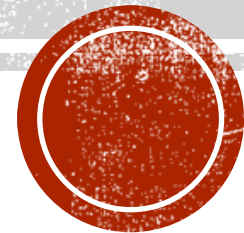


REDEFINING VULNERABILITY: A SUPERVISOR'S STRENGTH TO STAFF RETENTION

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



**Florida Alcohol and
Drug Abuse Association**

The Florida Behavioral Health Association



**FLORIDA DEPARTMENT
OF CHILDREN AND FAMILIES**

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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.



TEAM STATUS

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

TURNOVER RATES

- 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

COSTS OF TURNOVER

REASONS FOR TURNOVER

Cause of Turnover; Employee Experience and
Workplace Culture

- 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

SUPERVISOR'S ROLE IN TURNOVER

One in two



EMPLOYEES HAVE LEFT THEIR JOB TO GET AWAY FROM THEIR MANAGER AT SOME POINT IN THEIR CAREER.

- 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

HELLO
I AM...

YOUR BOSS

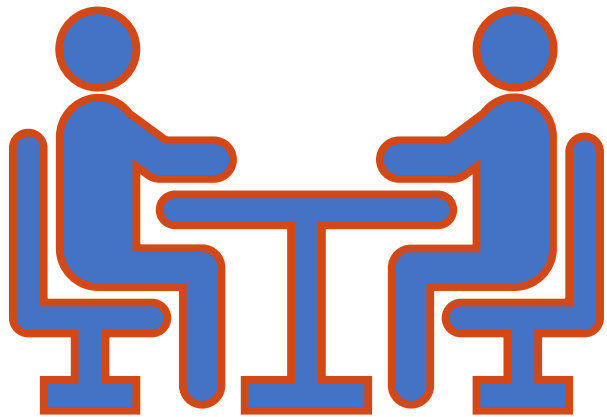
SUPERVISOR'S IMPACT

- 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

