**Becoming An Effective Supervisor**

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**Why Are We Here?**

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**SUPERVISORY PYRAMID**

Resolve Conflict (EPR Skills & Build Trust)

Embrace “Emotional Intelligence” (Slow Down … Think!)

Ensure Execution of Goals

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The Degree To Which You Will Improve …
Is Directly Related To How Much Pain You Can Take.

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**WHY …**

Did you want to supervise people?
John:
“Why can’t people just come in and do their jobs? Isn’t that why we pay them?”

What Is GUS’s Goal?
Get Me Where I Want To Go!

What Are Your Goals?

STRATEGIC GOAL: SCORE

STRATEGIC PLAN: PLAY

STRATEGIC PLAN’S Are On PAPER

PEOPLE EXECUTE

What Happens If EMPLOYEES Do Not Execute?
What Happens If EMPLOYEES Do Not Execute?

“I am DISENGAGED!”

Why Would An Employee Do This?

Is This a Team?

What Would Be Better?
The Silo Effect

What Is The Biggest Part of Your Budget?

What Do You Value?

60% to 70% of most organizations’ budgets is LABOR

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Does EVERYONE Know Your Goals?

Communication Moves Through An Organization Like Wiring Through A House

What Is A Dialogue?

What Are Your ROLES?

Execute Goals/Plans

Ensure Execution

How Employees See A Situation

How Management Sees A Situation

Employees

Management
How Employees AND Management See A Situation

COMMON PERSPECTIVE

Employees

Management

Emotionally Intelligent Communication Model

Emotional Intelligence

Honest-Respectful (EPR) Communication

Customer Service

Safety

Workplace Violence

Leadership

Change Management

Trust

(Speed, Cost & Execution)

(Common Goals)

(Critical Decision Making)

Production/Quality

Sales

Teambuilding

Employee/Labor Relations

Customer Service

Safety

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Leadership

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Production/Quality

Sales

Teambuilding

Employee/Labor Relations

Have We Evolved?

Yabba, Dabba Doo!

I didn’t get EATEN today!
Which is Stronger…
Logic or Emotions?

FIGHT OR FLIGHT

FIGHT OR FLIGHT

145

Emotional Hijacking

175

Temporarily Autistic

“Normal” Healthy Brain

Brain With Reduced Blood Flow To The Frontal Lobes

Dr. Keith Payne, Assistant Professor of Psychology, University of North Carolina.
We Are All Wired The Same …
With TWO BRAINS

Frontal Lobes

Amygdala

Low Road: 1/17,000th of a second

High Road: 2 to 3 Times Slower

Emotional Hi-Jacking

SLOW DOWN and THINK!
DO YOU HUNT FOR WITCHES?

Frontal Lobes:
Slow …
But Accurate

Amygdala:
Fast …
But Not Accurate

The Two Human Brains

SLOW DOWN and THINK!

DO YOU HUNT FOR WITCHES?

Why Do I Have An Accent?

Where Did You Get That Idea?

The Mighty Subconscious

CONSCIOUS MIND
5% - 10%

SUBCONSCIOUS MIND
90% - 99%

Bruce Lipton Ph.D.

When we do not STOP and THINK …
We have the mentality of an evil 6 year old child.

The Mighty Subconscious
How Important Is Our Self-Esteem?

EMOTIONAL INTELLIGENCE
Can You Control Your EGO & EMOTIONS?

Why Do Really, Really Smart People Do Really, Really Stupid Things?

Rutgers Head Basketball Coach Mike Rice Resigned After Throwing Basketballs At His Players Heads And Calling Them “#@$ Fairies” & “#@$ Faggots.”

Congressman Mayor Weiner
Is EMOTIONAL INTELLIGENCE Important In Sports?

“Son, bad things don't happen to you because you have bad luck; they happen to you … because you're a dumbass.”

What Motivates Employees?

Money! Money! Money!
Defining Frustration

"Should I lower my expectations?"

THE WAY “THINGS” SHOULD BE

DEGREE OF DISSATISFACTION OR FRUSTRATION

THE WAY “THINGS” ARE

"My kids should do what I tell them!"

