

Leading from One Step Behind

Rather than be a “Super-visor” or “see-it-all” or “what if” posture, this model suggests that supervision resembles the workers efforts with clients.

Until proven otherwise, we believe that all workers:

- 1. Want to do a good job each and every day.**
- 2. Want to be proud of their work.**
- 3. Want to “make a difference” in a life.**

- 4. Need knowledge and skills to express this motivation.**
- 5. Have reasonable “problem-solving” skills, and need to add on “solution-building” skills.**
- 6. Need to identify and enhance his or her existing personal resources.**
- 7. Want to feel respected by their supervisors and others in management, and they will, in turn, deal with their clients in a respectful manner, who in turn, will be more respectful to their children.**

Importance of Collaborative Language:

**Notice the difference one conveys
when a worker asks a client the
following simple question:**

“Have you had a job before?”

**From the client’s perspective,
contrast this same question when
phrased in a slightly different way:**

**“ How many jobs have you had
before?”**

Yet another example:

“What would your child say he/she hates the most about your being drunk?”

Contrast with:

“What would your child say she likes the best about your being sober, even if for one day?”

One more:

“Why weren’t the kids in school the last two days?”

Contrast with:

“How were you able to get the kids to school on time three days last week?”

The same for supervisor and worker:

“Why haven’t you gotten your paperwork done this week?”

or

“What do you have to do to get your paperwork done on time again this week?”

Contrast with:

“I wonder how you managed to keep up with your paperwork the last three weeks of last month?”

[this suggests that the supervisor is aware of what the worker is doing and doing well and starts from a place of success]

Some Ideas:

“Silence is Golden”

**“ You must have good reasons
to....”**

“ Tentative Language (hedging)”

**“Could it be...?” “It sounds
like.....” “Perhaps....”**

“What do you think?”

“Suppose.....(pause)”

**“Lets suppose....for a moment,
all your frustrations related to your
co-workers are all solved....what
would you be do then that you are
not doing right now?”**

**“Let suppose that all this is
worked out...what would be
different?”**

Goals with workers:

Once we know where we are headed, it is easier to know what actions we might take to get there.

Goals are the Beginning of the Solution, not the end of change.

Goals in positive terms: instead of “reducing absenteeism” it becomes “coming to work everyday.”

When has this been more likely, that you have been able to get to work?

What will it take? Behavioral, concrete steps, small steps

How will we know that you are on the best track to make this happen?

What will be happening different?