

Inclusive Supervision Practices

Participant Manual

December 2016
For Training Purposes Only

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Agenda

- Welcome and Overview
- Introductions
- Learning Objectives
- Reflections on Supervision
- Four Layers of Diversity Framework
- Activity #1 – DISC Personality Profile
 - Understanding our strengths and weaknesses
 - 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:

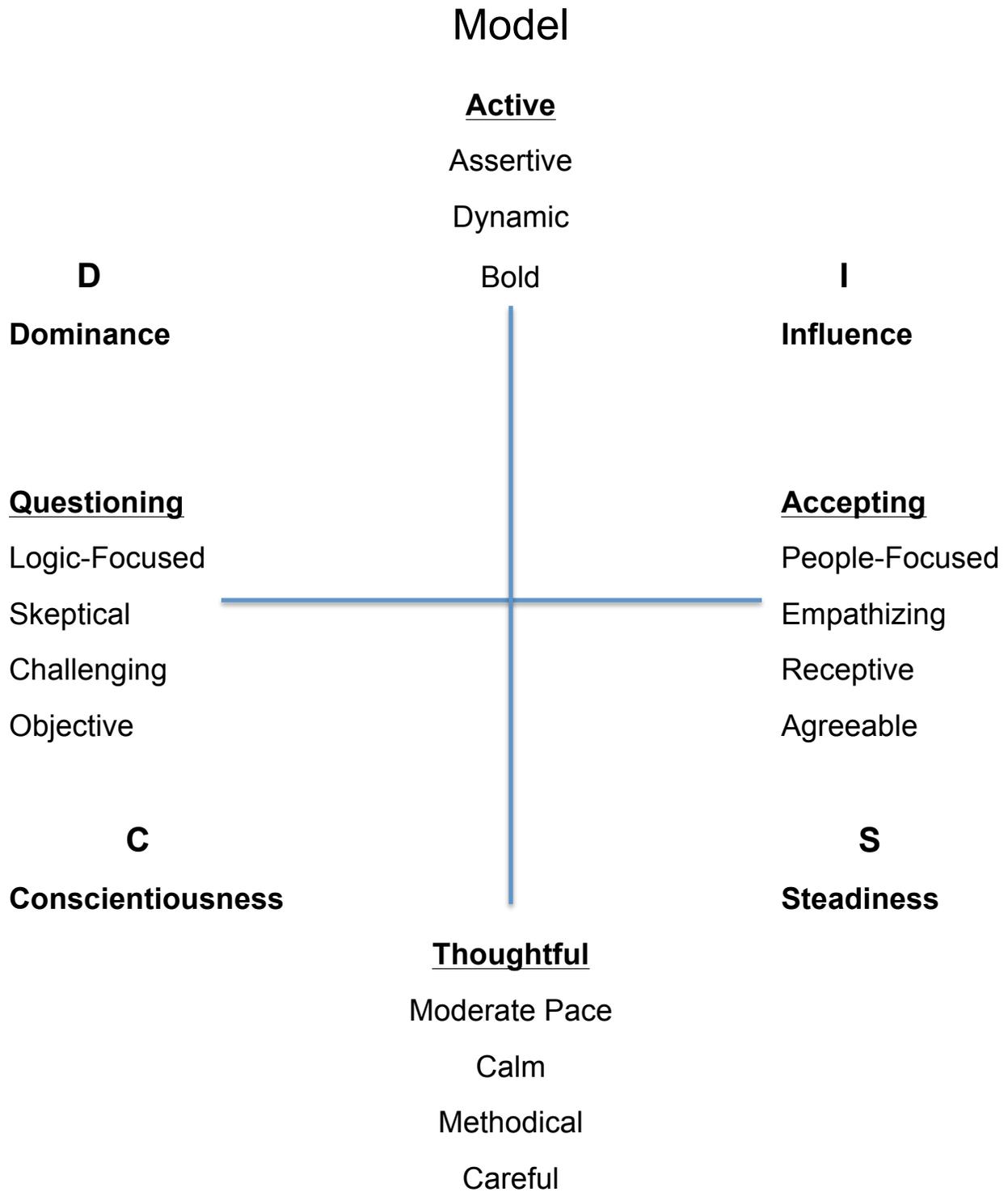
- Articulate the elements of inclusive supervision
- Understand the dimensions of the DISC Personality Behavioral Profile
- Identify the personality profile of those they supervise and work with
- Identify multiple dimensions of identity
- Articulate ways to demonstrate and model inclusive supervision

FOUR LAYERS OF DIVERSITY



*Internal Dimensions and External Dimensions are adapted from
Marilyn Loden and
Judy Rosener, *Workforce America!*
(Business One Irwin, 1991)
From *Diverse Teams at Work*,
Gardenswartz & Rowe (2nd Edition, SHRM, 2003)

The DISC Personality Profile



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

Emphasize: shaping the environment by persuading and influencing others

Tendencies: involvement with people, making a favorable impression

Motivated by: social recognition, group activities, relationships

Fears: social rejection, disapproval, loss of influence

You will notice: enthusiasm, charm, sociability

Limitations: impulsiveness, disorganization, and lack of follow-through

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

Emphasize: achieving stability, accomplishing tasks by cooperating with others

Tendencies: calm, patient, loyal, good listener

Motivated by: infrequent change, stability, sincere appreciation, cooperation

Fears: loss of stability, the unknown, change, unpredictability

You will notice: patience, a team player, stability, methodical approach, calm

Limitations: overly willing to give, putting their needs last

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?

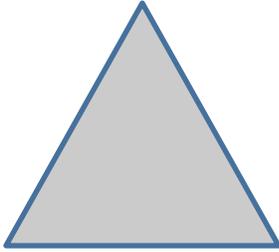
How have your assumptions perhaps hindered your efforts for more effective working relationships?

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

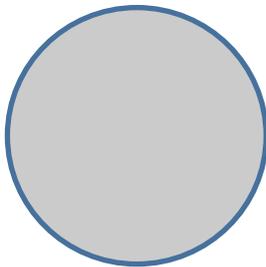


Three things that stand out:

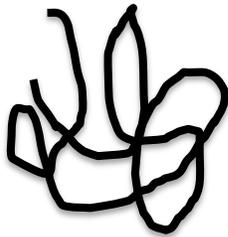
1. _____
2. _____
3. _____



What resonated today?



What questions are circling?



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