



Styles of Supervision

DIRECTING

- 1 **Directing Supervision involves high directive or task communications with low support or relationship behavior.** Typical use would involve managing an enthusiastic newcomer to the particular task (motivated, but needs guidance).
- 2 **A Directing style makes use of clear, assertive communication behaviors:** setting expectations, proposing, reasoning and evaluating, and the use of incentives and pressures (sometimes implied).
- 3 **A Directing Supervisor:**
 - Identifies problems
 - Sets goals and define roles
 - Develops an action plan to solve problems
 - Controls decision making
 - Provides specific directions
 - Initiates problem solving and decision making
 - Announces solutions and decisions
 - Closely supervises and evaluates work

4 **Style Strengths and Weaknesses:**



Styles of Supervision

COACHING

1 Coaching Supervision involves high directive and high supportive behavior. Typical use would involve managing an uncertain or reluctant learner, someone who needs convincing or support along with task guidance.

2 A Coaching style makes use of clear, assertive and supporting communication behaviors.

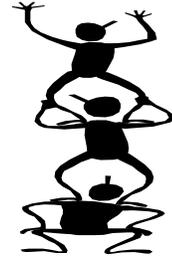
3 A Coaching Supervisor:

- Identifies problems
- Sets goals
- Recognizes and praises progress
- Explains decisions
- Solicits ideas
- Makes final decisions after hearing the member/volunteer's ideas, opinions and feelings
- Continues to direct work
- Evaluates work

4 Style Strengths and Weaknesses:

Styles of Supervision

SUPPORTING



- 1 **Supportive Supervision involves low directive and high supportive behavior.** Typical use would involve managing a competent but insecure member/volunteer.

- 2 **A Supportive style makes use of bridging or attracting communication behaviors:** involving/drawing out the other person, active listening, disclosing, finding common ground, and visioning (attracting the other person to a course of action).

- 3 **A Supportive Supervisor:**
 - Involves the member/volunteer in identifying problems and setting goals
 - Lets member/volunteer take the lead in defining how the task is to be done or the problem is to be solved
 - Provides assurance and support, resources and ideas, if requested
 - Shares responsibility with member/volunteer for problem solving and decision making
 - Listens and facilitates problem solving and decision making by the member/volunteer
 - Evaluates member/volunteer's work with the member/volunteer

4 **Style Strengths and Weaknesses:**

Styles of Supervision

DELEGATING



1 Delegating supervision involves low directive or task communications with low supportive behavior. Typical use would involve managing a competent and motivated member/volunteer -- where the person (or the team) provides much of their own support and guidance.

2 A Delegating style would provide only that degree of task information and support that is appropriate, given the ability and motivation of the member/volunteer. Delegation is not abdication or "dumping" -- appropriate oversight or monitoring is maintained so that additional guidance or help can be provided as needed.

3 A Delegating Supervisor:

- Jointly defines problems with member/volunteer
- Collaborates with member/volunteer in setting goals
- Lets member/volunteer develop action plan and control decision making about how, when, and with whom the problem should be solved or the task done
- Accepts member/volunteer's decisions
- Evaluates performance only periodically
- Lets member/volunteer take responsibility and credit

4 Style Strengths and Weaknesses:
