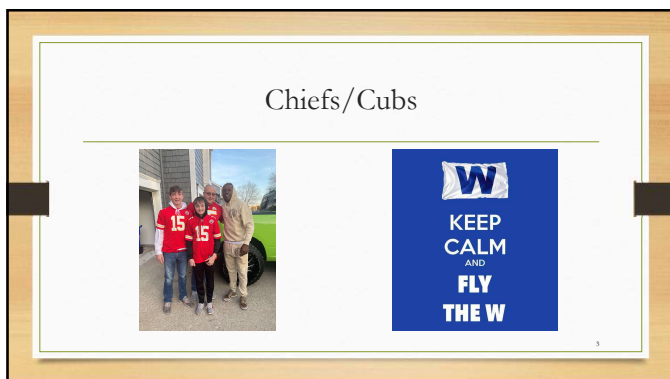


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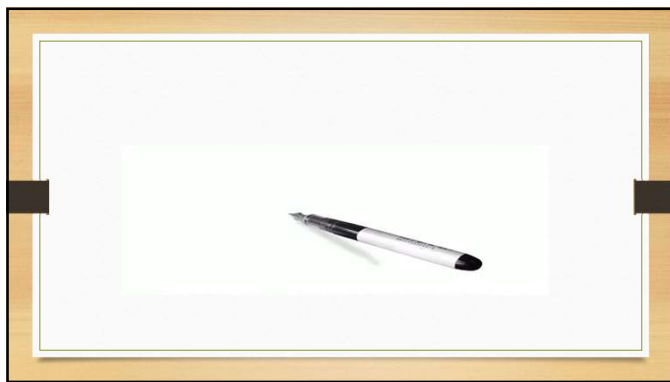
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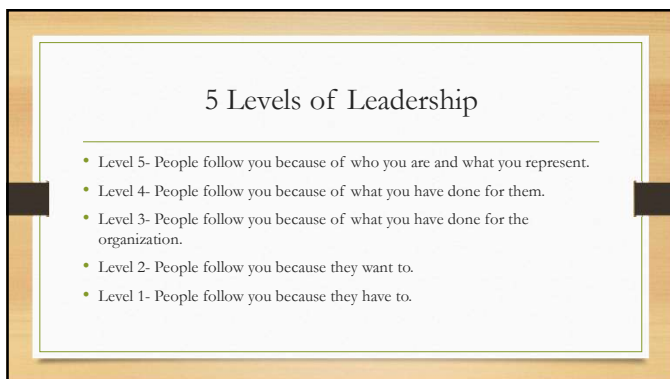
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5



6

5 Levels of Leadership- Break Down Level One

- Level One- Position- this is the entry level. This is the only level that requires no ability or effort to achieve.
- There is nothing wrong with having a leadership position, everything is wrong with relying only on that position to get people to follow.
- Level one, people only follow if they believe that they have to.
- Level one is the prime place for you to begin investing in your growth and potential as a leader.
- Use this level to learn to lead yourself.

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Level Two- Break Down

- Level Two- Permission- this is based on relationship.
- This level people choose to follow because they want to.
- This level, leaders work on getting to know their people, which means you need to learn to like people.
- Level Two is where solid, lasting relationships are built that create the foundation for the next level.

8

Level Three- Break Down

- Level Three- Production- about getting things done.
- Leaders who produce results build their influence and credibility.
- People follow Level Three leaders because of their record.
- Leading and influencing others become fun, because when everyone is moving forward together, the team rises to another level of effectiveness.

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Level Four- Break Down

- Level Four- People Development- This level is about reproduction.
- Your goal at this level is to identify and develop as many leaders as you can by investing in them and helping them grow.
- The more you raise up new leaders, the more you will change the lives of all members of your team.
- People will follow you because of what you've done for them personally.

10

Level Five- Break Down

- Level Five- Pinnacle- This is the highest level of leadership.
- Level Five leaders are willing to invest their life into the lives of others for the long haul.
- Level Five leaders create legacy in what they do.
- People follow you because of who they are and what you represent.

