# APS Supervisor Core: Strengths-Based Development/ Supervision

INSTRUCTOR LED TRAINING (VIRTUAL COURSE)

PARTICIPANT MANUAL

**Academy** for Professional Excellence

**APSWI**
Adult Protective Services
Workforce Innovations

The Academy for Professional Excellence is a project of the San Diego State University School of Social Work

# Funding Sources





**This training was developed by the Academy for Professional Excellence, with funding from the California Department of Social Services, Adult Programs Division.**

**Curriculum Developer, 2020**

**Joanne Chen, MA, CPC Introduction**

# Introduction

We are pleased to welcome you to **APS Supervisor Core: Strengths-Based Development/Supervision Participant Manual**, developed by Adult Protective Services Workforce Innovations (APSWI), a program of the Academy for Professional Excellence under a grant from the California Department of Social Services, Adult Programs Division.

The Academy for Professional Excellence, a project of San Diego State University School of Social Work, was established in 1996 with the goal of revolutionizing the way people work to ensure the world is a healthier place. Our services integrate culturally responsive and recovery-oriented practices into our daily work to promote healing and healthy relationships. Providing around 70,000 learning experiences to health and human service professionals annually, the Academy provides a variety of workforce development solutions in Southern California and beyond. With five programs, three divisions and over 100 staff, the Academy's mission is to provide exceptional learning and development experiences for the transformation of individuals, organizations and communities.

APSWI is a program of the Academy for Professional Excellence. APSWI is designed to provide competency-based, multidisciplinary training to Adult Protective Services professionals and their partners. APSWI's overarching goal is the professionalization of Adult Protective Services professionals to ensure that abused and vulnerable older adults and adults with disabilities receive high quality, effective interventions and services.

APSWI partners with state and national organizations and experts in the older adult and adults with disabilities professions to empower APS professionals and those they serve to live safely, peacefully and in a world that is free from abuse and neglect.

APSWI's partners include:

- National Adult Protective Services Association (NAPSA) Education Committee
- California Department of Social Services (CDSS), Adult Programs Division
- County Welfare Directors Association of California (CWDA), Protective Services Operations Committee (PSOC)
- California's Curriculum Advisory Committee (CAC)

# Partner Organizations

**Dawn Gibbons-McWayne, Program Manager, APSWI**

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https://theacademy.sdsu.edu/programs/apswi/

**Megan Juring, APS Leaders Institute Program Coordinator, APSWI**

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https://theacademy.sdsu.edu/programs/apswi/

**Jennifer Spoeri, Executive Director, National Adult Protective Services Association (NAPSA)**

https://www.napsa-now.org/

**Paul Needham, Chair, NAPSA Education Committee**

https://www.napsa-now.org/

**James Treggiari, Adult Protective Services Liaison, Adult Protective Services Division**

California Dept. of Public Social Services

https://cdss.ca.gov/Adult-Protective-Service

**Chris Alire and Francisco Wong, Co-Chairs, Protective Services Operations Committee of the County Welfare Director's Association**

https://cwda.org/about-cwda

# Acknowledgements

This training is the result of a collaborative effort between Adult Protective Services administrators, supervisors, staff development officers and workers across the state and the nation; professional educators; and the Academy for Professional Excellence staff members. APSWI would like to thank the following individuals and agencies:

## Agencies

California Department of Social Services, Adult Programs Division

Arizona Department of Economic Security, DAAS-Adult Protective Services

National Adult Protective Services Association

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Joanne Chen, MA, CPC

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## STRENGTHS-BASED SUPERVISION

## CLOSING AND EVALUATION

# Executive Summary

## APS Supervisor Core: Strengths-Based Development/Supervision

Why focus on strengths? The research is clear that the use and development of strengths in the workplace increases work performance, retention, and well-being for staff at all levels. Join us for this interactive, foundational training on strengths-based development and supervision. Identify and explore your strengths and how to apply a strengths-based supervisory approach with your staff. Tips, tools and best practices will be shared for use on the job and in supervision.

