Supervision: the key to Felt Leadership

Kirk Regular, Vale Canada, January 25, 2018
Chart the course

“A felt leader sees more than others see, sees farther than others see and sees before others do.”

- Leroy Eims
Learning objectives

• Describe the traits of a Felt Leader

• Describe the Supervisor activities which demonstrate Felt Leadership

• Confidently converse with peers and supervisors about the performance barriers to being a Felt Leader
Factors of Felt Leadership

Support

Goal Emphasis

PEOPLE

Felt Leadership

TASK

Team Building

Work Facilitation
Business model/leadership effect

Leadership
a series of moments where you do the right thing

Functioning effectiveness

Inputs

Outputs
Leaders are guided by:

- **Principles** to establish direction – keeping the end in mind
- **Values** to set importance/priority

Leaders motivate the organization through demonstration of values and principles.

*Actions speak louder than words*
The Supervisor as a Felt Leader

- Is present, visible, available and welcome
- Seeks first to understand, then to be understood
- Is credible and trustworthy
- Adds value
  - Work contributes to strategic direction
The Supervisor as a Felt Leader

Has a **Caring** communication style:

- Authentic give-and-take interactions
- Open-ended questions
- *Asks* more than *tells* – team willingly contributes
- Safe and even ground for open communication
- On topic until resolution or commitment is obtained
Levels of listening

- Passive
- Filtered or evaluative
- Able to repeat or summarize
- Reflect and understand feelings
  - Mad
  - Sad
  - Glad
  - Scared
  - Embarrassed
  - Jealous
Task on active listening

• Need a volunteer to help!
Task - listening for understanding

• Volunteer from the room?

• **Speaker** – selects a subject of interest (hobby, vacation, experience, etc.) and tells the listeners about it for two minutes

• **Listeners** – listen to the speaker without taking notes and then restates what the speaker said and reflects feelings

• **Observer** – monitors the process and keeps time. The observer comments on the effectiveness of the listener and reports any barriers that existed

Take fifteen minutes for the task
Supervision
the key to Felt Leadership

• Felt Leadership is the cause, rather than effect, of your position

• Self-reflection/self-observation
  – true perspective
  – emotional integrity
  – confidence in decision-making
  – clarifies “the big picture”
  – makes a good experience a valuable experience
Supervision
the key to Felt Leadership (2)

• The only thing your title will buy is TIME, to either:
  – increase and enable your Felt Leadership; or
  – undermine and limit it
Three-step approach to Supervisory Felt Leadership

1. Ensure mutual understanding by providing context and clear, engaging expectations
2. Seek progress updates
3. Follow-up on expectations, provide constructive, respectful and honest performance feedback
Felt Leader focus

NOT blame
– identifies and understands any roadblocks to performance and takes action to remove them. “All work is within the boundaries”

Performance (process, quality, risk management)
– related discussions are not simply work-related discussions (outcome)
Felt Leader traits

- Leads by example (*Walks the Talk*)
- Value-driven decisions
  (trustworthy, caring, honest, fair, courageous, respectful)
- Knows the operation – the required outcome and the quality processes to achieve it
Risk management is made central to team business

- Discusses hazards – engages the team
- Anticipates risks
- Implements effective controls – work is completed with risk at ALARA (as low as reasonably achievable)
- Continually monitors team’s competence (knowledge, skill, attitude) and effectiveness to manage risk
Chronic Unease:
a team member does not have to prove it unsafe
Supervisor knows and proves that risk is at ALARA
Zero harm is the only acceptable outcome
Leaders earn respect by:

- making sound decisions,
- by admitting their mistakes and taking action to correct them,
- by putting what's best for their followers and the organization ahead of any personal agendas.

"Followers may doubt what their leaders say but they usually believe what they do."

- John Maxwell
Super vision

the key to Felt Leadership (2)

• **Competence:**
  - the leader’s ability to say it, plan it and do it in such a way that others know that you know how – *and that they want to follow you*

• Maintaining a sense of **vulnerability**
  - complacency built on past success blinds us to warning signs
Supervisor as a Felt Leader

• Inspect often – observe intelligently
• Take immediate, effective corrective actions
• Investigate incidents – promote near-incident reporting
Supervisor as a Felt Leader (2)

• Maintains control – coach, counsel, recognizes other systems as required

• Knows the team and the team knows you

• Follows-up on commitments
Commitment precedes achievement
Commitment is the enemy of resistance

*The real measure of commitment is action*
Leadership

When people respect you as a **person**, they **admire** you
When people respect you as a **friend**, they **care** about you
When people respect you as a **leader**, they **follow** you
“People don’t care how much you know until they know how much you care.”

- John Maxwell
The four supervisory failures:

• Incomplete supervision
• Ineffective supervision
• Permitted occasions
• Negative promotion
Incomplete supervision occurs when risk is not managed because people have not been provided clear, full, engaging expectations.
Incomplete supervision

• What are examples of *incomplete supervision*?
• What are the reasons for this to occur?
• Why would work start with poor instructions?
• What controls can be put in place to avoid this situation?
Ineffective supervision

*Ineffective supervision is when risk is not a ALARA because people do not follow, cannot follow or do not understand the Supervisor’s expectations*
Ineffective supervision

• Why is it that people:
  – Do not follow expectations?
  – Cannot follow expectations?
  – Do not understand expectations?

• What would a Felt Leader do to correct or prevent this situation?
Permitted occasions

Permitted occasions are when a Supervisor permits people (their team) to work in such a way or under such conditions that an incident (or near incident) involving personal injury, occupational illness, catastrophic process failure or environmental non-conformance are likely outcomes.
Permitted occasions

• What are some of the reasons permitted occasions occur
• How can you, the Supervisor, manage these situations
• What do these occasions demonstrate about our values
Negative promotion

Negative promotion is when a supervisor says or does something which is harmful to the maturity of the organizations’ risk management culture.
Negative promotion

• What are examples of negative promotion actions?
  – verbal?
• In what way does this affect the workplace?
• Felt Leaders control this situation by …?
What you do speaks so loudly, I can hardly hear what you're saying.
I guess they're right

Yep, leave it

Haven't got time for that!

Not my Problem

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Supervisory tasks – opportunities & challenges to be a Felt Leader

**End of day activities**
- Team performance against objectives
- Shift handover
- Building a plan
- Personal conduct reflection

**Incident management**
- Reviewing work – opportunities and challenges
- Reporting – including near incident
- Investigation – getting to root cause – completing corrective actions

**Start of shift**
- Implementing the plan – communicating it
- Providing expectations
- Assessing the team

**Worksite visit**
- Risk management
- Observations
- Conversations
- Standard setting
- Performance evaluation
Challenges to be the Felt Leader:

Start of shift
- Implementing the plan – communicating it
- Providing expectations
- Assessing the team

Opportunities to be the Felt Leader:
• Challenges to be the Felt Leader:

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• Opportunities to be the Felt Leader:
• Challenges to be the Felt Leader:

Incident management
• Reviewing work – opportunities & challenges
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• Opportunities to be the Felt Leader:
End of day activities
• Team performance against objectives
• Shift handover
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• Personal conduct reflection

Opportunities to be the Felt Leader:

Challenges to be the Felt Leader:
LEADERSHIP IS ABOUT MAKING OTHERS BETTER AS A RESULT OF YOUR PRESENCE AND MAKING SURE THAT IMPACT LASTS IN YOUR ABSENCE.
Questions

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