH **OBJECTIVE CRITERIA**

During the evaluation of options, the parties to the dispute should insist on using objective criteria for evaluating them.

Examples of objective criteria include:

- Market value
- Scientific findings
- Professional criteria
- Precedents
- Efficiency
- Moral criteria
- Tradition



# THE TWELVE GOAT POWERFUL PHRASES FOR WORKPLACE CONFLICT

- 1. Connection
- 2. Clarity
- 3. Curiosity
- 4. Commitment

Source: Karin Hurt and David Dye, Powerful Phrases for Dealing with Workplace Conflict: What to Say Next to De-stress the Workday, Build Collaboration, and Calm Difficult Customers.



#### 1. CONNECTION

- 1. "I care about \_\_\_\_\_ (you, this team, this project) and I'm confident we can find a solution that we can all work with."
- 2. "Tell me more."
- 3. "It sounds like you're feeling \_\_\_\_\_. Is that right? [pause for affirmation]. Thank you for letting me know how you feel."

#### 2. CLARITY

- 4. "What would a successful outcome do for you?"
- 5. "Let's start with what we agree on."
- 6. "What I'm hearing you say is \_\_\_\_\_. Do I have that right?"



#### 3. CURIOSITY

- 7. "I'm curious how this looks from your perspective."
- 8. "What do you suggest we do next?"
- 9. "What can I do to support you right now?"

#### 4. COMMITMENT

- 10. "What's one action we can both agree to as a next step?"
- 11. "So, to recap our conversation, we've agreed to \_\_\_\_\_. Is that your understanding?"
- 12. "Let's schedule some time to talk about this again and see how our solution is working."

#### **GOATS IN ACTION!**

#### Review the list of 12 GOAT Powerful Phrases in your handout

- Choose 1-2 phrases that best fit your department's typical interactions
- Compare phrases with others in your group
  - Which three are the most frequently used?
- Apply one of the common phrases (that you did not pick) to your department
  - Is it applicable?
  - Will it work (give a real-life scenario)?
- What might be the impact of using this phrase?
  - How will this build more positive workplace interactions?
- CHALLENGE: Use at least one GOAT phrase this week in a real interaction.



## QUESTIONS?



#### TWO CATEGORIES OF EMPLOYEE ISSUES

#### **MISCONDUCT**

- Violation of University policies: Disregarding established rules such as attendance, safety procedures, or mandatory reporting requirements.
- Inappropriate behavior: Engaging in harassment, bullying, discrimination, or creating a hostile work environment.
- **Dishonesty or fraud**: Falsifying records, theft, misrepresentation of work hours, or misuse of organizational resources.
- Negligence or insubordination: Failing to perform duties responsibly, ignoring instructions from supervisors, or refusing to comply with reasonable directives.

#### **PERFORMANCE**

- Failure to meet job expectations: Consistently underperforming in assigned duties, missing deadlines, or producing substandard work.
- Lack of initiative or engagement:

  Demonstrating minimal effort, poor motivation, or reluctance to contribute to team or organizational goals.
- Poor communication or collaboration:
  Struggling to work effectively with others, not responding to feedback, or creating misunderstandings.
- Resistance to change or development: Avoiding skill improvement, ignoring coaching, or refusing to adapt to new processes or technologies.

#### **CONCEPTS IN ACTION**

#### **Scenario Overview**

John, a mid-level coordinator, has recently missed deadlines and struggled to collaborate with his team. You gave informal feedback during scheduled one-on-one meetings, but the problems continue. You now realize that formal steps must be taken to address this concern.

#### Tools to assist

- Performance plan
- Documented feedback

#### **Performance Improvement Plan**

- Clarify expectations and SMART goals
- Provide support & regular feedback
- Establish a timeline & Consequences



#### **CONCEPTS IN ACTION**

#### **Scenario Overview**

Jordan, a staff member, exhibits disruptive behavior in the workplace. She repeatedly interrupts colleagues during meetings, talks over others, and raises her voice. You have previously addressed concerns regarding this behavior and provided coaching about how to conduct herself in a professional manner.

#### Importance of due process

- Inform her of the specific concerning behavior
- Give her an opportunity to reply
- Consider the response and document

#### **Disciplinary Options**

• Available responses include written reprimand, suspension, demotion, and up to termination to address misconduct.



#### **CONCEPTS IN ACTION**

#### **Scenario Overview**

• Maria, a customer service representative, has been consistently late to work over the past month. Despite verbal reminders, the behavior continues. She is aware of the university attendance policy as outlined in UPPS 04.04.30 and UPPS 04.04.01.

#### **Importance of Due Process**

- Ensure Maria is aware of expectations and consequences.
- Document all communications and warnings.
- Apply policies consistently across all employees to avoid claims of unfair treatment.

#### **Disciplinary Options**

• Available responses include written reprimand, suspension, demotion, and up to termination to address misconduct.



## QUESTIONS?

PRE-SURVEY LINK









Cynefin Framework (Dave Snowden) - there are differences in the types of challenges we face

(unpredictable world)

Complex (adaptive)
realm of emergent practice

Cause and effect is NOT knowable in advance, only in hindsight;

Multiple safe-to-fail experiments needed

Actions needed: Probe - sense - respond

Chaos realm of novel practice

Cause and effect is not knowable

Actions needed: Act - sense - respond

(predictable world)

Complicated (technical)

realm of expertise, good practice

Cause and effect is knowable by experts

Actions needed: Sense - analyze - respond

Simple or Obvious - realm of best practice

Actions needed: Sense - categorize - respond

# Change

What emotion comes to mind?