**Virtual Training**:
- The following virtual instructional strategies are used throughout the course: short lectures (lecturettes), interactive activities/exercises including breakout groups, chat box discussions, large group discussions, self-reflection, poll options, and individual practice. PowerPoint slides and role-playing/demonstrations are used to stimulate discussion and skill development.
- Participants will need access to a computer with video conferencing capability and be able to connect to the virtual platform being used to deliver this training. A headset or earbuds with microphone and a video camera are highly encouraged. Participant Manual is a fillable PDF if using Adobe Acrobat. Participants are encouraged to either print a hard copy or ensure access to Adobe Acrobat to allow for highlighting, typing in comments and filling out worksheets.

**Course Requirements:**

- Pre-Training Assignment: Prior to the training, participants will be sent a Prework Supplemental Manual. They will complete a strengths assessment and the Your Top Strengths Handout (parts as indicated in directions). It will take approximately 60-75 minutes. This must be completed prior to attending the training. This will be included as a major processing activity and needs to be readily available for the training.
- Completion of the entire module is required to receive course completion credit.

**Target Audience**: This workshop is intended for new supervisors or experienced staff who may require a refresher.

**Outcome Objectives for Participants:**

By the end of this training participants will be able to:
- Compare and contrast the benefits and limitations of the strengths-based approach.
- Identify how each of your top strengths/talents (as described in your strengths assessment report) have contributed to your role/career.

Discuss how you might approach supervising staff in an APS case study using the strengths-based approach and your top strengths/talents.

# Course Outline

| CONTENT | MATERIALS | TIME |
|---|---|---|
| **WELCOME, HOUSEKEEPING AND INTRODUCTIONS** | | 10 minutes |
| Display Name Change Instructions | Slide 1 | |
| Welcome, Housekeeping and Introductions | Slides 2 | |
| Technology Overview | Slide 3-4 | |
| Introduction of Trainer | Slide 5 | |
| Learning Objectives | Slide 8 | |
| Group Agreements | Slides 7-8 | |
| **STRENGTHS-BASED APPROACH** | | 20 minutes |
| What Is Strength? | Slide 9 Chat Box Activity | |
| Who Represents Strength? | Slide 10 Chat Box Activity | |
| Deficit Model | Slides 11 | |
| Benefits of Strengths-Based Approach | Slides 13-18 | |
| Poll: Strengths Use Gut Check | Slide 19 | |
| Limitations of Strengths-Based Approach | Slides 20-23 | |
| **STRENGTHS ASSESSMENTS** | | 50 minutes |

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|---|---|---|
| Strengths Assessments | Slide 24-25 | |
| Your Top Strengths | Slides 26-31<br><br>Your Pre-work<br><br>Solo Work: Matching and Action Planning<br><br>Small Group Discussion<br><br>Large Group Debrief<br><br>*Pre-work* Handout: "Your Top Strengths" | |
| | **BREAK** | 10 minutes |
| **STRENGTHS-BASED SUPERVISION** | | 55 minutes |
| Strengths-Based Supervision | Slides 32-34 | |
| Poll: Strengths-Based Supervision | Slide 35 | |
| Strengths-Based Supervision Self Assessment | Slides 36<br><br>Solo Activity<br><br>Handout #1: "Strengths-Based Supervision Self-Assessment" | |
| Tool: Strengths-Based Questions | Slide 37<br><br>Handout #2: Strengths-Based Coaching Questions for Supervisors | |
| APS Scenario | Slides 38-40<br><br>Small Group Work<br><br>Large Group Debrief | |

| | | |
|---|---|---|
| What Are You Committed To? | Slide 41 Chat Box Activity | |
| **CLOSING AND EVALUATION** | | 5 minutes |
| Evaluation | | |
| Thank You | Slide 42 | |
| References | | |
| Pre-Work: Your Signature (Top) Strengths or Strengths Roles | | |
| **TOTAL TIME** | | **150 MINUTES** |

## APSWI
Adult Protective Services
Workforce Innovations

## APS Supervisor Core:
## Strengths-Based Development / Supervision

Instructor-Led Training

We create experiences that transform the heart, mind, and practice.

Academy for Professional Excellence

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## Academy for Professional Excellence | APSWI Adult Protective Services Workforce Innovations

### About the Academy & APSWI

The Academy is a project of San Diego State's School of Social Work. Serving over 20,000 health and human services professionals annually, the Academy's mission is to provide exceptional workforce development and learning experiences for the transformation of individuals, organizations and communities.

