

**Psychological Supervision**  
 By: *Scott A. Maid, Psy.D., LPC*



Office: (503) 889-5200 Fax: (503) 888-8888  
 2901 West Main Street, Suite 100, Astoria, OR 97103  
 www.casecountysheriff.org

1

---

---

---

---

---

---

---

---

**Defining My Role As a Supervisor**

- How was I selected?
- Why was I selected?
- What are my duties as a supervisor (i.e. daily responsibilities, supervisees, etc.)?
- Who is my supervisor?
- What are my goals as a supervisor?
- What type of supervisor do I want to be?

2

---

---

---

---

---

---

---

---

**Learn To Be A Chameleon**



3

---

---

---

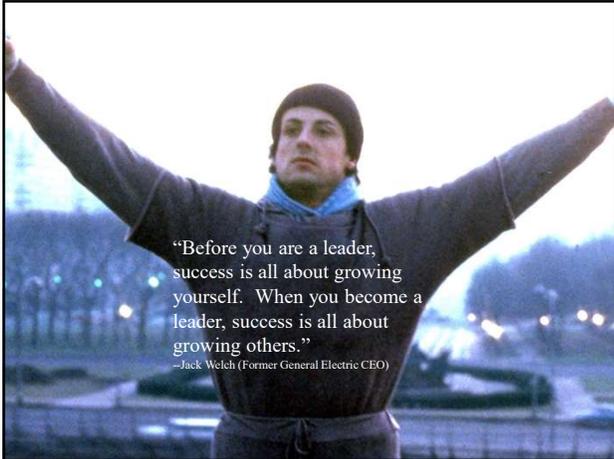
---

---

---

---

---



4

---

---

---

---

---

---

---

---

### Influence of Supervisors

- U.S. Dept. of Justice found four different types of supervisory styles that surfaced from research they were conducting on the topic of supervision of LEOs.
  - ◆ Traditional, Innovative, Supportive, Active

5

---

---

---

---

---

---

---

---

### Influence (Cont.)

- The results indicated supervisors do have an influence on a subordinate's behavior. This influence can be either positive or negative.

6

---

---

---

---

---

---

---

---

### Influence (Cont.)

- A supervisor's style or quality of supervision has the most impact on an LEO than the quantity of supervision.
- An "active" supervisory style involving leading by example has proven to be the most influential style.

7

---

---

---

---

---

---

---

---

### Frontline Supervisory Styles

- The study recognized and observed four main styles of supervision while conducting their research:
  1. Traditional
  2. Innovative
  3. Supportive
  4. Active

8

---

---

---

---

---

---

---

---

### Traditional Supervisor

- Expect aggressive enforcement from subordinates rather than engagement in community oriented activities or policing minor disorders.
- More likely to make decisions because they tend to take over encounters with citizens or tell others how to handle those incidents.

9

---

---

---

---

---

---

---

---

### Traditional (Cont.)

- Are highly task oriented and expect subordinates to produce measurable outcomes—particularly arrests and citations—along with paperwork and documentation.
- Less inclined to develop relationships.
- Likely to give more instruction to subordinates

10

---

---

---

---

---

---

---

---

### Traditional (Cont.)

- Less likely to reward others and punish subordinates.
- Ultimate concern is to control subordinate behavior.

11

---

---

---

---

---

---

---

---

### Innovative Supervisor

- Tendency to form relationships (i.e. consider LEO to be friends).
- Low level of task orientation, and more positive views of subordinates.
- Encourage subordinates to embrace new philosophies and methods for policing.
- More concerned about community policing and what residents think.

12

---

---

---

---

---

---

---

---

### Innovative (Cont.)

- Help subordinates implement community policing and problem-solving strategies by coaching, mentoring, and facilitating.
- Less concerned about enforcing rules and regulations, report writing, or other task oriented activities.
- More likely to delegate decision making.
- Doesn't tell subordinates how to handle situations and does not take over.

13

---

---

---

---

---

---

---

---

### Supportive Supervisors

- Support subordinates by protecting them from discipline or punishment perceived as "unfair."
- Oftentimes serve as a buffer between LEO and management.
- May not have strong ties to or positive relations with management.

14

---

---

---

---

---

---

---

---

### Supportive (Cont.)

- Less concerned with enforcing rules, regulations, dealing with paperwork, or ensuring that subordinates do their work.
- May encourage subordinates through praise and recognition (3 times more often during an average shift), act as therapists, or display concern for a subordinates personal and/or professional well-being.

15

---

---

---

---

---

---

---

---

### Active Supervisor

- Embrace the philosophy, "Lead by Example."
- Goal is to be heavily involved in the field and alongside subordinates while controlling subordinate behavior.
- 95% of active supervisors go on their own to incidents their subordinates are handling.
- Give importance to engaging in patrol work themselves.