SCOPE OF SUPERVISION

- 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

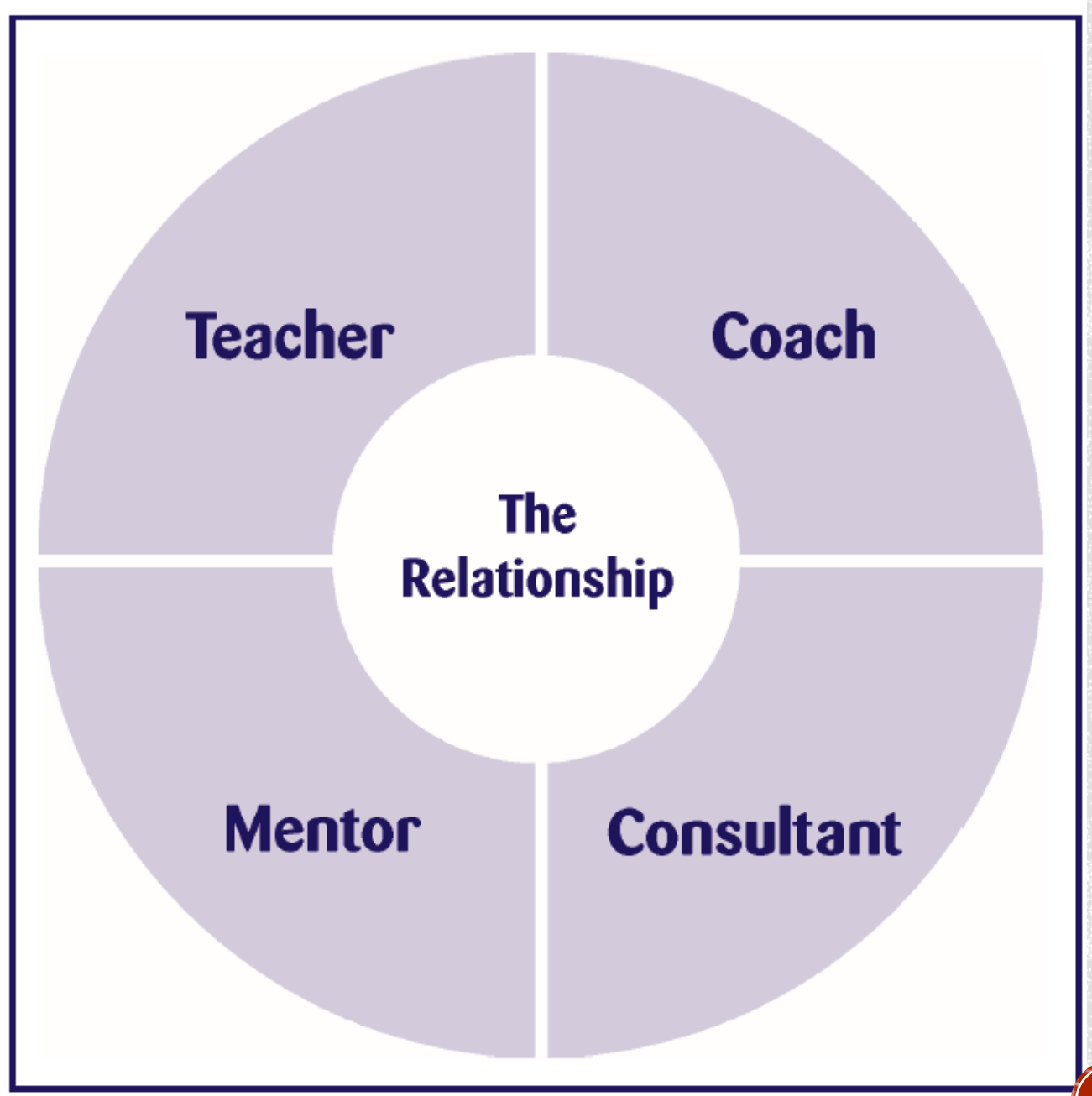


EDUCATING STAFF



SUPPORTING STAFF

SUPERVISORY ROLES



REFLECTIVE SUPERVISION

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

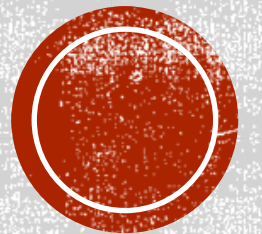


Allow time for personal reflection

OBJECTIVES OF REFLECTIVE SUPERVISION



“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



POLL

Did you receive training in supervisory skills BEFORE becoming a supervisor?

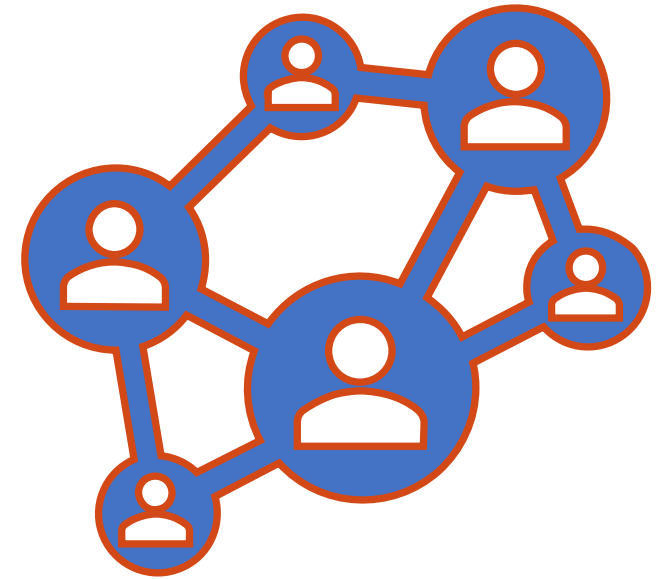
- Yes
- No

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

RETENTION FOCUSED SUPERVISION

- 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



*Be a leader.
Not a boss.*



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

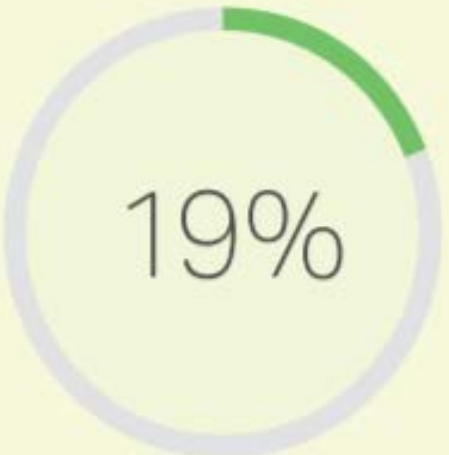
In the three months before you left your job, which of the following did your manager/supervisor or another manager/leader at the organization talk to you about?



