Texas Police Chiefs Association

New Supervisor Course #3737

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Texas Police Chiefs Association

Unit 4 Leading the Way: Navigating as a New Supervisor Part 2

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Time Management Strategies

- Good time management produces measurable benefits such as:
  - Improved productivity – Tasks are prioritized and completed efficiently, leaving time for leadership and strategic work
  - Prevention of burnout – Balanced schedules and proactive planning reduce the strain of constant last-minute work
  - Setting a positive example – A leader who plans well, stays organized, and avoids unnecessary crises teaches the team to do the same.

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Urgent and Important	Not Urgent but Important
• Deadlines • Crisis • Last minute Do First	• Planning • Self development • Problem prevention Schedule
Urgent Not Important	**Not Urgent Not Important**
• Some calls and emails • Some meetings • OPP's Delegate	• Social Media • Gossiping • Goofing off Eliminate

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Time Blocking

- Assign fixed blocks of time for important but not urgent tasks (Quadrant 2), such as completing reports, preparing for meetings, or coaching employees
- This prevents high-value activities from being constantly pushed aside by urgent interruptions
- Example, schedule one uninterrupted hour each morning for report writing or completing evaluations, video review, etc.

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Pomodoro Technique

- Choose a single task to work on
- Set a timer for 25 minutes (this is one “pomodoro”)
- Work with full focus until the timer rings. Do not multitask, checking messages, anything other than your single task
- After 25 minutes, take a 5-minute break to rest your eyes, stretch, or step away from your desk
- Repeat the cycle. After 4 Pomodoro’s, take a longer break (15–30 minutes).

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Pomodoro Technique

- The 25-minute work sprints are the core of the method, but a Pomodoro practice also includes three rules for getting the most out of each interval:
  - Break down complex projects. If a task requires more than four pomodoros, it needs to be divided into smaller, actionable steps
  - Small tasks go together. Any tasks that will take less than one Pomodoro should be combined with other simple tasks
  - The Pomodoro is an indivisible unit of time and can not be broken, especially not to check incoming emails, team chats, or text messages.

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Pomodoro Technique

- Why it’s effective:
  - It breaks large or intimidating projects into manageable chunks
  - It reduces mental fatigue by balancing deep focus with short recovery periods
  - It encourages single-tasking, which improves accuracy and quality
  - The human brain is not equipped for multitasking. When we split our focus between tasks, we don't give 100% to any of them.

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Time Management

- Research in cognitive psychology and workplace productivity shows that after an interruption, it takes the average person between 20 and 25 minutes to fully refocus on the original task
- This is because your brain must switch contexts, moving attention from the original task to the interruption. After the interruption, you must reload the details into your working memory to get started again
- Even short interruptions (as little as 30 seconds) can cause a *residual attention* effect, where part of your mind lingers on the interruption rather than the main task.

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Time Management Strategies

- Communicate your availability:
  - Let your team and peers know when you are available for questions and when you need uninterrupted work time
  - Post a visible schedule or set "open office" hours to handle non-urgent issues in batches
  - Use calendar blocks, status indicators, or brief reminders
  - Make exceptions for true emergencies but train your team to recognize what qualifies as urgent versus what can wait.

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Time Management Strategies

- Avoid Overcommitment
  - The consequences of overcommitment:
    - Missed deadlines – When too many tasks compete for your attention, something will slip through the cracks
    - Lower-quality work – Rushing to meet multiple commitments often results in mistakes, incomplete work, or subpar outcomes
    - Burnout – Constantly operating at maximum capacity drains energy and motivation, which can harm both performance and morale.

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Time Management Strategies

- To prevent overcommitment:
  - Evaluate the situation before accepting
  - Delegate when possible. Share tasks with team members who have the skills, authority, and capability to handle the task
  - Politely decline non-essential tasks in a respectful, professional manner
  - Negotiate priorities. If leadership assigns a new high-priority task, ask which existing items can be delayed or reassigned to make room.



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Time Management Strategies

- Maintaining Personal Time
  - Working without breaks or consistently extending workdays reduces both productivity and decision-making quality
  - Without pauses to recharge, even experienced supervisors are more likely to miss details, overlook alternatives, or make reactive decisions
  - If supervisors never take lunch breaks, leave on time, or use personal time, employees often feel they must also
  - Modeling healthy boundaries shows that rest is part of professional discipline, not a sign of weakness.