APSWI, or Adult Protective Services Workforce Innovations, is a training program of the Academy that provides innovative workforce development to APS professionals and their partners.

San Diego State University

### ACADEMY PROGRAMS

APEX      APSWI      CWDS      LIA      SACHS

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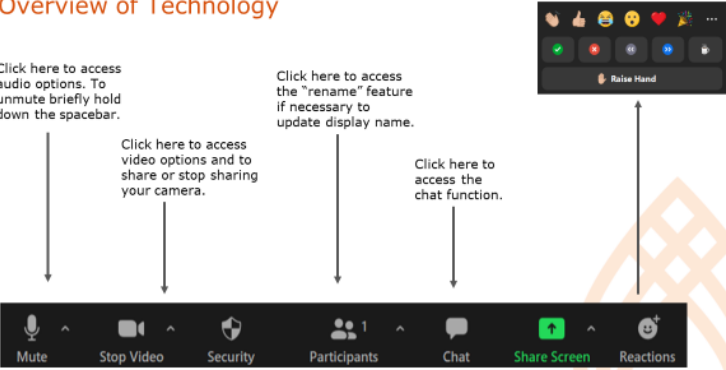
### Overview of Technology

Click here to access audio options. To unmute briefly hold down the spacebar.

Click here to access video options and to share or stop sharing your camera.

Click here to access the "rename" feature if necessary to update display name.

Click here to access the chat function.

Raise Hand

Mute      Stop Video      Security      Participants      Chat      Share Screen      Reactions

## Breakout Groups

**Joining the breakout group:**
* Click **join**

**Asking for help:**
If you click **Ask for Help**, it will notify the meeting host that you need assistance and they will be asked to join your breakout room.

**Leaving the breakout group:**
You can leave the breakout room and return to the main meeting session at any time, or you can leave the meeting entirely from the breakout room.

1. Click **Leave Breakout Room.**
2. Choose if you want to leave the breakout room or the entire meeting.
3. When the host ends the breakout rooms, you will be notified and given the option to return to the main room immediately, or in 60 seconds.

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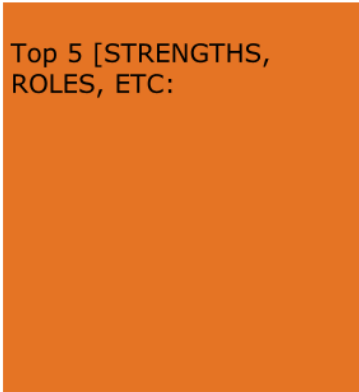
Your Trainer for Today:

[NAME]

[TITLE]

[ORGANIZATION]

Top 5 [STRENGTHS, ROLES, ETC:

---

## Learning Objectives

1. Compare and contrast the benefits and limitations of strengths-based approach.

2. Identify how your top strengths/talents (as described in your assessment report) have contributed to your role/career.

3. Discuss how you might approach supervising staff in an APS case study using the strengths-based approach and your top strengths/talents.

## Group Agreements

- Supportive: Encouraging/Strengths-Focused

- Non-Judgmental & Respectful

- Permission to share only what I feel comfortable sharing

- Ask for clarification when needed

- Accountability - your role in implementation

- Acknowledge diversity of attendees

- Self-care

## Group Agreements

"Confidentiality will be maintained: What happens during this training will not be shared outside of this group with the exception that the learning and key takeaways can be shared. Specific details shared by members of these groups during this learning session will not be divulged."

