Inclusive Supervision Practices

Participant Manual

December 2016
For Training Purposes Only

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~ For Training Purposes Only ~
Agenda

• Welcome and Overview
• Introductions
• Learning Objectives
• Reflections on Supervision
• Four Layers of Diversity Framework
• Activity #1 – DISC Personality Profile
  o Understanding our strengths and weaknesses
  o Understanding the four styles
• Activity #2 – Power of Assumptions Exercise
• Inclusive Supervision in Practice
• Judging to Valuing Ladder
• Closing Activity
• Questions, Comments, and Evaluations
Objectives

At the conclusion of this training participants will be able to:

• Articulate the elements of inclusive supervision
• Understand the dimensions of the DISC Personality Behavioral Profile
• Identify the personality profile of those they supervise and work with
• Identify multiple dimensions of identity
• Articulate ways to demonstrate and model inclusive supervision
FOUR LAYERS OF DIVERSITY

The DISC Personality Profile

Model

Active
- Assertive
- Dynamic

I
- Influence

D
- Dominance

C
- Conscientiousness

Questioning
- Logic-Focused
- Skeptical
- Challenging
- Objective

Accepting
- People-Focused
- Empathizing
- Receptive
- Agreeable

Thoughtful
- Moderate Pace
- Calm
- Methodical
- Careful

Bold
D – Dominance

**Emphasize:** shaping the environment by overcoming opposition and challenge

**Tendencies:** getting immediate results, taking action, accepting challenges

**Motivated by:** challenge, power and authority, direct answers

**Fears:** loss of control in their environment; being taken advantage of

**You will notice:** self-confidence, decisiveness, and risk-taking

**Limitations:** lack of concern for others, impatience

**Strengths:**
- make decisions when others cannot
- confront tough issues or situations
- accept change as a personal challenge
- keep the team focused and on task
- leader

**Limitations:**
- may come across as unapproachable
- can be insensitive to others
- may show impatience with others
- try to move the team before it is ready
## I – Influence

<table>
<thead>
<tr>
<th><strong>Emphasize:</strong></th>
<th>shaping the environment by persuading and influencing others</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tendencies:</strong></td>
<td>involvement with people, making a favorable impression</td>
</tr>
<tr>
<td><strong>Motivated by:</strong></td>
<td>social recognition, group activities, relationships</td>
</tr>
<tr>
<td><strong>Fears:</strong></td>
<td>social rejection, disapproval, loss of influence</td>
</tr>
<tr>
<td><strong>You will notice:</strong></td>
<td>enthusiasm, charm, sociability</td>
</tr>
<tr>
<td><strong>Limitations:</strong></td>
<td>impulsiveness, disorganization, and lack of follow-through</td>
</tr>
</tbody>
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### Strengths:

- are available to others
- inspire others
- spread your enthusiasm and positive attitude to others
- give positive feedback to your colleagues
- creative

### Limitations:

- can be disorganized
- may be superficial in your approach
- lack follow-through
S – Steadiness

<table>
<thead>
<tr>
<th>Emphasize:</th>
<th>achieving stability, accomplishing tasks by cooperating with others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tendencies:</td>
<td>calm, patient, loyal, good listener</td>
</tr>
<tr>
<td>Motivated by:</td>
<td>infrequent change, stability, sincere appreciation, cooperation</td>
</tr>
<tr>
<td>Fears:</td>
<td>loss of stability, the unknown, change, unpredictability</td>
</tr>
<tr>
<td>You will notice:</td>
<td>patience, a team player, stability, methodical approach, calm</td>
</tr>
<tr>
<td>Limitations:</td>
<td>overly willing to give, putting their needs last</td>
</tr>
</tbody>
</table>

**Strengths:**
- are good team players
- are sensitive to others’ needs
- approach meeting agendas methodically
- listen well
- are likable

**Limitations:**
- can be indecisive
- may be indirect
- resist change
C – Conscientiousness

**Emphasize:** working within circumstances to ensure quality and accuracy

**Tendencies:** attention to standards and details, analytical thinking

**Motivated by:** clearly defined performance expectations, quality and accuracy being valued

**Fears:** criticism of their work, slipshod methods

**You will notice:** behavior that is cautious, precise, diplomatic, restrained

**Limitations:** overly critical of self and others, indecision because of desire to collect and analyze data

**Strengths:**
- are thorough
- follow standards
- emphasize accuracy
- use diplomacy
- critical analysis
- detail oriented

**Limitations:**
- can be overly concerned with perfection
- act aloof
- tend to hamper others’ creativity by sticking to the rules
Reflection #1 – DISC Personality Profile

Which of your behaviors might be ineffective/destructive vs. constructive?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

What might you do differently to be more effective?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Reflection #2 – Assumptions Exercise

What relationships or situations need a clean set of lenses?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

How have your assumptions perhaps hindered your efforts for more effective working relationships?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________


Inclusive Supervision

Inclusive supervisors create safe spaces by...

- **Demonstrating vulnerability**
  - Admit to your weaknesses
  - Admit to not knowing everything
  - Apologize when you make mistakes (particularly cultural mistakes)

- **Cultivating the whole self** (holistic development)
  - Recognize, respect and allow for celebration of all aspects of staff’s identity
  - Consider the intersection of individuals multiple identities which results in unique/individual experiences (no two people are the same)

- **Building up the capacity of others for inclusion**
  - Provide opportunities for professional development in areas of inclusion
  - Help others navigate dominant systems
  - Allow others to demonstrate expertise and knowledge
  - Model the way
Final Reflections

Three things that stand out:
1. ________________________________________________________________
2. ________________________________________________________________
3. ________________________________________________________________

What resonated today?
_______________________________________________________________
_______________________________________________________________

What questions are circling?
_______________________________________________________________?
_______________________________________________________________?

How does what you learned today impact your effectiveness at work?
________________________________________________________________
________________________________________________________________