## Change through a communication Lens

Emotional Intelligence

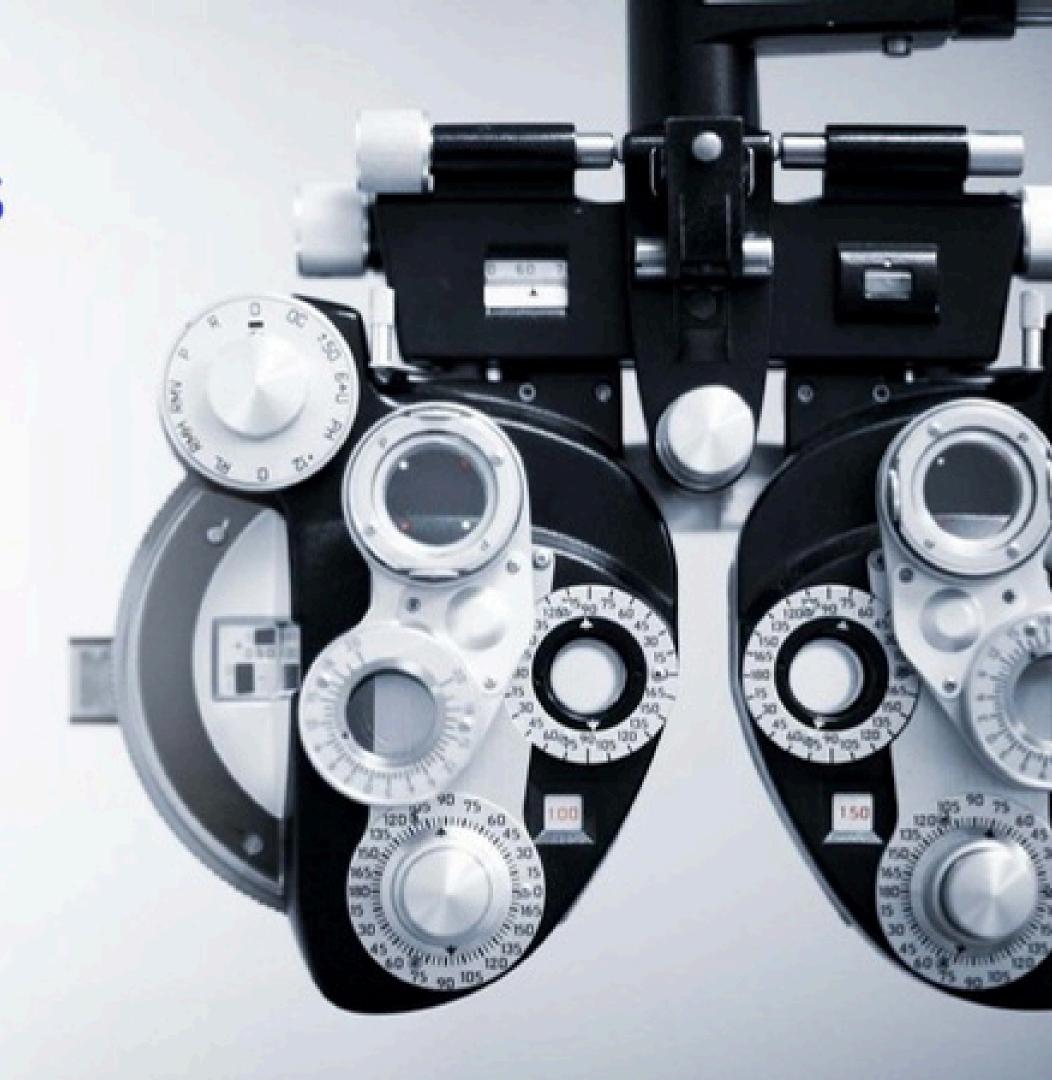
Vulnerability

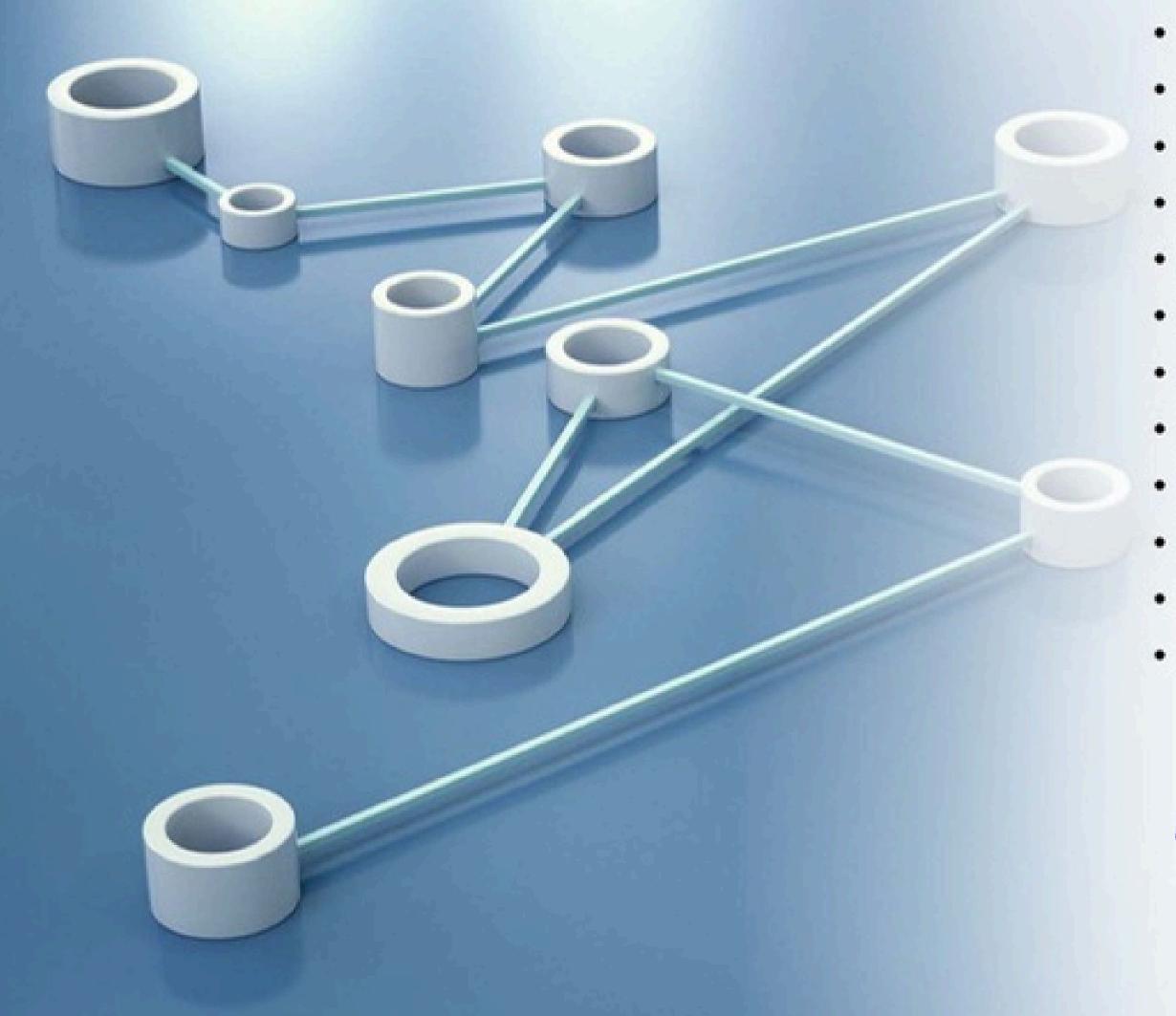
Mindset

Psychological Safety

**Goal Setting** 

Resistance





- Uncertainty and Fear
- Communication Breakdowns
- Resource Constraints
- High Stress Levels
- Time Sensitivity
- Cultural Resistance
- Fragmented Leadership
- Overlapping Crises
- Lack of Buy-In
- Technological Challenges
- Erosion of Trust
- Unpredictable External Factors

Addressing these challenges requires clear communication, adaptability, stakeholder engagement, and resilience-focused strategies.

#### Adapting to Change



#### Management + Leadership

Focus	Leadership: Focuses on vision and change.  Management: Focuses on processes and stability.
Approach	Leadership: Inspires and motivates.  Management: Plans and organizes.
Objective	Leadership: Long-term growth and innovation.  Management: Short-term goals and efficiency.
Skill Set	Leadership: Emotional intelligence and influence. Management: Technical and organizational skills.