## What is Strength?

- Something that you're good/talented at
- What you are known for
- What comes easily to you / innate
- Energizing, feels good/fun to use
- Can be developed
- Can atrophy due to lack of use
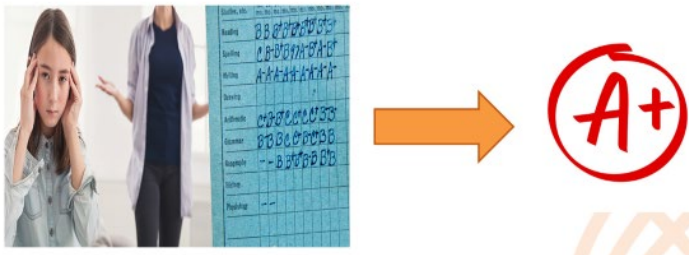- Drives performance
- Flow

## Benefits of Strengths-Based Approach



27 workplace studies of strengths-based interventions:
- Focused on the use and development of strengths
- Published between 2010 and 2019
- American, Indian, South African, Canadian, German-speaking, Dutch, Israeli populations

Miglianico, Marine et al. (2020). Strength Use in the Workplace: A Literature Review. *Journal of Happiness Studies*. 21.

## Benefits of Strengths-Based Approach

- Well-being
  - "Satisfaction, pleasure, commitment, and meaning"



## Benefits of Strengths-Based Approach

- Work Performance
  - Decrease burnout and turnover
  - Motivation
  - Managing workload
  - "Productivity, sales, and profit"
  - Team performance



Gallup. "2015 Strengths Meta-Analysis Report." https://www.gallup.com/cliftonstrengths/en/269615/strengths-meta-analysis-2015.aspx

### Benefits of Strengths-Based Approach

"Organizations that invest in strengths-based development achieve as much as a **29% increase** in profit."

https://www.gallup.com/cliftonstrengths/en/269615/strengths-meta-analysis-2015.aspx

### Benefits of Strengths-Based Approach

- "Vitality, flow, passion and engagement"

### Benefits of Strengths-Based Approach

| If your manager primarily... | The chances of active disengagement are... |
|---|---|
| Ignores you | 40% |
| Focuses on your weaknesses | 22% |
| Focuses on your strengths | 1% |

Rath, T. (2007). StrengthsFinder 2.0. New York: Gallup Press.

## Poll: Strengths Use Gut Check

- How often do you leverage your strengths/talents at work?

## Limitations of Strengths-Based Approach

- **Leaves Weaknesses Unaddressed**

Solutions:
- Strengthen a weakness if it's impacting a key part of your job.

OR
- Find a complementary partner.

OR
- Use a strength to compensate for a weakness or help approach differently.

## Limitations of Strengths-Based Approach

Overusing strengths or using inappropriately

Solution: Self-awareness is key.

## Limitations of Strengths-Based Approach

Focuses on the individual

Solutions - Ask yourself:

1. What outcomes are desired?

2. Who can best help achieve those outcomes?

3. What developmental support does my direct report need

https://hbr.org/2016/01/strengths-based-coaching-can-actually-weaken-you

## Limitations of Strengths-Based Approach

Neglects Structural Obstacles
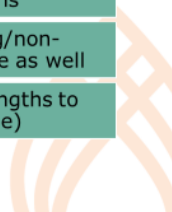
Solutions:
- Help remove structural obstacles
- Provide resources

## Strengths Assessments

| | |
|---|---|
| Clifton Strengths | • The oldest and most popular |
| VIA Character Strengths | • 2nd oldest, uses virtue categories, universal across cultures/nations |
| Strengths Profile | • 3rd oldest, measures energizing/non-energizing and frequency of use as well |
| Stand Out Strengths | • newest, merges individual strengths to create role types (free of charge) |

## Strengths Assessments

- Measure intensity of strengths use
- Strengths can be developed
- Upgraded versions of some assessment reports available ($)
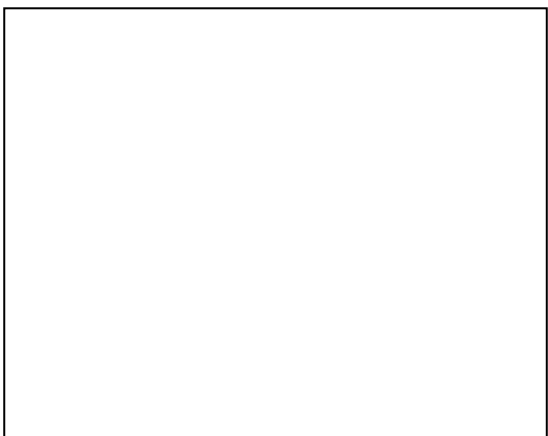- Terminology of and approach to weaknesses differ
- Not for hiring