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Workload Management Strategies

- Balancing Individual and Team Workloads
  - Regularly review assignments to ensure no one is over- or under-utilized
  - Adjust distribution based on workload changes and team capacity
  - Gather team feedback. Frontline employees often know where inefficiencies exist and will tell you if you have created an environment where being honest is safe.



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Workflow Management Strategies

- Use SOPs to Reduce Confusion and Errors
  - SOPs eliminate guesswork, reduce the reliance on memory, and provide clarity for new or cross-trained employees. SOPs also protect the agency by demonstrating tasks were handled in accordance with established policy
- Checklists Ensure Consistency in Recurring Tasks
- Workflows Should Evolve as Policies and Operations Change
  - Regularly review workflows when laws, technology, staffing, or operational needs change. Include input from frontline staff, as they often identify practical gaps or unnecessary steps that leadership might overlook.



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Workflow Management Strategies

- Using Task Management Software (Trello, Asana)
  - Allows supervisors to break projects or assignments into smaller, trackable tasks
  - Tasks can be assigned to specific team members, with due dates, priority levels, and progress indicators. Visual boards and lists help see the status of multiple assignments at a glance, reducing the chance of missed deadlines.



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Workflow Management Strategies

- Using Scheduling Tools (Homebase, Connecteam)
- Designed to help supervisors plan shifts, approve time-off requests, and ensure coverage for critical duties
- Automated reminders can alert employees of schedule changes, reducing miscommunication
- Help avoid coverage gaps and manage compliance with work-hour limits.



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Workflow Management Strategies

- Using Communication Platforms (Teams, Slack)
- Used to streamline real-time communication
- Channels or groups can be created for specific projects, incidents, or operational units, ensuring the right people see the right information quickly
- Platforms allow file sharing, video calls, and integration with other software, keeping all project-related resources in one place.



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Resource Allocation Strategies

- Cross-Train Staff to Increase Flexibility
  - Ensures employees can perform multiple roles
  - Builds resilience, allowing seamless reassignment of personnel without sacrificing quality
- Promote Rest, Recovery, and Work-Life Balance
  - Sustainable workload planning must include human sustainability
  - Burned-out staff are more likely to make mistakes, call in sick, or leave the agency.



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Managing Resource Allocation

- Explain the reasoning behind workload changes
  - Clearly outline why a change is needed, linking it to operational goals, safety requirements, or resource limitations
- Provide training to support adaptation
  - Training should focus on *what is changing, why it matters, and how to perform the new tasks or use the new tools correctly*
  - For example, before implementing a new digital evidence system, run short, hands-on sessions so officers are confident using it on day one. This approach increases competence and reduces frustration during the transition.



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Anchoring Change
The Four Stages of Competency

Unconscious Incompetent • We lack the knowledge and the skill.	**Unconscious Competent** • It is now a habit and performed without thought.
Conscious Incompetent • We have the knowledge, but we lack the skill.	**Conscious Competent** • We have some knowledge, but the task requires thought.

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Burnout

- Burnout is the result of prolonged, unmanaged stress that leads to exhaustion, disengagement, and health issues
- First responders are at high risk due to:
  - High-pressure situations
  - Staff shortages, overtime, unpredictable hours
  - Regular exposure to trauma, tragedy, or conflict.

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Burnout

- Stress
  - A short-term reaction to challenges or increased workload
  - In controlled amounts, it can boost motivation, focus, and performance
- Burnout
  - A state of physical, emotional, and mental exhaustion caused by chronic, unresolved stress
  - Develops when demands continuously outweigh available resources without adequate recovery time
  - Drains motivation and makes recovery harder without intentional intervention.

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Burnout And Its Impact On Physical Health

- Burnout takes a measurable toll on the body, triggering stress-related physical symptoms such as:
  - Sleep disturbances or chronic insomnia
  - Frequent headaches or migraines
  - Digestive issues (upset stomach, nausea, or IBS-like symptoms)
  - Increased susceptibility to illness due to lowered immune function
- Prolonged physical stress responses can also contribute to high blood pressure and cardiovascular strain.