Style	Leadership: Transformational.  Management: Transactional.
Scope	Leadership: Broader vision for the future.  Management: Operational execution.



#### Thrive or Survive

Kotter emphasizes that organizations operating with a "survival mindset" may lose out in today's fast-paced and competitive environment. To truly excel and "thrive," organizations must adapt proactively, embrace uncertainty, and foster a culture of innovation and agility.





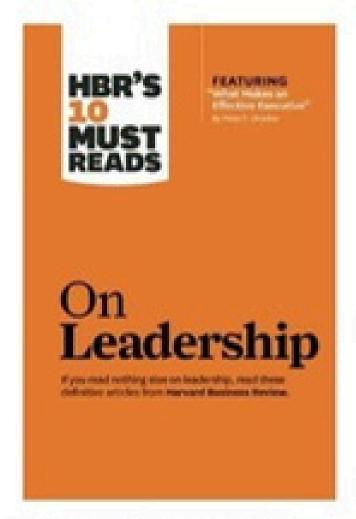
Self-awareness—knowing one's strengths, weaknesses, drives, values, and impact on others

Self-regulation—controlling or redirecting disruptive impulses and moods

Motivation—relishing achievement for its own sake

Empathy—understanding other people's emotional makeup

Social skill—building rapport with others to move them in desired directions

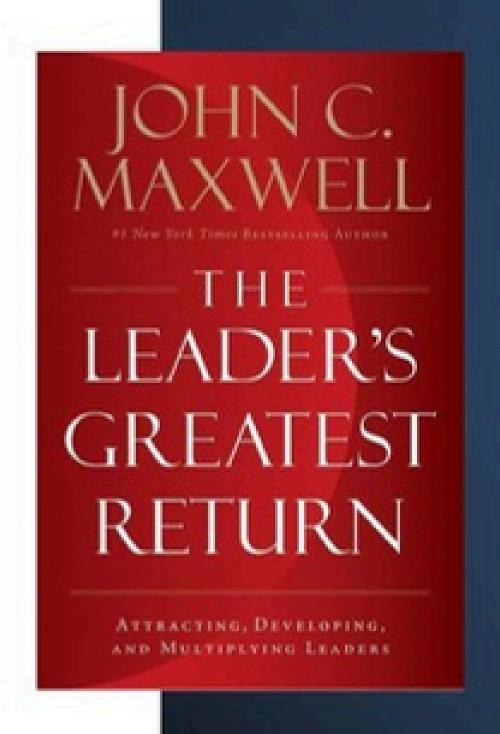


What Makes a Leader By Daniel Goleman

### Emotional Intelligence

In talking to the top executive coaches who work for the John Maxwell Company, they've told me that poor selfawareness is the number one problem they see in leaders.