## Your Prework

**Complete Part 1 and Part 2 (questions #1 and #2 only) of "Your Top Strengths" Worksheet.**

Part 1.

| Signature Strength/Role | At my best using this strength, I ... | What do I need to watch out for (i.e., blind spots) when using this strength ... | Support/Actions needed to be at my best with using this strength ... |
|---|---|---|---|
| Example: Responsibility | • Take ownership of every project to ensure high quality output/outcomes.<br>• I am extremely reliable. Others can count on me and often turn to me for support. | • I tend to take on too much and get overwhelmed. I feel responsible for everything. I need to be more selective about what I take on. | • Delegate more. Divide up tasks with others and be clear about who's responsible for what.<br>• Say no to projects that are not aligned with our annual priorities.<br>• Negotiate deadlines if needed.<br>• Work with my supervisor to come up with clear metrics to know what's enough. |

## Your Prework

Part 2. Reflection Questions

- At work, what are your top responsibilities?
- What are you known for at work?
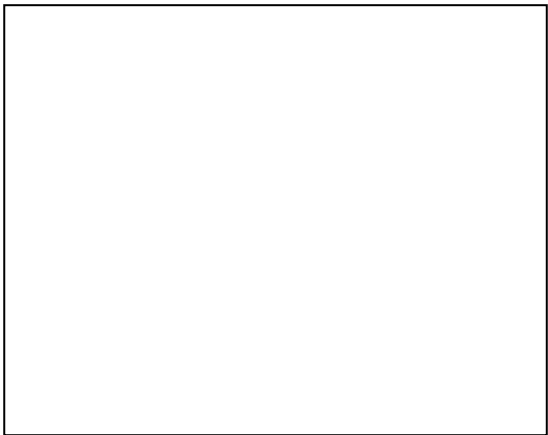
# Pre-work Instructions

We look forward to seeing you at the training! Below are instructions for the pre-work, which will take 60-75 minutes to complete (depending on which strengths assessment is completed). Please complete by _.

1. Review the "Summary of Strengths Assessments" handout and complete one of the assessments.
2. Review your results report. Highlight keywords/ideas that resonate with you and any tips you wish to try.
3. Complete Part 1 and Part 2 (Questions #1 and #2 only) of "Your Top Strengths" Worksheet.
4. Be prepared to discuss your answers to the following questions in small groups:
   a. What were your first impressions of your results report?
   b. Anything that surprised you?
   c. Considering your experience with taking the assessment and the amount and quality of information given in the assessment report, would you use this assessment with your staff- whether individually or on your team? Why or why not?

| SUMMARY OF STRENGTHS ASSESSMENTS | | | | |
|---|---|---|---|---|
| **Name of Assessment** | **Description** | **Length of Assessment** | **Price** | **Resources** |
| **CliftonStrengths Assessment** | • Measures how strongly 34 talent themes, including your Top 5 themes, show up in your work/life<br>• Recommends focusing on Top 5-10 themes and partnering with others who have different strengths<br>• Available in more than 25 languages and can be modified for individuals with disabilities<br>• Used by over | • Timed, 30-50 minutes to complete<br>• 177 paired statements | • Top 5 Report from either:<br><br>• *StrengthsFinder 2.0 book* ($9.49 on Amazon), which includes access code for the assessment OR<br>• Gallup's website ($24.99). | • Lots of free resources, including over 1,300 videos on the CliftonStrengths YouTube Channel.<br>• We recommend starting with the Discover Your Strengths - Unlock Your Potential with Gallup's CliftonStrengths and videos from Theme Thursday Season 5: Highlights from Your 34 CliftonStrengths series to learn more about your |

