



The Role of Supervisor

There are many work styles and many approaches to team work and supervision. In social justice organizations, there are often alternative titles such as coordinators or team leaders, and there are a variety of models for supervision than are based mutual accountability rather than top down work assignments.

But at the core of all team structures and one-one-one supervision relationships, are the dual purposes of building effective work routines to meet the mission of the organization, and to help build the skills of all team members. The tools below are offerings that you can adapt and re-design to reflect supervision means in your organization.

Supervising and Coaching Approaches in the workplace

Supervisory Style	Coaching Style
Clarifies and articulates the vision.	Asks questions to help coachee clarify vision
Develops goals to achieve the vision.	Asks to help coachee develop goals
Solicits help from those they supervise to accomplish goals.	Works with coachees to see them accomplish their own goals.
Sets the agenda for the meeting	Asks coachee to set agenda
Operates in a 'telling' mode. Answers questions.	Asks questions Helps coachees discover their own answers
Gives advice	Points coachee toward resources

Consider the different roles of supervisor and the coach and how they might evolve or experiment over time.

- 1) Which list exemplifies present role or relationships?
- 2) How would you like your role to change?
- 3) Which relationships do you feel could successfully use a coaching style?
- 4) In which relationships need to remain primarily in the supervisory approach?
- 5) How can the team apply “both/and” and mix approaches depending on the person or the phase of the relationship?

Adapted from:

<http://www.coach22.com/discovercoaching/resources/supervisingvscoaching.htm>