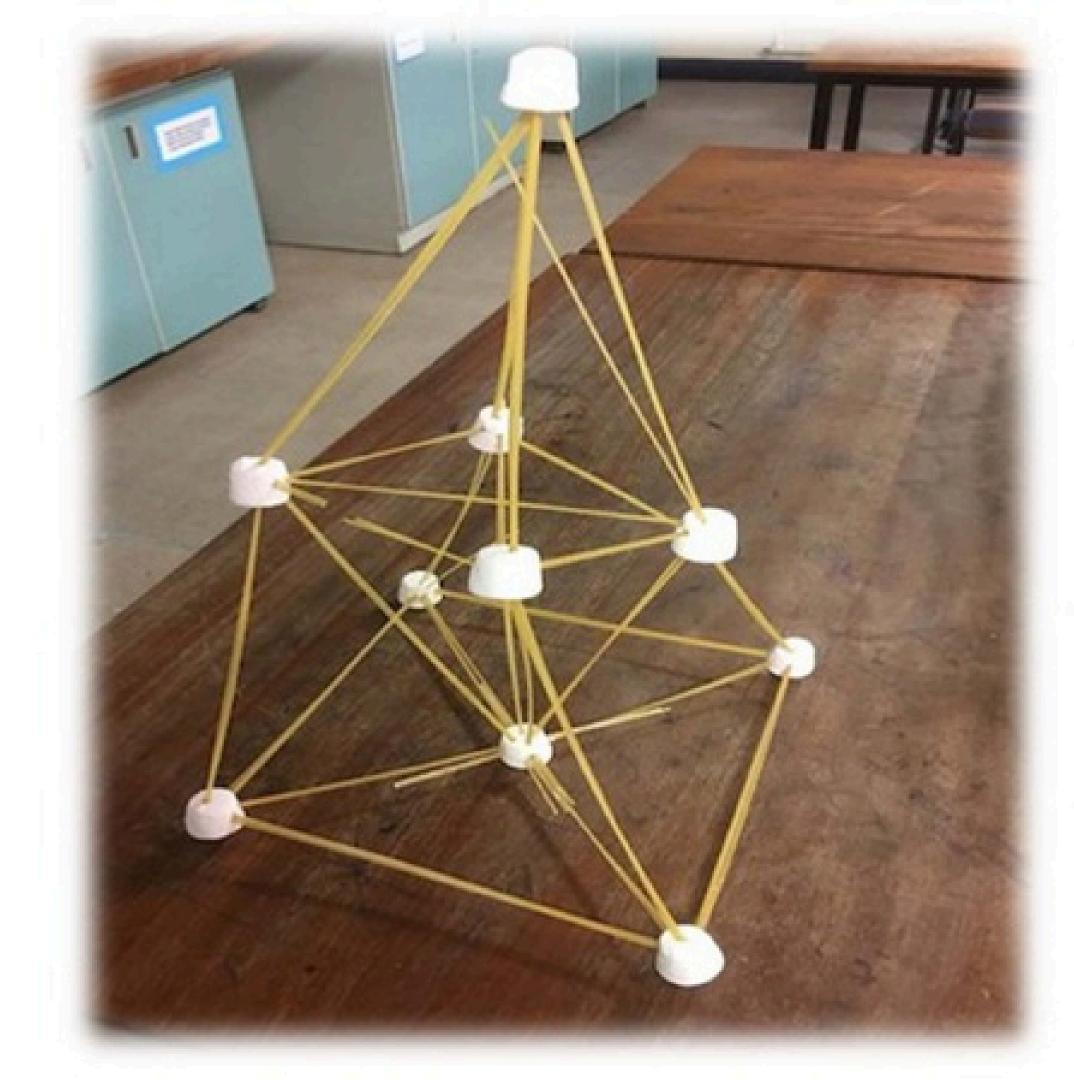


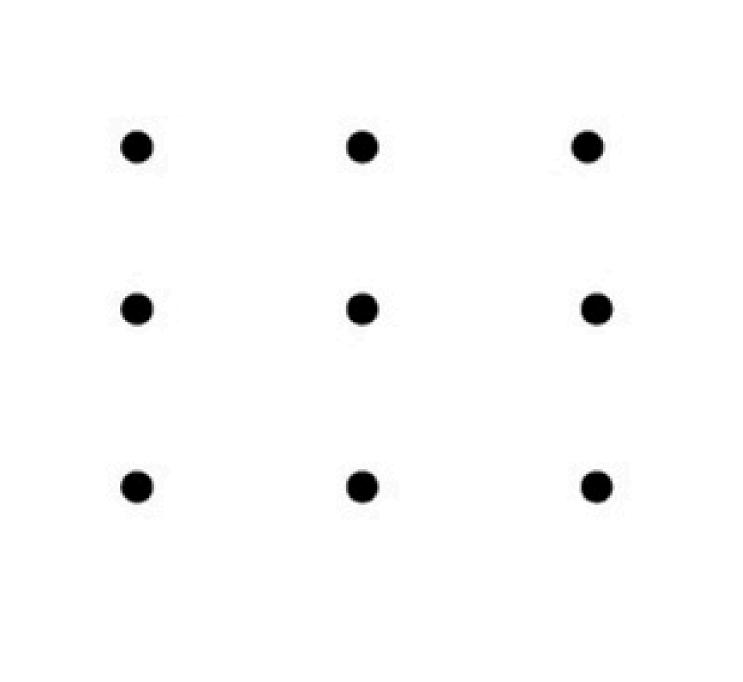


- What is the truth?
- What are you blind spots?
- How can I see myself?
- Am I able to appreciate multiple perspectives?