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FAVORITE QUOTE

MINE IS "LEADERSHIP IS THE ART OF INFLUENCE".- Tony Robbins

My favorite quote is...

12

Identify the Roots and the Fruits will change.

- What does this mean?????????



13

Supervisor and Subordinate Relationships

- In this section we are going to go over the following:
- Identify the three types of people subordinates like to be led by.
- Define Human Relations
- The role of "motives" play in human behavior.
- Identify three reasons supervision and leadership must be flexible.
- Be familiar with the cause-result approach to human relations.
- The best way to improve productivity.
- The steps for the supervisor to follow in correcting subordinates.

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Supervisor and Subordinate Relationships

- Supervision and Leaders must be flexible because:

NO TWO PEOPLE ARE ALIKE.

NO TWO SHIFTS ARE ALIKE.

NO TWO SITUATIONS ARE THE SAME.

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Supervisor and Subordinate Relationships

Your subordinates are always focused on management even in cases where they might resist their direction or disapprove of their actions.

- People like to be led by people they admire, respect and in whom they have confidence.

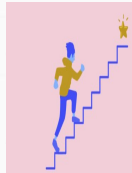


16

Why you can't motivate everyone.

- Four preconditions must exist before a person is motivated to action:

- There must be a recognizable need.
- The person must have a goal.
- The person must have a drive to do the job.
- There must be a payoff.



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Supervisor and Subordinate Relationships

- Identify the "Seven Sins of Supervision" that cancel out cooperation.
 - Trying to be liked rather than respected
 - Failing to ask for help
 - Failing to develop responsibility
 - Emphasizing rules over skills
 - Judging too harshly
 - Not listening to gripes
 - Failing to keep people informed

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Seven Sins of Supervision

- Trying to be liked rather than respected- examples
- Don't expect favors from trainee's
- Don't do favors to be liked
- Don't try for popular decisions
- Don't be soft about discipline
- Have a sense of humor

Better to be LIKED or
RESPECTED?



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Seven Sins of Supervision

- Failing to ask for help- examples
- Encourage help from your people
- Encourage individual thinking
- Make it easier to communicate ideas to you, make sure you follow through to your ideas (good or bad) explain the difference

20



Seven Sins of supervision

- Failure to develop responsibilities- examples:
- Allow for freedom of expression
- Give each person a chance to learn their supervisors job
- When you give responsibility, give authority too.
- Hold people accountable for bottom line results.

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Seven Sins of Supervision

- **Emphasizing rules over skills- examples**
- When you give someone a job to do, let them do it
- Let them work out how they will get the job done
- Give help and direction ONLY if they ask for help.

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Seven Sins of Supervision

- **Judging too harshly- examples**
- When something goes wrong, don't assume who is to blame. Get the facts first.
- Control your temper
- Praise before you criticize
- Listen to the other side
- Allow people to retain their dignity
- Suggest steps to correct the problem

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Seven Sins of Supervision

- **Not listening to gripes- examples**
- Make it easy for people to come to you
- Explain procedures
- Help a person voice their complaints
- Always grant a fair hearing
- Get all of the facts



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Seven Sins of Supervision

• Failing to keep people informed- examples

- Let people know where they stand
- Praise them when needed
- Let people know about changes that affect them

25

Steps for supervisor to follow in correcting:

- Attitude of person- Watch for frustrations.
- Be sure your own attitude is in check on where you really want to help.
- Share the responsibility for an error.
- Get as many facts as you can before you take action.
- Be sure they understand the cause of the mistake.
- Be consistent.
- Lastly, use constructive criticism.

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Right approach to correcting.

- Clarify goals and discuss them together.
- Develop a plan of action for both of you.
- My favorite thought for this point comes from former NFL Coach Herm Edwards "If you have a goal and no plan then you only have a dream."
- Obtain an agreement "the plan" and encourage them.
- Evaluate their progress and keep records so they can see their progress.

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Failing to ask them for their advice and help.