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

"No, kids are brain damaged and will do weird things."

"Should I change my expectations?"

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

"Employees always do their best."

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE
“No, this person is a loser and doesn’t care.”

“Are my expectations too high?”

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

“I should never be offended!”

THE WAY “THINGS” SHOULD BE

Censored

THE WAY “THINGS” ARE

“I left the house today. Look away.”

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

“People are good drivers.”

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

“Oh, no! People are stupid and are terrible drivers.”

“Should I lower my expectations?”

THE WAY “THINGS” SHOULD BE

THE WAY “THINGS” ARE

“How much do you want to contribute to your own misery?”
EMOTIONAL CHILD

**IS**

**AN ASSHOLE**

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**EMOTIONAL INTELLIGENCE**

**Reading List:**

“Assholes”

“The No Asshole Rule”

“Dear Asshole”

“Asshole: How I Got Rich & Happy By Not Giving a Damn About Anyone”

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“ASSHOLE”

Someone Who Believes They Are More Important Than Everyone Else.

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The Degree To Which You Will Improve …

_Is Directly Related To How Much Pain You Can Take._

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**Pitfalls of Low Emotional Intelligence**

**Cannot Control Their Emotions and Ego**

They base their decisions and reactions on ego and emotion ... not logic.

They “Rush To Judgment” without investigating the facts.

They cannot communicate in conflict situations due to their uncontrolled emotions.
Pitfalls of Low Emotional Intelligence

**Cannot Control Their Emotions and Ego**

In the end …
Their “reactionary approach” destroys trust.
So, others “clam up,” and “Critical Decision Making” disappears.

**Dismiss Any Opinions That Disagree With Theirs**

They cannot admit their own mistakes and will not accept feedback, so they cannot improve.
When things go wrong, they blame everyone else rather than trying to correct the situation.
Adopts a “my way or the highway” mentality.

**Reward Boot Lickers**

Anyone who tells them what they want to hear is rewarded.
They LOVE boot lickers, so they surround themselves with them.
Groupthink is the norm, with disastrous results.
Dissenters are punished and shunned.

**Little Or No Empathy For Others**

Very self-centered.
Unable to see the perspective of others … and don’t care.
Manipulate others for their own ends.
Cannot build trusting relationships with others.

**Mind Blind**

They do not realize the destructive impact they have on others … and/or they don’t care.

**Micromanage Others**

They believe no one can do anything as well as they can, so they build very little trust or increase the abilities of others.
And finally …
They Either Suppress or Escalate Conflict.
They Do Not Resolve It.

They therefore enable “Bullying” behavior.
In the end, Emotional Children create a very combative environment that kills trust.

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**Emotional Child Checklist**

- Cannot Control Their Emotions and Ego
- Dismiss Any Opinions That Disagree With Theirs
- Reward Boot Lickers
- Little Or No Empathy For Others
- Mind Blind
- Micromanage Others
- They Either Suppress or Escalate Conflict. They Do Not Resolve It.

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**BOTTOM LINE:**
THEY ARE INTOLERANT OF ANYONE WHO DISAGREES WITH THEM

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Is It Good To Have …
“Older Workers” & “Younger Workers” Working Together?

Are You Allowed To Have An Opinion On Abortion … Gun Control … Immigration?
Does It Make You **UNCOMFORTABLE**
When Others Challenge Your Opinions?

Michael Roberto
“Critical Decision Making”

Is Your Goal To Be Comfortable
Or To Make The Best Decisions Possible?

Oops…

WRONG SITE SURGERIES?

EMOTIONAL INTELLIGENCE
Self-Control
Build Relationships

Are People Nuts?

RESOLVING CONFLICT
What Is Conflict?

Is Conflict Avoidable?

“I DON’T LIKE CONFLICT.”

You Will ALWAYS Have Conflict.
The ONLY Issue Is Whether You Will Suppress It … Escalate It … or Resolve It.

What Are The RULES Of Leadership?

“Rules” of Leadership

RULE #1: “NEVER UPSET ANYONE!”