16

---

---

---

---

---

---

---

---

### Active (Cont.)

- Attempt to work a balance of being active in the field and controlling subordinate behavior through constant, direct supervision.
- These individuals are characterized as having a directive decision-making style, a strong sense of supervisory power, and a relatively positive view of subordinates.

17

---

---

---

---

---

---

---

---

### Active (Cont.)

- Less likely to encourage team building, coaching, and mentoring.
- A fine line separates an active supervisor from being seen as over-controlling or micromanaging.

18

---

---

---

---

---

---

---

---

### How Can You Practice Active Supervision?

- In the Office?
- In the field?
- In the Community?
- Additional Areas?

19

---

---

---

---

---

---

---

---

### What Kind of Supervisor Do You Want to Be?

20

---

---

---

---

---

---

---

---



Amine Rahal has identified eight leadership qualities necessary for today's workplace.

21

---

---

---

---

---

---

---

---

**Integral Leadership Qualities**

1. Be Empathetic: Essential quality for everyday life. Illustrates your connection to others on a personal level. Without this trait, your people will become dissatisfied and leave the organization.

22

---

---

---

---

---

---

---

---

**Integral Leadership Qualities**

2. Have a Clearly Defined Vision: Fostered by clearly defined goals and objectives. Subordinates should know what's expected of them. Help your subordinates obtain both personal and organizational goals.

23

---

---

---

---

---

---

---

---

**Integral Leadership Qualities**

3. Be Enthusiastic: Leadership is often anything but exciting; however, your subordinates depend on you to show up to work ready for business. This includes taking a vested interest in organizational tasks and your subordinates in general. Positivity is infectious. Your attitude can make or break your team.

24

---

---

---

---

---

---

---

---

### Integral Leadership Qualities

4. Have Endurance for the Long Haul: Many start out motivated and spend a great deal of extra time at work only to lose motivation. Be sure to save energy for tomorrow's tasks. Be sure to save time for yourself and your family. Although public safety is a 24/7 commitment, it comes with a big cost if there isn't a work-life balance.

25

---

---

---

---

---

---

---

---

### Integral Leadership Qualities

5. Effectively Deal with Change: Change is inevitable. In public safety, the majority will exhaust themselves fighting change than conforming to a new way of doing business. Keep an open mind. Don't let your people get surprised. Communication is essential when it comes to change. No one likes surprises.

\*\*LEO's don't like change or status quo.

26

---

---

---

---

---

---

---

---

### Integral Leadership Qualities

6. Embrace Learning: Education is a big part of professional growth and success. Never stop learning something new and be sure you impress the importance of continuing education with your personnel. Structure "hands on training" when approved and possible.

27

---

---

---

---

---

---

---

---

### Integral Leadership Qualities

7. Foster High-Performance Team Members: Delegate tasks that assist with professional growth and empower subordinates to help them feel motivated to take on additional roles. Good leaders are constantly training their replacements. This is essential for continuity of operations in any organization.

28

---

---

---

---

---

---

---

---

### Integral Leadership Qualities

8. Constantly Evolve: This involves a combination of change, acceptance, and training. When we stagnate, we become obsolete. Have a growth mindset and consistently assess not only your own strengths and weaknesses, but those of your people as well.

29

---

---

---

---

---

---

---

---

### Balancing Supervisor and Buddy Roles



30

---

---

---

---

---

---

---

---

## Balancing Supervisor and Buddy Roles

- Friendly Yet Professional Bond
  - ◆ Trust-No one will talk to you if they cannot trust you (Those to gossip to me, gossip about me).
  - ◆ Be approachable
  - ◆ Form a bond with others that is professional, but also allows you to be an effective manager.

---

---

---

---

---

---

---

---

31

## Balancing Supervisor and Buddy Roles (Cont.)

- Respecting New Boundaries
  - ◆ Discuss with friends/coworkers the change in dynamics that will accompany your position and/or new position (Can still be done today).
  - ◆ Discuss expectations with each employee and provide them an opportunity to ask questions. Rules of conduct and disciplinary measures that are consistent with the agency should be discussed.

---

---

---

---

---

---

---

---

32

## Balancing Supervisor and Buddy Roles (Cont.)

- You want trust from your subordinate? Trust will not form until you've established a professional bond.
- Good supervisors should immediately know when something is bothering a subordinate. You should be able to go to the individual and attempt to help them resolve the issue.
- Unresolved issues can result in poor morale, decreased work performance, and coworkers putting themselves/others in dangerous situations.

---

---

---

---

---

---

---

---

33

### Balancing Supervisor and Buddy Roles (Cont.)

- You will need to put distance between you and subordinates to effectively manage them.
- You should strive to be a supervisor whom others are excited to work for.