- Encourage individual thinking.
- Make it easy for them to communicate their ideas to you.
- Follow through on their ideas. Even if it doesn't work it will show them you are listening and hearing them.
- Make them feel a problem is their problem, too.

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Develop a sense of responsibility in them.

- Give each person a chance to learn their job (don't micromanage).
- Hold people accountable for results.
- When you give responsibility, you give them ownership and authority.



29

Ignoring their gripes and complaints.

- Get rid of the red tape. Explain to them how a grievance works.
- Make it easy for them to come to you. Practice patience.
- Ask them what they want you to do.
- Get all the facts, don't render a hasty or biased judgment.
- Double-check your results and be concerned.
- Let them know your decision and the reason why that decision has been made. Explain in detail!!

30

Not keeping people informed.

- Let people know as soon as possible of any changes that will affect them.
- Let them know of changes that will NOT affect them about which they may worry. RUMOR MILL ITEMS!!
- Let people know where they stand with you.
- Praise people properly.

31

Dealing with and counseling troubled employees.



32

Dealing with and counseling troubled employees.

- In this section we will discuss some signs and symptoms of a troubled employee.
- We will also discuss some reasons why it is important to counsel troubled employees.

33

Recognizing the indicators of a problem

- Absenteeism- patterns will vary with each person but general indicators are as follows:
- Unauthorized leave, excessive sick leave on Mondays and Fridays.
- Strange excuses or no excuse.
- Frequent short-term absences.
- Learn your people.
- If you notice a pattern, DOCUMENT!!!!

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On the job absenteeism

- Sleeping on the job.
- Tardiness.
- Continued absences from the work area, ie, daily tasks, having an excuse on why they can't do the task.
- Trainer/Trainee don't get along.



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High accident rate.

- Blatant disregard for the safety of themselves or others.

**SAFETY IS
EVERYONE'S JOB**

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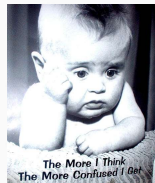
Difficulty in concentration

- Work requires greater effort and simple tasks take longer.
- Appears distracted and listless.
- Failure to keep track of officers with cameras and radio information.
- Multitasking.
- Making poor decisions.
- DOCUMENT, DOCUMENT, DOCUMENT!!!!!!!!!!!!!!

37

Confusion

- Has trouble recalling mistakes.
- Does not remember instructions and details.
- Increasing difficulty in handling tougher assignments.
- Confused about daily routines.
- DOCUMENT!!!!!!!!!!



38

Sporadic work patterns and lower efficiency

- Wastes time, misses deadlines, be the last person to respond to an altercation in hopes of not having to initiate the report.
- Make mistakes, poor attention, complaints from people.
- Poor report quality, will not accept assigned tasks.
- Break rules, have improbable excuses for performance.
- DOCUMENT, DOCUMENT, DOCUMENT!!!!!!!!!!

39

Employee relations on the job.

- Friction with everyone, and disruptive to other employees.
- Overreacts to real or imagined criticism.
- Rebels against authority. Has sulky or self-pity attitude.
- Loner and self centered.
- Inflexible to job and changes.
- Talks when they should be listening.
- Gripes about the job when he/she is off duty.

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Appearance and grooming

- Unconcerned about self.
- Poor hygiene habits.
- Uniforms not cleaned.
- Boots not polished or presentable.
- Forgot to shave before work.



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Why counsel the troubled employee?

- First it is our job as a supervisor to counsel (good or bad) troubled employees. It personalizes the job. Counseling Forms?
- Hopefully, it will save and retain valued employees. Let's them know someone cares. It might give hope that situations can be resolved.
- Boost morale. It also might rekindle that desire to do the job in turn that will increase productivity.

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Conclusion

- This discussion will not happen over night.
- Take this one day at a time
- Be consistent
- Have a plan set in place on what you want to do and stay on track
- Make sure you document each incident
- Make sure you have the right person in the right seat on the bus to keep the agency moving forward.

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Thank you

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