# Build the tallest structure







Who do you talk to when you're afraid to demonstrate vulnerability and insecurity to others? ... He taught me that vulnerability is a strength and a characteristic that people value. Demonstrating your values, emotions, and sensitivities empowers others, as no one is impervious to having doubts.

--Starbucks CEO Howard Schultz talking about recruiting Warren Bennis as a mentor



- Innovation and Creativity
- Increased Agility
- Opportunity for Growth
- Stronger Team Collaboration
- Enhanced Resilience
- Improved Processes
- New Opportunities
- Reinvention of Identity
- Faster Decision-Making
- Building Trust Through Leadership
- Emphasis on Core Priorities
- Competitor Advantage
- Cultural Transformation
- Empowered Teams
- Stronger Stakeholder Relationships

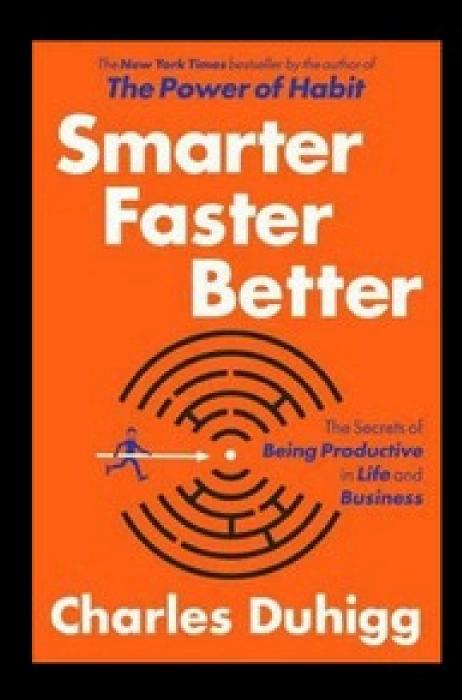
Embracing change in uncertain times, though challenging, can yield significant long-term benefits and position individuals and organizations for sustained success.

# The Power of Vision

- Who is responsible for the vision?
- Can it withstand the seemingly ever-changing environment?
- What is the power of a clearly defined endstate?





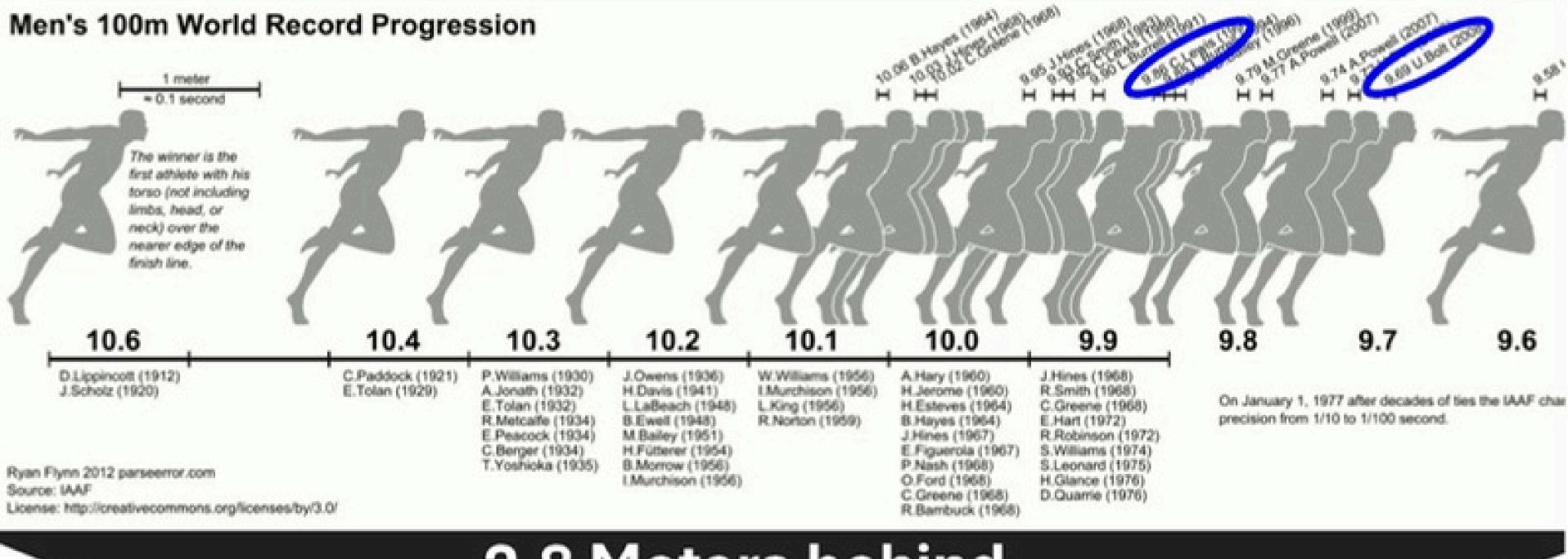


- Need for closure
- Instinct for decisiveness is great
- Until it isn't
- •1973 Yum Kippur War
- SMART Goals
- General Electric "workouts"
- Duke track experiment