RULE #2: “AVOID ALL FORMS OF CONFLICT”

RULE #3: “NEVER ADDRESS AN ISSUE. IGNORE IT…IT WILL GO AWAY.”
**“Rules” of (Leadership)**

**ENABLERS!!!**

**RULE #1:**
“NEVER UPSET ANYONE!”

**RULE #2:**
“AVOID ALL FORMS OF CONFLICT”

**RULE #3:**
“NEVER ADDRESS AN ISSUE. IGNORE IT…IT WILL GO AWAY.”

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**Hostile Environment**

_Harris v. Forklift Systems_  
(U.S. Supreme Court 1993)

“I was just kidding!  
_She is_  
_HYPERSENSITIVE_”

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**What Is**  
**“OFFENSIVE”**  
**To The**  
**“Reasonable Person”**?

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**What Is Reasonable?**

Ohio State Trooper Craig Franklin  
January 20, 2008
**Emotionally Intelligent Communication Model**

- Emotional Intelligence/Tolerance

- **Honest-Respectful (EPR) Communication**

- **Trust**
  - (Speed, Cost & Execution)
  - (Common Goals)
  - (Critical Decision Making)

**EMOTIONALLY INTELLIGENT COMMUNICATORS**

**PITCHERS & CATCHERS**

The Senders
Three Pitching Styles

Retreaters  Honest Respectful Communicators  Attackers

Pitching Style #1:
Retreaters

ANGEL PITCHERS

Are YOU HONEST?

Do YOU SEEK OUT Others When There Is CONFLICT … Or Do You Just STAB Them In The Back When They Are Not Around?

SUPRESSION Turns Into CONTEMPT.

--- Dr. Julie & John Gottman

U.S. DIVORCE RATE

40-ish Percent of all First Marriages Fail
60-ish Percent of all Second Marriages Fail
70-ish Percent of all Third Marriages Fail

--- Dr. Julie & John Gottman
HIGH STAKES POKER

75% Don’t Matter 25% HIGH STAKES

Nice People Stink!

Who Is Responsible? ENABLERS!!!

The hottest places in hell are reserved for those who, in times of great moral crisis, maintain their neutrality.

---Dante Alighieri

Pitching Style #2: Attackers

DEVIL PITCHERS

Attackers or DEVIL PITCHERS

This is NOT holding someone ACCOUNTABLE
Pitching Style #3: Honest Respectful (EPR) Style of Communication

Cy Young Award Winner

Empathic Listening

Stephen Covey Says:
Seek FIRST To Understand…
THEN…
Seek To Be UNDERSTOOD!

Why Empathic Listening?

They Burn Off Adrenaline!

Why Empathic Listening?
Listening IS Respect

“Please hold while I connect you to ‘IGNORE.’”
Why Empathic Listening?

Listening IS Respect

“Show Me Your Cards”

Perception/Perspective Shift

SLOW DOWN and THINK!

Do We All See Things Differently

Do You

ASSUME

You Know What You Are Looking At ... Or Do You Educate Yourself First?

What Do You See?
How We View The World

Priming IN …
(Implicit Bias)

Projection OUT …
(Confirmation Bias)

CONFIRMATION
BIAS

Do You ASK BEFORE You Form An Opinion …
Or
Do FACTS Only Get In The Way Of Forming An Opinion?
90% to 99% of ALL our thoughts and our decision making comes from our SUBCONSCIOUS BRAIN, NOT from our CONSCIOUS thoughts.

CONSCIOUS MIND 5% - 10%

SUBCONSCIOUS MIND 90% - 99%

When we do not STOP and THINK … We have the mentality of an evil 6 year old child.

SLOW DOWN and THINK!

Do You Want To Reveal Your Biases and Prejudices?

www.implicit.harvard.edu

Implicit Association Test (IAT)

ENSURE COMMON UNDERSTANDING: “PARROT” BACK WHAT YOU HEARD

Honest Respectful Communication

P = Parroting

Ensure COMMON UNDERSTANDING
Honest Respectful Communication

P = Parroting

I want to make sure I understand this…

HONEST RESPECTFUL COMMUNICATION

EPR
(Empathic Listening, Parroting & “Rewards”)

We judge ourselves by our intentions,
… we judge others by their actions.

