REDEFINING VULNERABILITY: A SUPERVISOR’S STRENGTH TO STAFF RETENTION

JANUARY 6, 2021

Sponsored by the Florida Alcohol and Drug Abuse Association, a subsidiary of the Florida Behavioral Health Association, and the State of Florida, Department of Children and Families
PRESENTER: SUSIE KOWALSKY, LCPC

EMAIL: PRACTICEFORPROGRESSINC@GMAIL.COM

WEBSITE: WWW.PRACTICEFORPROGRESS.COM
DISCLOSURES AND DISCLAIMERS

- The views, opinions and content expressed in this presentation are those of the presenter and do not necessarily reflect the views, opinions or policies of the Florida Department of Children and Families.
- There are no actual or potential conflicts of interest to disclose. This presentation was created without any commercial support.
OBJECTIVES

- Recognize the scope of the supervisor’s role and responsibilities.
- Explore approaches to building a healthy supervisory relationship.
- Identify strategies to utilize supervisory relationships to reduce risk factors for staff turnover and enhance staff retention.
Is your team currently short staffed? If so, for how long?

A. Fully staffed for more than 6 months
B. Fully staffed for less than 6 months
C. Short staffed less than 3 months
D. Short staffed 3-6 months
E. Short staffed more than 6 months

*Please enter your response in the poll*
Estimates of annual turnover rates range from 26% to 49%.
- Higher rates of turnover in human services fields
- 51% of U.S. employees say they are searching for new jobs or watching for openings
- 63% of U.S. employees believe it is very or somewhat likely that they could find another job at their current level
COSTS OF TURNOVER

- $1 Trillion – annual cost of voluntary turnover
  - Recruitment, hiring, training and productivity
- Cost of replacing an individual employee ranges from one-half to two times the employee’s annual salary
- 6-8 months for new hire to be fully productive and up to speed
Team morale
Lost knowledge
Service delivery and engagement
Reputation
Increased risk of litigation

Gallup's Perspective on Exit Programs; Fixable Problem; Cause of Turnover
REASONS FOR TURNOVER

- Lack of clarity and feedback about:
  - Supervisor’s expectations
  - Performance
  - Success
- Talent and skill under-utilized
- Undervalued
- Lack of freedom/opportunity to speak up
- Public humiliation
- Work-life balance
- Organizational culture
- Effects of turnover

Cause of Turnover: Employee Experience and Workplace Culture
SUPervisor’s role in turnover

- Quality of supervision
  - Determining factor in decision to stay or leave an organization
  - Often more impactful than pay
- Competency of supervision
  - Lack of training for supervisors

Gallup's Guide to Great Managers; Cause of Turnover; Retention Focused Supervision
Supervisors account for 70% of the variance in team engagement

Supervisors communicate and uphold the team’s culture and standards

Supervisors can make or break change initiatives

Effective supervisors take a proactive approach to staff retention

“Just as a bad manager can ruin a good job, a great manager can make a good job even better.” – Gallup’s Guide to Great Managers
WHAT IS SUPERVISION?
“TALK TO YOUR SUPERVISOR”

What issues, concerns, or questions should be brought up with your supervisor?

*Please enter your responses in the chat*
• Path toward licensure and independent practice
• Different position, different perspective
• Professional development
• Reduces burnout and vicarious trauma
• Facilitates dissemination of organization policies, practices, programming
• Builds connection to organization and profession
SUPervision Components

Managing Staff

Educating Staff

Supporting Staff

The Trauma-Informed Supervisor
SUPERVISORY ROLES

The Relationship

Teacher

Coach

Mentor

Consultant
Reflective supervision supports professional development through promoting understanding of what the worker brings to the situation that can help or hinder the change process.

Reflective supervision promotes and supports the development of a relationship-based organization.
Establish a trusting relationship

Be emotionally present

Listen, teach, guide, nurture and support

Apply integration of emotion and reason

Foster reflective process for worker

Attend to how reactions to the content affect the process

Allow time for personal reflection

OBJECTIVES OF REFLECTIVE SUPERVISION

Fostering Resiliency and Recovery: The Trauma-Informed Supervisor
“We do not learn from experience... we learn from reflecting on experience.”
– John Dewey
PARALLEL PROCESS

- Supervisees become the “clients”
- Parallel, not identical
- The strength of the relationship plays a crucial role
  - Affects disclosure
  - Willingness to change
  - Self-image
  - Response to trauma exposure
FROM CLINICIAN TO SUPERVISOR
Did you receive training in supervisory skills BEFORE becoming a supervisor?

- Yes
- No
TALENTS OF GREAT SUPERVISORS

| Motivate | Motivate every single employee to take action and engage employees with a compelling mission and vision |
| Assertiveness | Have the assertiveness to drive outcomes and the ability to overcome adversity and resistance |
| Accountability | Create culture of clear accountability |
| Relationships | Build relationships that create trust, open dialogue, and full transparency |
| Make Decisions | Make decisions based on productivity, not politics |
Supervisors need to have frequent conversations with their employees.

The more feedback employees receive from their supervisor, the more engaged they are at work.

Focused and meaningful coaching conversations improve job performance.

Explore career development and potential.

Allows for early action to address staff concerns before employees consider leaving.
Gallup’s Perspective on Exit Programs

SUPERVISOR’S IMPACT ON STAFF RETENTION

- Know why your best employees stay
- Have regular stay conversations:
  - What matters most to your employees?
  - What is working well?
  - What are unspoken or unmet needs?
- Cultivate positive exit experiences
  - Positive impact on remaining team members
  - Facilitates better transitions with people being served
  - Creates ambassadors for your program
In the three months before you left your job, which of the following did your manager/supervisor or another manager/leader at the organization talk to you about?

