



Supervision & Leadership

Motivating workers

**“THE
MORE
YOU LEARN,
THE
MORE
YOU EARN”**

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What is supervision?

the responsibility of sustaining worker morale;

helping the worker with job-related discouragements and discontents;

giving workers a sense of:

worth as professionals;

belonging to the agency;

security in their performance.

What has been your experience with a supervisor

What do supervisors do?

Translate the policies and objectives of the agency into specific work duties and timelines;

Select the jobs to be completed;

Assign workers who will complete the jobs;

Determine when the jobs will be completed;

Review whether or not the work is being completed and up to agency standards;

Evaluate employees;



supervisors...

Educate workers on the goals and objectives of the agency;

Assure that employees behave in a manner as though they accept them;

Resolve conflict:

between workers;

Between the agency and workers;

Between units within the agency;

The supervisor is the bridge between higher levels of administration and the worker.

Introduce new workers to the agency and help new workers find their place;

Act as liaison between various agencies sharing policy and solving problems in terms of such things as client referral.

Leadership and Power

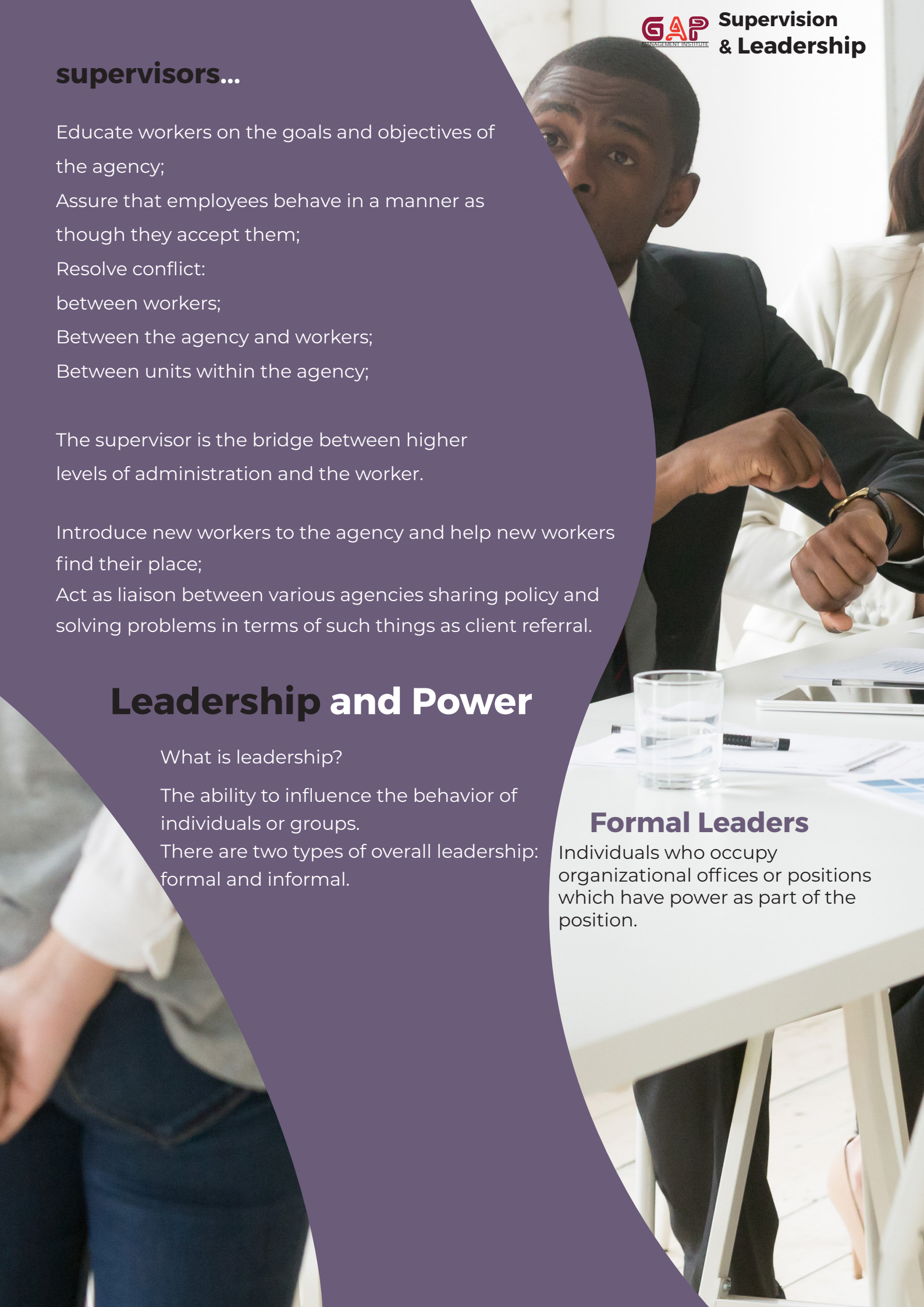
What is leadership?

The ability to influence the behavior of individuals or groups.

There are two types of overall leadership: formal and informal.

Formal Leaders

Individuals who occupy organizational offices or positions which have power as part of the position.



Informal Leaders

Individuals who have power with an organization because of other personal charisma or other characteristics but do not hold an official position of power.

What is power?



Power:

The force that allows an individual the ability to induce another person to carry out his/her directives or any other value(s) she/he supports.



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Kinds of Power: Reward Power

Remunerative (money)
What is the response?

Or normative (a pat on the back).
What is the response?

BEWARE OF NORMATIVE COMPLIANCE!



Coercive Power:

The threat of harm or punishment; public humiliation.
What is the response?

Legitimate Power

The power that comes from holding the position. The source of the powers in the position (formal power).

Earned Power

The power that comes from earned respect.

What happens if you have legitimate power but no earned power?

What happens if you have earned power but no legitimate power?

Expert Power

Power that comes from having special knowledge and/or skills.

Why

do people want to become supervisors?

- Prestige and Status
- Increased Salaries
- A Desire to Be a Change Agent
- Increased Opportunity for Creativity
- Increased Capacity to Give
- A Desire to Control People



Who is a **good leader?**

- Fosters trust;
- Builds people rather than tears them down;
- Is supportive;
- Is consistent;
- Is caring;
- Uses time wisely;
- Is persistent to their goals;
- Is willing to compromise;
- Allows as much freedom is possible;
- Is creative.

What kind of supervisor will you be?



Issues of Supervision

Acceptance of the use of authority can be difficult. When you become a supervisor, you step over a boundary.

You are no longer a line worker. You may not be loved because you will have to tell people to do things they may not like to do.

Quality supervision requires:

Clear and specific worker objectives.

Awareness of worker's needs.

Willingness to facilitate the step-by-step progression of workers.

A willingness to accept the diversity of workers including differences in viewing the role of working, differences in motivation, differences in interest and differences in cultural perspectives.

Developing and Measuring Competency

Many organizations and professional associations are now evaluating performance by developing lists of specific skills or competencies that professionally trained workers should possess.

Efforts have also been made to create tools or systems of measurement to determine if workers in certain job categories have actually acquired these skills or if they need additional training