---

---

---

---

---

---

---

---

34

### Recognizing LEO Stress

- There are three types of LEO contributors to heightened LEO stress that we are going to discuss.
  1. Vicarious Traumatization
  2. Compassion Fatigue
  3. Burnout

---

---

---

---

---

---

---

---

35

### Recognizing LEO Stress (Cont.)

- Vicarious Traumatization
  - ◆ Cumulative transformative effect on the crisis worker who works specifically with victims of traumatic life events.

---

---

---

---

---

---

---

---

36

## Recognizing LEO Stress (Cont.)

- Compassion Fatigue
  - ◆ Natural, avoidable, and treatable consequence of working with suffering people, regardless of the cause of that suffering.

---

---

---

---

---

---

---

---

37

## Recognizing LEO Stress (Cont.)

- Burnout
  - ◆ A collection of symptoms associated with an exhaustion of physical (or emotional) strength or motivation as a result of exposure to prolonged environmental and internal stressors.

---

---

---

---

---

---

---

---

38

## Warning Signs

- Withdrawing from other LEO.
- Feeling sad and hopeless for more than a few days.
- Lack of energy, enthusiasm, and motivation.
- Trouble concentrating.
- Reckless drinking of alcohol.
- Being restless, agitated, and irritable.
- Weight gain or loss out of the norm.
- Sleeping more than usual.
- Feeling bad about yourself or feeling guilty.
- Anger and rage over something trivial (out of character) .
- Feeling you can't overcome difficulties in your life.
- Openly talks about suicide.
- Taking unnecessary risks.

---

---

---

---

---

---

---

---

39

### What Can I Do?

- If you notice any of the noted warning signs and they've been present for several days, check in with the LEO.
- Educate yourself on Vicarious Traumatization, Compassion Fatigue, and Burnout.
- Become a Compassionate Supervisor.

40

---

---

---

---

---

---

---

---

### Compassionate Supervisor

- Compassionate Leaders:
  - ◆ Inspire people with purpose, hope, and optimism.
  - ◆ Generate energy in others because they resonate, empathize, and connect with them.

41

---

---

---

---

---

---

---

---

### Compassionate Supervisor (Cont.)

- Compassionate Supervisors should undertake the personal practices of kindness, thoughtfulness, and courteousness and compliment others. These actions are infectious and will spread throughout an organization.

42

---

---

---

---

---

---

---

---

Compassionate Supervisor (Cont.)

The supervisor or office should share information within the office or the public about LEOs displaying acts of compassion or kindness.



---

---

---

---

---

---

---

---

43

### Creatures of Habit

- Repetitive stress leads to changes in the brain chemistry and density that affect emotional and physical health.
- Repetitive stress can cause burnout, depression, anxiety, depression, and PTSD.

---

---

---

---

---

---

---

---

44

### Mix It Up

- Give your subordinates new challenges, tasks, and/or duties.
- Make the job fun (i.e. competitive, funny story of the week award, etc.).
- Make sure the same individuals aren't working the same types of calls.

---

---

---

---

---

---

---

---

45

## Mix It Up (Cont.)

- Encourage subordinates to:
  - ◆ Play harder than they work.
  - ◆ Surround themselves by positive people.
  - ◆ Develop a plan to address areas of the job that involve repetitive stress.
  - ◆ Make basic needs (i.e. diet, sleep, exercise, etc.) a priority.
  - ◆ Have hobbies not related to law enforcement.
  - ◆ Volunteer for an organization that takes the individual away from law enforcement work.

---

---

---

---

---

---

---

---

46

## Refer to Mental Health

- When to Refer?
- How does the mental health process work?
- Who pays for the services?
- What to expect?
- How much work is missed?
- Communication and what that looks like?

---

---

---

---

---

---

---

---

47

## Let's Talk About the M-Word...Morale

power thesaurus

### Synonyms for Morale

- spirit
- confidence
- self-esteem
- esprit de corps
- self-confidence

---

---

---

---

---

---

---

---

48

## Why Build Morale?

- Morale is to make LEOs more efficient, to create a discipline that is voluntary and enthusiastic rather than enforced, and to stimulate their minds and wills toward desired ends.
- Morale work is calculated to bring out, encourage, and develop the best there is in the LEOs. It aims to stimulate and assist the weak, direct the strong, correct the erring, educate the uninformed, and further encourage the successful.
- Morale work should take thoughts away from troubles.

49

---

---

---

---

---

---

---

---

## Ways to Build Morale

- Give credit where credit is due to others. Praise in public, discipline in private.
- Look for the good.
- Stop micromanaging.
- Get to know your subordinates and show a real interest in them and their families.
- Eliminate unnecessary conflict.
- Ask your crew what you can do to help increase morale.
- Try to celebrate birthdays, promotions, etc. while on duty.
- Communicate openly, honestly, and most importantly, positively.

50

---

---

---

---

---

---

---

---

[Scott.maid@cassmosheriff.org](mailto:Scott.maid@cassmosheriff.org)



51

---

---

---

---

---

---

---

---