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Burnout And Its Impact On Job Performance

- Poor judgment and slower decision-making. Burned-out employees are more prone to making mistakes or overlooking critical details
- Disengagement, a loss of initiative, reduced participation in team discussions, or minimal effort toward problem-solving
- Absenteeism, frequent sick days, or arriving late due to fatigue, illness, or loss of motivation
- Compromises safety, increasing the risk of errors in judgment during critical incidents.

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The 5 Stages of Burnout

- Stage 1 -Honeymoon Phase
  - High energy, enthusiasm, and commitment
  - Strong creativity and problem-solving drive
  - Willingness to take on extra responsibilities
- Potential Risk:
  - Overextending without setting healthy limits
  - Taking on multiple high-demand projects at once.



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The 5 Stages of Burnout

- Stage 1 - Honeymoon Phase
  - Impact if Unchecked:
    - Sets the stage for chronic overwork habits that become hard to break
  - Supervisor Role:
    - Encourage realistic goal-setting and healthy boundaries from the start
    - Praise dedication while reinforcing the importance of breaks, personal time, and manageable workloads
    - Monitor employees who may be proving themselves by saying yes to everything.



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The 5 Stages of Burnout

- Stage 2 - Stress Phase
  - Signs:
    - Noticeable fatigue and reduced energy
    - Disrupted sleep patterns, frequent minor illnesses, and appetite change
    - Social withdrawal or reduced participation in team discussions
  - Impact:
    - Beginning decline in overall performance and morale
    - Stress begins to affect mood and interactions with peers or the public.



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The 5 Stages of Burnout

- Stage 2 - Stress Phase
  - Supervisor Role:
    - Spot early warning signs such as changes in demeanor, increased irritability, or minor attendance issues
    - Open a supportive conversation about workload and available resources
    - Encourage taking breaks, using vacation time, or shifting assignments to reduce immediate pressure.



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The 5 Stages of Burnout

- Stage 3 - Chronic Stress Phase
  - Signs:
    - Persistent fatigue despite rest
    - Increased cynicism, irritability, or resentment toward work or colleagues
    - Declining patience and possible unhealthy coping mechanisms, including substance misuse
  - Impact:
    - Work begins to overshadow personal life, creating relationship strain at home
    - Morale, cooperation, and teamwork decline.



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The 5 Stages of Burnout

- Stage 3 - Chronic Stress Phase
  - Supervisor Role:
    - Adjust workload and ensure proper distribution among team members
    - Provide access to Employee Assistance Programs (EAP), peer support teams, or wellness initiatives
    - Actively reinforce work-life boundaries and help the employee refocus on manageable goals.



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The 5 Stages of Burnout

- Stage 4 - Burnout Phase
  - Signs:
    - Physical symptoms such as headaches, stomach problems, or chronic muscle tension
    - Mental signs like persistent pessimism, self-doubt, or obsessing over problems without seeking solutions
    - Increasing social withdrawal or avoidance of responsibilities
  - Impact:
    - Significant drop in morale, work quality, and engagement
    - Higher likelihood of making errors, missing deadlines, or creating safety risks.



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The 5 Stages of Burnout

- Stage 4 - Burnout Phase
  - Supervisor Role:
    - Treat this as a critical intervention point—inaction will worsen the situation
    - Engage HR, EAP, mental health professionals, or peer support immediately
    - Adjust duties to lower stress exposure while maintaining meaningful engagement.



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The 5 Stages of Burnout

- Stage 5 - Habitual Burnout
  - Signs:
    - Severe, ongoing exhaustion—physical, emotional, and mental
    - Clinical symptoms of depression or anxiety
    - High absenteeism, minimal engagement, and near-total disconnection from role
  - Impact:
    - Elevated risk of serious mental health crises
    - Potential loss of skilled employees due to resignation, medical leave, or early retirement
    - Increased safety and liability concerns.



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The 5 Stages of Burnout

- Stage 5 - Habitual Burnout
  - Supervisor Role:
    - Act immediately with professional intervention and strong support networks
    - Adjust responsibilities or authorize leave to allow for recovery
    - Recognize that recovery may require long-term planning and ongoing monitoring before resuming full duties.

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Fit For Duty Evaluation (FFDE)

- An agency may initiate an FFDE under the following conditions:
  - Observed behavior or incidents suggesting impairment (e.g., erratic conduct, emotional instability, physical limitations)
  - Medical or psychological concerns that could affect the officer's ability to safely and effectively perform duties
  - Return to duty after a significant medical or psychological event, such as surgery, trauma, or mental health crisis
  - Allegations or evidence of substance abuse
  - Prior remediation efforts have failed, or concerns persist despite accommodations.