- Stephen R. Covey

VALIDATION IS NOT AGREEMENT!

VALIDATION

“I understand why you did that …”

“I can see both points of view here, but I think I need to voice my opinion as well …”
You Are Not God

Emotionally Intelligent Communication Model

- Emotional Intelligence/Tolerance
  - Honest-Respectful (EPR) Communication
  - Trust (Speed, Cost & Execution)
    - (Common Goals) (Critical Decision Making)
- Customer Service
- Safety
- Workplace Violence
- Change Management
- Leadership
- Teambuilding
- Employee/Labor Relations
- Sales
- Production/Quality

You Build Trust Through Conflict

ANTS & Our Basil Ganglia

Humans Are HARD WIRED Not To Trust?

“Pet me.”
You Build Trust Through Conflict

What Is Trust?

DO YOU HUNT FOR WITCHES?

TRUST
1. You Know I Do Not Mean You Harm
2. You Know I Am Able To Help You

What Kills TRUST?

Where Is The Trust?

FEAR
Where Is The Trust?

DO YOU HUNT FOR WITCHES?

Is It SAFE?

How Long Will This Take To BUILD?

How Long Will This Take To DESTROY?

How Long Will This Take To BUILD?

Can Trust Be Rebuilt?
How Do You Communicate?
ARE YOU TRUSTWORTHY?

KEEPING OTHERS OFF THE DEFENSIVE
Don’t Use Accusatory Language

- Accusatory: “You are being very defensive.”
- Non-Accusatory: “It seems to me that you feeling a bit defensive.”

- Accusatory: “You are really rattled.”
- Non-Accusatory: “It looks to me like this is really bothering you.”

- Accusatory: “You are doing a lousy job.”
- Non-Accusatory: “I think you are having some problems.”

KEEPING OTHERS OFF THE DEFENSIVE
Tone and Body Language

- 55% (body movements, face, arms...)
- 38% (voice tone, intonation, pauses...)
- 7% (words)
Anger
Eyebrows are pushed down and together. Eyes glare. Lips narrow and are together.

Contempt
The corner of the lip is tightened and is raised on only one side.
Disgust
Nose is wrinkled.
Upper lip is raised.

Fear
Eyebrows raise and are pulled together.
Raised upper eyelids.
Lower eyelids tense up.
Lips slightly stretched horizontally towards the ears.

Happiness
Crows feet and wrinkles show.
Cheeks are pushed upwards.
Chin is tightened upward due to the movement of the muscle that orbits the eyes.
SEVEN UNIVERSAL HUMAN EXPRESSIONS

Sadness
- Drooping upper eyelids.
- Eyes lose focus.
- Slight pulling down of the corners of the lips.

Surprise
- Eyebrows raise upwards.
- Eyes widen.
- Mouth opens.

KEEPING OTHERS OFF THE DEFENSIVE
Tone and Body Language
Games

“Deflection”
occurs when the individual tries to blame YOU for their problems.

- “It’s NOT my fault! You yelled at me and made me mad.”
- “You are harassing me! You are creating a HOSTILE ENVIRONMENT!!”
- “You’re just doing this because I am ___ (fill in your favorite protected class.)
- “You’re not FAIR!” or “You don’t listen to us!”
- “This place stinks! Management is filled with idiots!”

“Diversion”
occurs when employees blame OTHERS for their problems.

- “What about everyone else? Fred is doing this too!”
- “It’s NOT my fault! They did this to me…”
- “He made me mad.”
- Fred didn’t get this to me in time! It’s his fault!

“Stonewalling”
occurs when the individual simply denies your point of view.

- “The company is WRONG! It should NOT be done that way.”
- “That’s not MY job. I don’t have to do that.”
- “I don’t see it that way!”
- “You’re just wrong!”
“Victim Mentality”

... occurs when the individual simply tries to play the MARTYR or VICTIM.

- “Well, I will just work until I fall over to get it all done.”
- “I just won’t talk to anyone anymore...”
- “You are all against me.”
- “So we should just tell the client that we can’t do that...”

What Kind of Environment Are YOU Creating?

www.ScottWarrick.com