- **27%** - Your job satisfaction
- **25%** - The future of your career with the organization
- **19%** - What it takes to be effective in your job
- **16%** - What it would take for you to stay with the organization after you expressed concerns about needing to leave your job
- **49%** - None of the above

**51%** - in the three months before leaving, neither their manager nor any other leader spoke with them about their job satisfaction or future with the organization

**52%** - the manager or organization could have done something to keep them
“TALK TO YOUR SUPERVISOR”
HAVING DIFFICULT CONVERSATIONS

“Courage is contagious. To scale daring leadership and build courage in teams and organizations, we have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded.” - Brene Brown

“Vulnerability is at the heart of the feedback process.” – Brene Brown

https://daretolead.brenebrown.com/
https://daretolead.brenebrown.com/

 AVAILABLE RESOURCES

- Dare to Lead book
- Dare to Lead podcast
- Daring leadership assessment
- Downloadable workbook, art pics, and glossary
DARING LEADERSHIP SKILLS

- Rumbling with Vulnerability
- Living into Our Values
- Braving Trust
- Learning to Rise

https://daretolead.brenebrown.com/
WHAT IS VULNERABILITY?

- Vulnerability is: The emotion that we experience during times of uncertainty, risk, and emotional exposure
  - Having the courage to show up, fully engage, and be seen when you can’t control the outcome
  - Vulnerability minus boundaries is not vulnerability
  - Not mutually exclusive to professionalism and respectful self-management
    - “Vulnerability sounds like truth and feels like courage”
- As leaders, vulnerability is the path to courage, trust, innovation, and many other daring leadership skills
SIX MYTHS ABOUT VULNERABILITY

Vulnerability is weakness

I don’t do vulnerability

I can go it alone

You can engineer the uncertainty and discomfort out of vulnerability

Trust comes before vulnerability

Vulnerability is disclosure
VULNERABILITY AND LEADERSHIP

- In my organization, the messages and expectations about vulnerability are...
- When was the last time you saw someone bravely facing uncertainty, risk, and emotional exposure?
- When was the last time you bravely faced uncertainty, risk, and emotional exposure?
- When you reflect on how you want to show up and be seen as a leader, what do vulnerability and courage look like for you?
- What is one way you’ll experiment with being more vulnerable at work?
Boundaries: You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.
BUILDING TRUST: BRAVING INVENTORY

**Boundaries:** You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

**Reliability:** You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.
BUILDING TRUST: BRAVING INVENTORY

Boundaries: You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

Reliability: You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.

Accountability: You own your mistakes, apologize, and make amends.
BOUNDARIES: You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

RELIABILITY: You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.

ACCOUNTABILITY: You own your mistakes, apologize, and make amends.

VAULT: You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential.
Boundaries: You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

Reliability: You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.

Accountability: You own your mistakes, apologize, and make amends.

Vault: You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential.

Integrity: You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.
BUILDING TRUST: BRAVING INVENTORY

**Boundaries:** You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

**Reliability:** You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.

**Accountability:** You own your mistakes, apologize, and make amends.

**Vault:** You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential.

**Integrity:** You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

**Nonjudgment:** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.
**Boundaries:**** You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

**Reliability:**** You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise and are able to deliver on commitments and balance competing priorities.

**Accountability:**** You own your mistakes, apologize, and make amends.

**Vault:**** You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential.

**Integrity:**** You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

**Nonjudgment:**** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

**Generosity:**** You extend the most generous interpretation possible to the intentions, words, and actions of others.
HOW SHAME SHOWS UP AT WORK

- Perfectionism
- Favoritism
- Gossiping
- Back-channeling
- Comparison
- Self-worth tied to productivity
- Harassment
- Discrimination
- Power over
- Bullying
- Blaming
- Teasing
- Cover-ups
“Most people won’t really listen or pay attention to your point of view until they become convinced that you’ve heard and appreciated theirs.”

-M Nichols
When we are curious, the brain is primed to learn and retain information.

Curiosity can be uncomfortable because it requires uncertainty and vulnerability.

Curiosity is about listening and asking the right questions.
- “Tell me more” is a great curiosity rumble tool

In the context of solving problems, failure to be curious results in poor solutions. Curiosity means focusing on the nature of the problem before even considering a solution.

Curiosity and knowledge-building grow together—the more we know, the more we want to know.
HOW DOES VULNERABILITY LEAD TO STAFF RETENTION?
IMPROVING STAFF RETENTION

Agency culture  Mission, vision, and direction  Relationships
Capacity-building  Policies and practices  Outcomes and accountability

Role of Leaders in Staff Retention
RETENTION FOCUSED SUPERVISION

- Intentional relationship that prioritizes the personal and professional growth of staff
- Balanced with achieving effective and timely outcomes for those being served
- Tool: Supervisor’s Staff Retention Competencies Inventory
  - Assesses supervisory retention skills across five domains
DOMAINS OF RETENTION FOCUSED SUPERVISION

- Supporting professional development of staff
- Individualized supervision to diverse personalities and circumstances
- Utilizing effective communication and other skills
- Building a positive agency culture
- Facilitating and teaching staff to achieve effective and timely outcomes
WHY PEOPLE STAY

- Find meaning and purpose in the work
- Feel connected to the team
- Treated fairly in the workplace
- Opinion taken seriously
- Opportunities to grow

Gallup's Perspective on Exit Programs; Trauma-Informed Care in Behavioral Health Services
What are you already doing well that you want to continue?

What is the MOST important thing you learned today?

What is ONE specific change you will make moving forward?
REFERENCES AND RESOURCES


REFERENCES AND RESOURCES


REFERENCES AND RESOURCES


REFERENCES AND RESOURCES


REFERENCES AND RESOURCES


- Unless otherwise noted, all images used in this presentation were provided courtesy of https://pixabay.com/