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Fit For Duty Evaluation (FFDE)



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Your Role In Promoting Employee Wellness

- Resilience - the ability to adapt, recover, and grow stronger after adversity or stress
- Supervisors who foster resilience create healthier teams that can handle stress, change, and critical incidents more effectively
- The benefits of resilience for:
  - Individuals - better mental health, improved decision-making, and stronger coping skills
  - Teams - increase in morale, cohesion, and the ability to function in crises
  - Organizations - reduced absenteeism, higher retention, and stronger performance under pressure.

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Your Role In Promoting Employee Wellness

- Supervisors must be familiar with both internal and external resources to support employee well-being:
  - Employee Assistance Programs (EAP) for confidential counseling
  - Peer Support Networks (Texas Law Enforcement Peer Network, COPLINE)
  - Licensed counselors or clinicians who understand first responder needs
  - Wellness programs, fitness initiatives, chaplain services, or critical incident stress management teams.

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Three Key Times to Promote Wellness Resources

- During Normal Operations (Prevention and Wellness)
  - Discuss support programs such as EAP, peer support teams, fitness and nutrition services, and stress management workshops. before a crisis occurs
  - Promote resources during roll calls, staff meetings, or internal newsletters so they become familiar and accessible, not something employees only hear about during a problem
  - Build a culture where using wellness resources is normal and encouraged.

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Three Key Times to Promote Wellness Resources

- After Critical Incidents (Debriefings, Counseling)
  - Immediately after high-stress events, such as officer-involved incidents, traumatic calls, or disasters, remind employees about available debriefings, peer support, and professional counseling
  - Offer both group and private options to account for different comfort levels
  - Introduce resources quickly but also follow up days or weeks later when delayed stress reactions may occur.



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Three Key Times to Promote Wellness Resources

- When a Team Member Shows Signs of Distress
  - If you notice changes in behavior, such as withdrawal, irritability, frequent absences, or declining performance, privately remind them of available resources
  - Approach them with care and empathy, framing the conversation around support, not discipline (unless policy violations are present)
  - Offer to help them connect with the resource and follow up to ensure they have access.



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Key Components of Resilience

- Individual resilience
  - The ability to adapt, recover, and maintain performance after facing adversity, stress, or change
  - As a supervisor, this means staying focused, making sound decisions, and keeping a balanced perspective
- How to build resilience:
  - Self-awareness: Recognize your own triggers, limitations, and strengths
  - Healthy coping skills: Use constructive methods like problem-solving, time management, and reframing challenges rather than turning to unhealthy habits
  - Emotional regulation: Stay calm under pressure, control impulsive reactions, and respond with clarity instead of frustration or panic.



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Key Components of Resilience

- Physical Resilience
  - Maintain good physical health as the foundation for your mental sharpness, decision-making, and stress management
- Strategies:
  - Exercise: At least 30 minutes of daily movement, walking, strength training, or other enjoyable activities, to reduce stress
  - Nutrition: Choose whole foods like fruits, vegetables, lean proteins, and whole grains to stabilize energy and support immune function
  - Sleep: Maintain consistent sleep schedules. Sleep deprivation worsens reaction time, mood regulation, and decision-making
  - Avoid harmful coping: Minimize processed or sugary foods and avoid relying on alcohol or other substances to manage stress.

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Key Components of Resilience

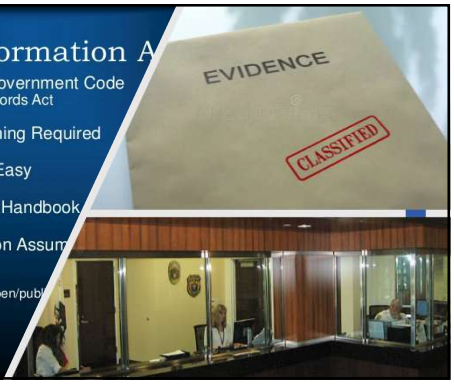
- Social Resilience
  - Strong social connections, both at work and outside of work, reduce stress and prevent burnout. Supportive relationships provide perspective, encouragement, and a sense of belonging during challenging times
- Strategies:
  - At work: Foster mutual trust and respect among team members, build mentoring relationships, and create a culture where people can ask for help without stigma
  - Outside work: Prioritize quality time with family and friends, engage in hobbies, volunteer, or participate in activities that are not job-related
  - Balance: Maintain boundaries between work and personal life to ensure relationships outside the workplace rem strong.



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Public Information A

- Chapter 552, Texas Government Code – formerly the Open Records Act
- Attorney General Training Required
- Open Records Made Easy
- Public Information Act Handbook
- Training Required Upon Assum
- https://www.oag.state.tx.us/open/publ



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How It Works

The request should be in **writing**

10 business days to respond

Charges must comply with **PIA** statute

Can't ask ?

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Criminal Penalties for:

Releasing **confidential information**
Altering information
Not **providing** information
Not following proper **procedures**

Official Misconduct
$1000 fine and/or 6 months confinement!



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- Houston Chronicle Pub. Co. v. City of Houston, 536 S.W.2d 559 (1976)
- Court of Civil Appeals held Houston Chronicle entitled to certain information which the court identified as "front page" of the offense report
- Court identified information in law enforcement records that was deemed public information.



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"Front Page Information"

- name, age, address, race, sex, occupation, alias, social security number, police department identification number, and physical condition of the arrested person
- date and time of the arrest
- place of the arrest
- offense charged and the court in which it is filed
- details of the arrest
- booking information.



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- notation of any release or transfer
- bonding information
- location of the crime
- identification and description of the complainant
- premises involved
- time of occurrence of the crime.

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- property involved, if any
- vehicles involved, if any
- description of the weather
- detailed description of the offense
- names of the arresting and investigating officers.

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- What is excluded as public information?
  - Identity of deceased person if deceased family has not been notified
  - Witness names, and addresses, and telephone numbers
  - Names of juvenile crime suspects
  - Names of sex crime victims or information that could identify them
  - Details of an investigation (not to be confused with details of the crime).

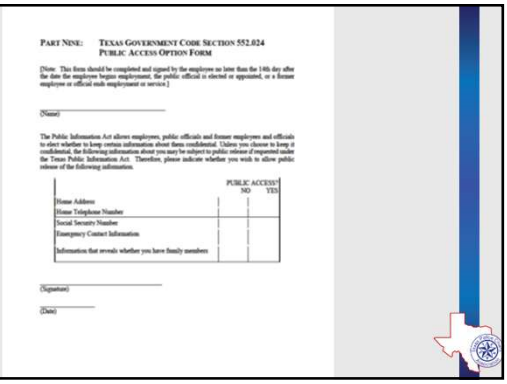
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- TGC 552.117, 552.024, 552.102 provides restrictions for the following information:
  - Public employee, or law enforcement officer must sign form requesting the organization restrict access to their personal information or the following information can be accessed as public information.
    - Home address
    - Home telephone number
    - Emergency contact information
    - Social security number
    - Information that would reveal the person's family.

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PART NINE: TEXAS GOVERNMENT CODE SECTION 552.024
PUBLIC ACCESS OPTION FORM

[Note: This form should be completed and signed by the employee no later than the 14th day after the date the employee began employment, the public official is elected or appointed, or a former employee or official ends employment or service.]

[Name]

The Public Information Act allows employees, public officials and former employees and officials to elect whether to keep certain information about them confidential. Unless you choose to keep it confidential, the following information about you may be subject to public release if requested under the Texas Public Information Act. Therefore, please indicate whether you wish to allow public release of the following information.

	PUBLIC ACCESS? NO	YES
Home Address		
Home Telephone Number		
Social Security Number		
Emergency Contact Information		
Information that reveals whether you have family members		

[Signature]

[Date]

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Complaints Against Officers (552.108)

Generally, no exception for

- names of complainants
- names of the officers who are the subjects of complaints
- officer's written response to a complaint and
- final disposition of a complaint.

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911 Calls

Originating *telephone numbers* and *addresses* of 9-1-1 callers furnished on a call-by-call basis by a telephone service supplier to a 9-1-1 emergency communication district are confidential.



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Responding To Requests

- PIA requests should be handled per your department policy
- Requests should be referred to appropriate personnel
  - Records division
  - Legal team
  - Public Information Officer (PIO)
  - Supervisors may not alter, withhold, or personally release records unless explicitly authorized.

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Critical Incident Response

- The Supervisors' first actions on the scene are to
  - assess threats
  - determine hazards
  - prioritize safety for officers, civilians, and bystanders
- A supervisor must make quick risk-based decisions using models like the Critical Decision-Making Model (CDM).



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5 Step CDM Process

- Step 1 - Collect Information
  - The more accurate and timelier your information, the better your decision-making will be
  - Critical information
    - Current scene status - suspect location, demeanor, potential weapons
    - Background - history of calls to the location, suspect's known criminal history, environmental hazards
    - In fast-moving events, even partial information can guide better choices than acting on assumptions.

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5 Step CDM Process

- Step 2 - Assess Situation, Threats, and Risks
  - Situational awareness: Identify both immediate dangers and secondary risks, such as crowds, traffic hazards, or environmental conditions
  - Threat assessment: Consider not just the subject, but also risks to officers, bystanders, and the subject themselves
  - Risk balancing: Determine if slowing down will improve safety or if immediate intervention is required.



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5 Step CDM Process

- Step 3 - Consider Policies and Legal Guidelines
  - Agency policies: Review whether the action you're considering is consistent with standard operating procedures
  - Legal framework: Ensure compliance with local, state, and federal laws, as well as constitutional protections
  - Documentation readiness: If you can't clearly explain how your decision aligns with policy and law, you may need to reassess.



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5 Step CDM Process

- Step 4 - Identify Options and Determine the Best Course
  - Generate alternatives: Think through tactical, communication, and non-force options
  - Evaluate: Consider effectiveness, officer safety, public safety, and proportionality
  - Decision-making under stress: Avoid "binary thinking" (e.g., force vs. no force) as there are possibly intermediate steps.



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5 Step CDM Process

- Step 5 - Act, Review, and Reassess
  - Action: Implement the chosen course, knowing you may need to change direction
  - Review: Assess whether the action is working; if not, adjust quickly
  - Continuous loop: This step links back to Step 1. As new information comes in, cycle back and reanalyze.



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Incident Command and Leadership

- Even in smaller-scale events, applying ICS core concepts ensures clarity, efficiency, and safety.
- Define Roles and Responsibilities Quickly
  - Assign an Incident Commander (IC) immediately
  - Identify a Public Information/Communications Liaison
  - Designate Operations/Tactical Lead
  - Assign a Safety Officer when appropriate to monitor conditions and stop unsafe actions
  - In prolonged or complex incidents, identify Logistics and Planning leads.



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Incident Command and Leadership

- Create a Clear Chain of Command
  - Establish unity of command, each person reports to only one designated supervisor within the incident structure
  - Communicate the chain of command to all personnel on scene and in supporting roles
  - Keep command span manageable, ideally no more than 5–7 personnel per supervisor
  - Ensure all orders and updates travel up and down the chain, not just horizontally.



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Incident Command and Leadership

- Communication and Coordination
  - Communication must be clear, concise, and calm, avoiding information overload or conflicting instructions
  - Updates should be shared with team members, dispatch, and supporting agencies
  - Designate specific radio channels or command posts to prevent confusion.



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Incident Command and Leadership

- Resource Management and Support
  - Confirm that medical aid is staged and ready for rapid deployment
  - Arrange tactical support as needed
  - Make counseling resources available
  - Assign a Resource Officer to monitor needs in real time by:
    - Rotating personnel to avoid fatigue
    - Tracking use of specialized gear and ensuring resupply
    - Plan for water if you will be there longer than an hour. Plan for food if you will be there longer than four hours.



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Incident Command and Leadership

- Documentation and Reporting
  - Document in real time when possible, noting times, locations, actions, and involved personnel
  - Keep entries factual, detailed, and free of opinion - stick to what was seen, heard, or done
  - Ensure reports align with policy and legal standards for accuracy and completeness
  - If possible, assign a recorder whose sole task is to track events, decisions, and resource changes without being involved in tactical operations.



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Incident Command and Leadership

- Post-Incident Review & Team Wellness
  - Conduct a structured debrief to capture lessons learned regarding what went well, what could be improved, and any procedural gaps
  - Watch for early signs of stress or trauma, including changes in mood, sleep issues, withdrawal, or irritability
  - Provide peer support teams, Chaplains, or mental health professionals to help personnel process the event
  - Encourage follow-up wellness checks, as some stress reactions may appear days or weeks later.

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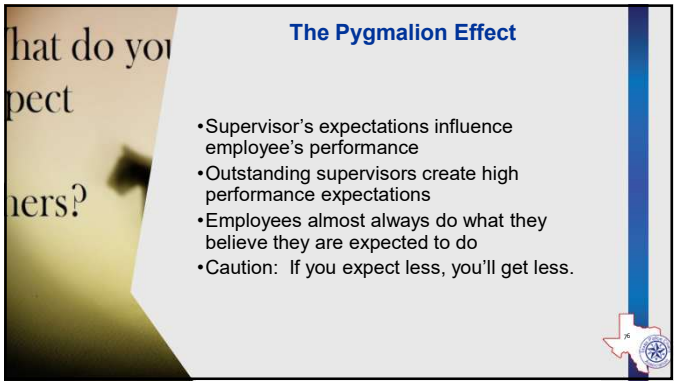
Incident Command and Leadership

- Community Relations & Legal Compliance
  - Designate a PIO to serve as the single source of official updates to prevent mixed messages and misinformation
  - Share facts promptly while respecting legal, privacy, and investigative boundaries
  - Ensure all actions taken during the incident meet legal requirements and departmental policy
  - Document how compliance was maintained to protect the agency from legal challenges
  - Coordinate messaging with partner agencies to ensure consistency.

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The Pygmalion Effect

- Supervisor's expectations influence employee's performance
- Outstanding supervisors create high performance expectations
- Employees almost always do what they believe they are expected to do
- Caution: If you expect less, you'll get less.

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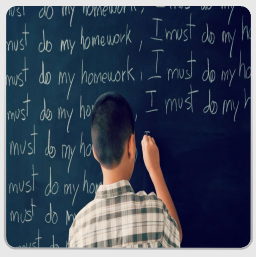
Accountability

- Assure the goals and expectations are clear
- Provide regular honest feedback
- Hold people responsible for meeting the expectations
- Do not allow substandard performance.



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Consequences

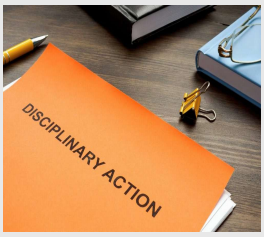


- There must be consequences for intentional substandard performance
- The consequences must be consistent with previous infractions
- Discipline is always about performance improvement.

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Consequences

- Disciplinary actions
  - Warning (verbal and written)
  - Reprimand (verbal and written)
  - Suspension, demotion, reduction in pay
  - Termination.



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Why Leaders Fail

- They chase the wrong goals
- They fail to listen
- They don't accept the truth
- They don't hold themselves accountable
- They don't hold others accountable.

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Why Leaders Fail

- They fail to delegate
- They fail to give and accept constructive criticism
- They fail to adapt
- They micromanage
- They fear failure and avoid risks.

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How To Motivate Employees

- Determine their values
- Clear and consistent expectations
- MBWA
- No demotivators
- Immediate feedback
- Lead by example.



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Rewards



- Above and beyond performance
- Performance that achieves vision and mission
- Specific
- Soon after the incident.

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Invisible Bragging

- It must be visible
- It must be lasting
- Must say something was done to move toward the vision or mission.



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To Be Successful You Must:

- Display loyalty
- Ask for advice
- Be an SME
- Manage impressions
- Share information
- Not blind side the boss
- Not withhold critical information
- Not criticize the boss publicly
- Be a problem solver
- Be honest admit mistakes.

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12 Dimensions That Measure Greatness

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?

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12 Dimensions That Measure Greatness

- Does my supervisor or someone at work, seem to care about me as a person?
- Is there someone at work that encourages my development?
- At work, do my opinions seem to count?
- Does the mission/purpose of my organization make me feel my job is important?

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12 Dimensions That Measure Greatness

- My fellow employees are committed to doing quality work
- I have a best friend at work
- In the last six months, someone at work has talked to me about my progress
- This last year, I have had opportunities at work to learn and grow.

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Unit Review Questions

- What is Harassment?
- What is Discrimination?
- What is vicarious liability and how does it apply to you?
- Discuss challenges supervisors face when moving from peer to supervisor.
- What can you not delegate?
- What time management strategies, discussed in class, would you use and why?
- What is your responsibility with regard to employee burnout?
- Who is responsible for your happiness at work?

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