## **Goal Setting**



Stretch Goals + SMART process



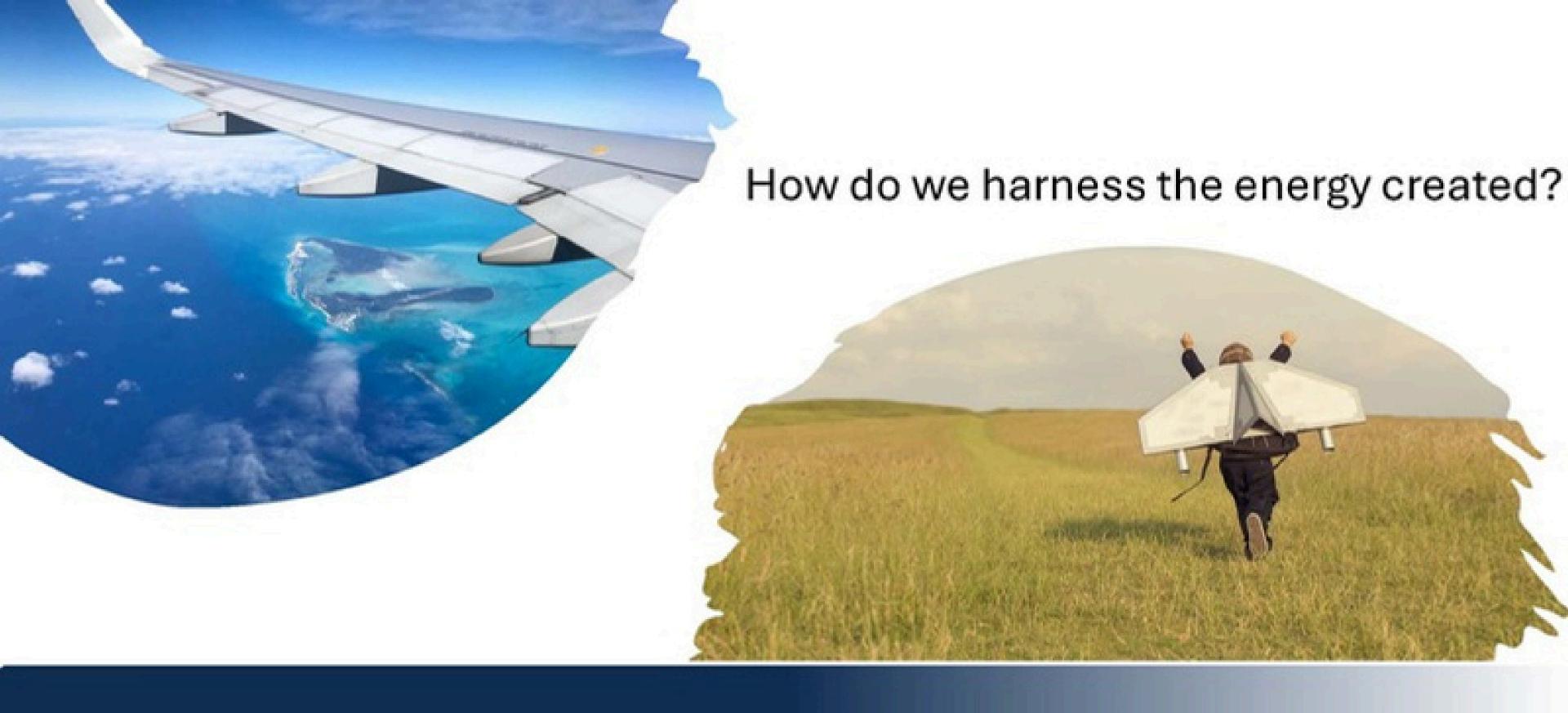
#### 2.8 Meters behind

Distance between Carl Lewis (9.86) and Usain Bolt (9.58)





## Practice the Perfect Race



# Resistance

#### NETFLIX



#### Change Failure

Allowing too much complacency

Failing to create a sufficiently powerful guiding coalition

Underestimating the power of vision

Under communicating the vision

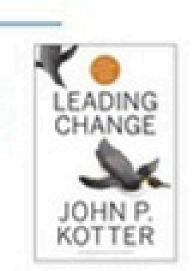
Permitting obstacles to block the new vision