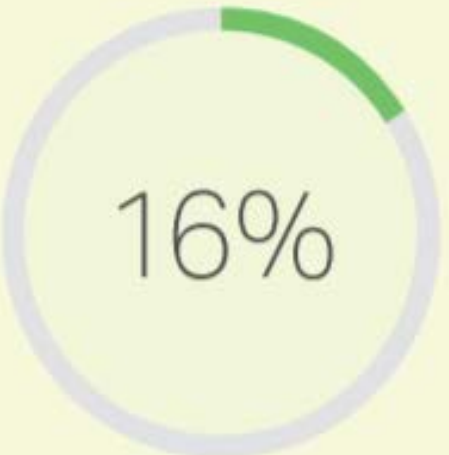
Your job satisfaction



The future of your career with the organization



What it takes to be effective in your job



What it would take for you to stay with the organization after you expressed concerns about needing to leave your job



None of the above

PREVENTING TURNOVER

- 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

A black and white photograph of a person wearing a dark hoodie, holding a white rectangular sign in front of their face. The sign has the words "Trust me" written on it in a bold, sans-serif font. The person's hand is visible, holding the bottom edge of the sign. The background is dark and out of focus.

**Trust
me**

**“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/>



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

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?

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.

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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.

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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.

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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



P
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S
E

“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



CURIOSITY

- 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

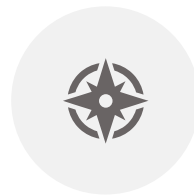


HOW DOES VULNERABILITY LEAD TO STAFF RETENTION?

IMPROVING STAFF RETENTION



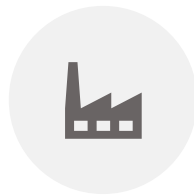
Agency culture



Mission, vision,
and direction



Relationships



Capacity-
building

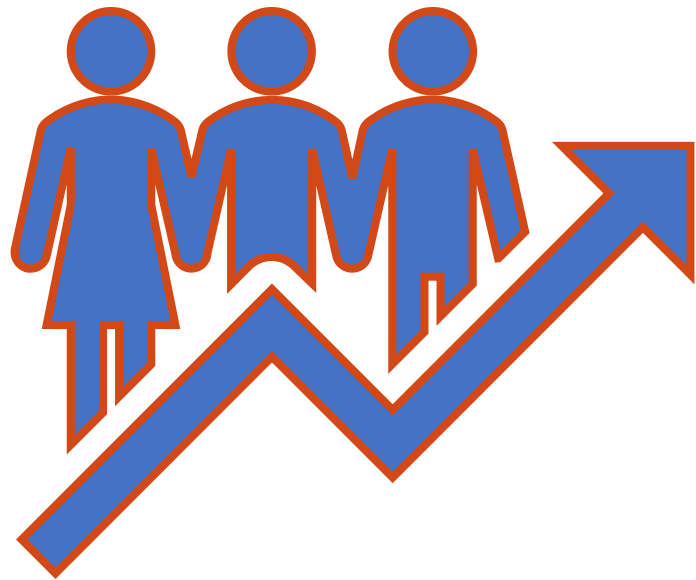


Policies and
practices



Outcomes and
accountability

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

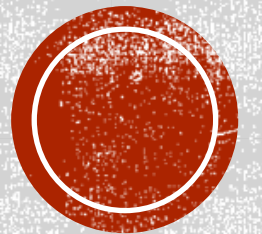
A photograph of a forest path leading to a red and white striped tent. The path is made of dirt and is flanked by moss-covered tree trunks. The tent is set up in the distance, and the background is a dense forest of tall trees.

INTENTION SETTING

- 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?



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