

Navigating the Member-Supervisor Relationship

Benefits of Managing Up, Out, and Down:

- A. Establish mutual understanding
- B. Receive helpful guidance and feedback
- C. Minimize misinterpretation and miscommunication
- D. Benefit from respective strengths, skills, and expertise
- E. Focus on project priorities
- F. Create a respectful and supportive working relationship

Five Levels of Delegation:

Level 1: Do as I _____

Level 2: Research and _____

Level 3: Research and _____

Level 4: Decide and _____

Level 5: Act _____

1 on 1 Best Practices for Meetings:

Sample Managing Up Questions:

- What qualities do you like to see in a member of your team?
- What is your preferred mode of communication?
- From your perspective, what are the most important activities for my project?
- What are your expectations of this project?
- What can I handle on my own and what needs your approval?
- How often would you like status updates on this project?
- What are your top priorities for this project?
- What would you like to tell me about you that may help me succeed in this member assign-

Workplace Values and Norms:

- Power and authority (autocratic vs democratic)
- Purpose of work (live to work vs work to live)
- Risk and uncertainty tolerance (embraced vs avoided)
- Personal and professional lives (separated vs integrated)
- Motivation (achievement/advancement vs comfort/security)
- Productivity (results vs harmony)
- Valued skills (technical vs people)
- View of time (rigid vs flexible)

Feedback: Objective Observation

- Focus on the person's _____.
- Get specific and note exactly what the person _____.
- Ask yourself, "Would other _____ or hear what I saw or heard?"
- Pretend you are taking a video of that person and then playing it back...what would you see or hear?
- Say what you observed without _____.
- Avoid personal opinion or assumptions.

Appreciative Feedback:

1. Start with the observation.
2. Reflect back on your observation, based _____.
3. Communicate what that behavior _____ or the impact that it has made to the team, project or organization.

Developmental Feedback:

- 1.
- 2.
- 3.

How Do You Like to Receive Feedback?

Starting a Difficult Conversation:

- Use I-statements
- Speak to be _____, not to change minds
- Express your _____ and ask for theirs
- Make reasonable requests
- Refrain from _____.

I—Statements:

1. I _____.....
2. When (X) happens... (describe the _____ not the person)
3. It makes me think...
4. And I would like to... (to discuss this with you, etc.)

Next Step Ideas:

- Spend time reflecting on you and your member's communication and work styles
- Draft a few relationship-building questions to try out on your member
- Schedule a 1:1 meeting and try out the 1:1 and 10-10-10 meeting tools
- Think of three people who have helped you recently at your site and draft and thank them using (specific, detailed) feedback
- Practice I-messages with a friend