Creating short term wins

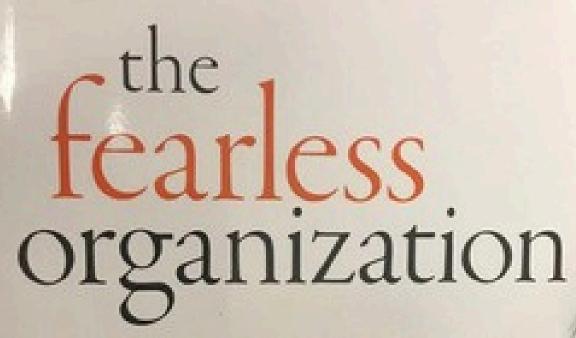
Declaring victory too soon

Neglecting to anchor changes firmly in the corporate culture

One bad succession decision can undermine decades of hard work







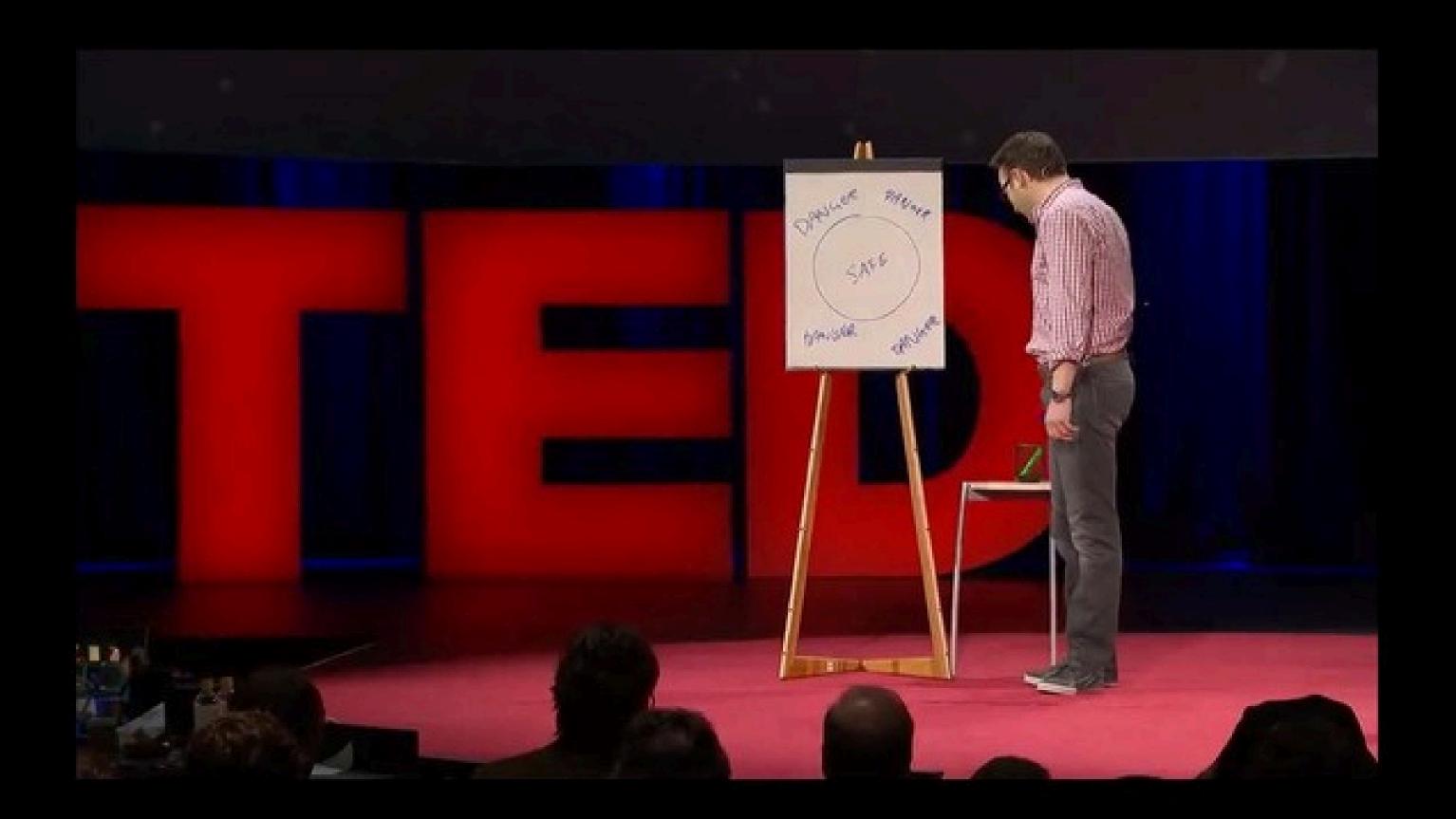
Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth

Amy C. Edmondson

WILEY

Psychological safety describes a climate where people feel safe enough to take interpersonal risks by speaking up and sharing concerns, questions, or ideas

—Dr. Amy Edmondson





"Questions are places in your mind where answers fit. If you haven't asked the question, the answer has nowhere to go."

-Clay Christensen



#### Courageous Conversations

Find Comfort in the Discomfort

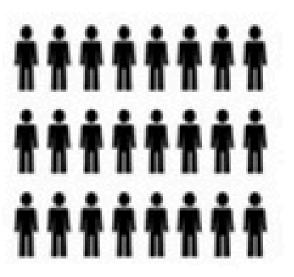
Your leadership journey will require you to address things like poor employee performance, personnel issues, and whether employees are a good fit for the job.

Being prepared for difficult conversations is key to getting the results you're wanting.

# Sources of Difficult Conversations

Office Disagreement **Poor Performance** Staff Retention **Large Organizations** Office Factions **Reduction in Force** Mistakes in Hiring **Firing Actions Need for Change** Misunderstandings















# NEVER SPLIT THE DIFFERENCE

NEGOTIATING AS IF YOUR LIFE DEPENDED ON IT

CHRIS VOSS

## Illusion of Control

- Mirroring -we fear different and drawn to similar
- Slow down maintain rapport and trust
- Positivity creates mental agility in all
- Imagine yourself in your counterpart's situation (understand ≠ agreement)
- The more a person feels understood and positively affirmed in that understanding, more likely urge for constructive behavior will take hold



Disentangle people from the problem

# Engaged Listener



Leveraging Emotion

Appreciation

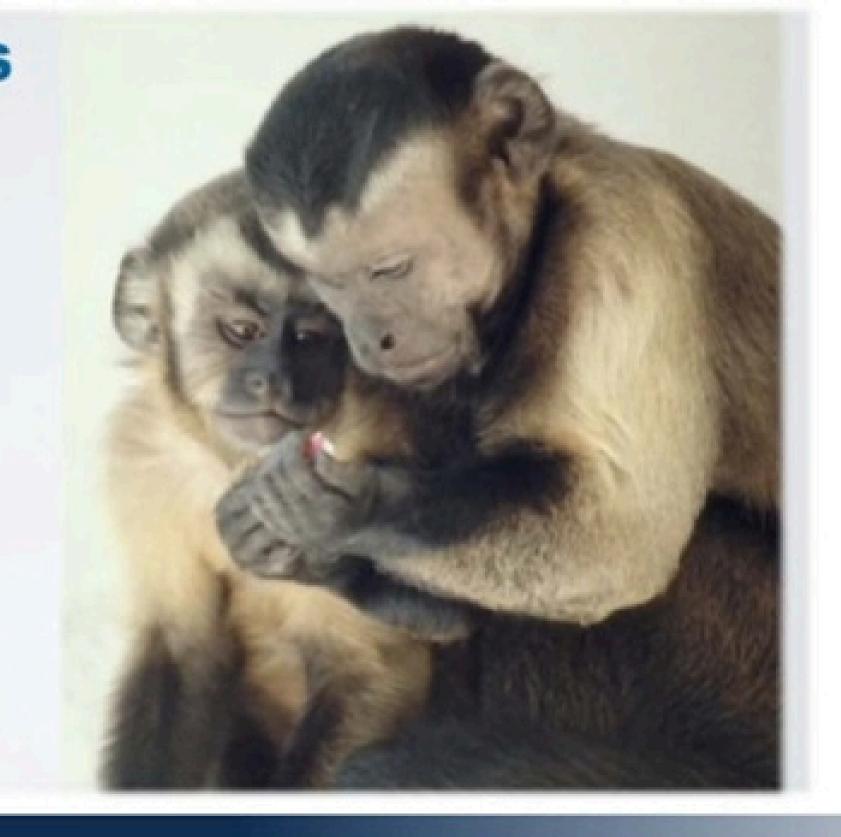
Autonomy

Affiliation

Role

Status

Capuchins reject unequal pay



w/ Dr. Sarah Brosnan

# Fairness



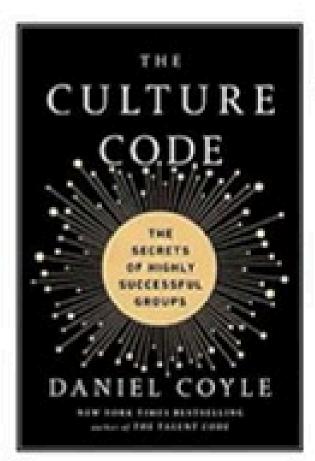
### Adapting to Change



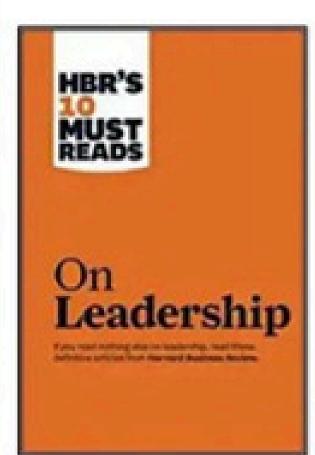
"The strength of the pack is the wolf, and the strength of the wolf is the pack."

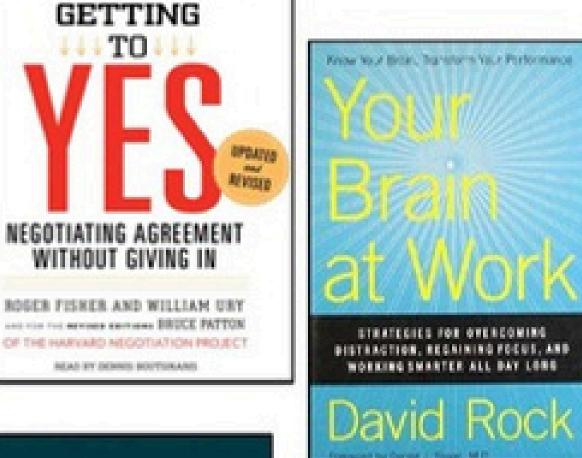
- Phil Jackson

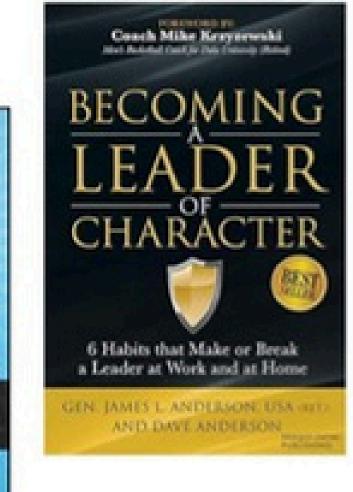


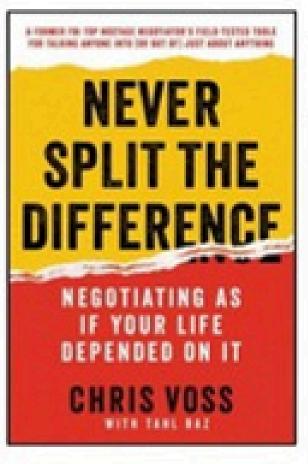


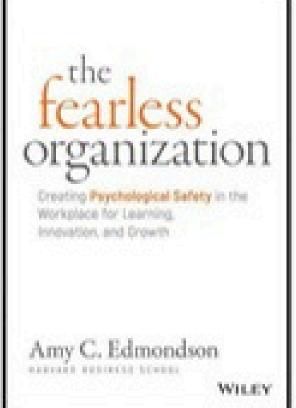


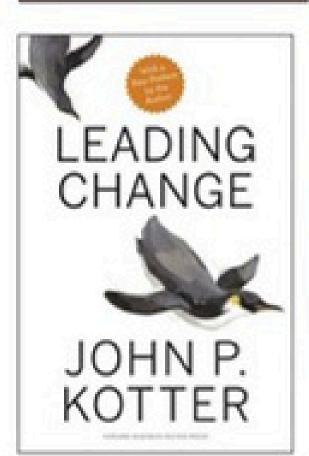


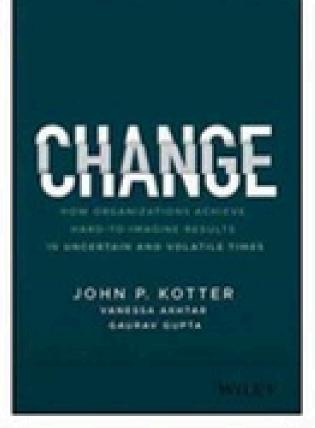












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