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|---|---|---|---|---|
| | 24 million people and over 90 percent<br>• of Fortune 500 firms | | • We recommend getting a new copy of the StrengthsFinder 2.0 book (Option 1), which provides more examples and tips than just getting the report from the website. | Top themes. Each episode averages 20-30 minutes in length. |
| VIA Character Strengths Survey | • Measures 24 character strengths depicted in philosophical, psychological, and religious texts across cultures<br>• Creators believe that with effort and attention, you can strengthen any character strength.<br>• Taken by more than 13 million people in 195 countries | • Un-timed, 15 minutes (or longer) to complete<br>• 96 questions | • Top 5 Character Strengths Report \| Personality Test | • Find Your 24 Character Strengths \| Personal Strengths List \| VIA Institute<br>• Amazon.com : the power of character strengths appreciate and ignite book ($20.99 on Amazon)<br>• VIA Courses for Personal & Professional Strengths ($100-$500) on different topics, including how to use character strengths at work.<br>• VIA Strengths |

| | | | | |
|---|---|---|---|---|
| | | | | [YouTube Channel](#) |
| [Strengths Profile](#) | • Measures 60 strengths<br>• Reports share your realized strengths ("strengths you use and enjoy"), unrealized strengths ("strengths you don't use as often"), learned behaviors ("things you do well, but may not enjoy"), and weaknesses ("things you find hard and don't enjoy"). | • Un-timed, 20 minutes (or longer) to complete | • [$19.05 for Introductory Profile](#) | • [The Strengths Profile Book: Finding What you Can Do + Love to Do And Why It Matters](#) |

| | | | | |
|---|---|---|---|---|
| | • Used by over 1 million people and more than 5,000 organizations in 90 countries1 | • 180 questions<br>• Can re-take after 6 months to notice any changes | | book ($11.49 on Amazon)<br>• Strengths Profile Youtube Channel, which contains videos on general concepts and user stories |
| StandOUT Strengths Assessment | • Determines your primary and secondary "StandOut Roles"; each role profile describes a "combination of traits that helps you stand out at work," your impact on others, & what value you bring to your organization/ team<br>• Taken by 750,000+ people all over the world;use by organizations | • Timed,15-20 minutes to complete<br>• 34 questions | • Free assess ment and report | • StandOut 2.0: Assess Your Strengths, Find Your Edge, Win at Work<br>• book ($14.88 at Amazon)<br>• Videos of the 9 StandOUT Roles and live broadcasts YouTube Channel<br>which offers videos about strengths, leadership, engagement and performance, etc. |

# Your Top Strengths Worksheet

## Part 1. Your Signature (Top) Strengths or Strengths Roles

Instructions: Complete the table below with your Top Strengths or Top Strengths Roles (according to the assessment), as well as insights from your results report and your own reflection.  If your report gives you more than 5 Top Strengths, pick 5 that you would like to focus on for this training.

| Signature Strength/Role | At my best using this strength, I ... | What do I need to watch out for (i.e., blind spots) when using this strength ... | Support/Actions needed to be at my best with using this strength ... |
|---|---|---|---|
| Example: Responsibility | • Take ownership of every project to ensure high quality output/outcomes.<br>• I am extremely reliable.  Others can count on me and often turn to me for support. | • I tend to take on too much and get overwhelmed. I feel responsible for everything.  I need to be more selective about what I take on. | • Delegate more. Divide up tasks with others and be clear about who's responsible for what.<br>• Say no to projects that are not aligned with our annual priorities.<br>• Negotiate deadlines if needed.<br>• Work with my supervisor to come up with clear metrics to know what's enough. |
| | | | |
| | | | |

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| | | | |
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| | | | |

## Part 2. Reflection Questions

    1.  At work, what are your top responsibilities?

2.  What are you known for at work?

3.  How have your Signature Strengths supported you in your role, helped you be successful in the things you listed for Questions #1 and 2?

## Part 3. Action Planning

<u>Instructions</u>:  Select 1 or 2 Signature Strengths/Strengths Roles that you could lean into more to increase your effectiveness at work.  Create an action plan using the table below. Be specific in what, where, when, and how you are going to use your strengths.

| Signature Strength/Role | How might you use this strength more? | What support is needed? |
|---|---|---|
| Example: Relator | • I can take more time to connect with my staff individually instead of just focusing on business.  I will reserve the first 5-10 minutes of supervision to get to know them as people. <br>• I will also reserve 10 minutes during team meetings for ice breakers. | • I can solicit ice breaker ideas from my staff so that they feel a part of the process. |
|  |  |  |
|  |  |  |

## Solo Work: Matching

Fill out the Question #3 (in Part 2) by matching top strengths to your important responsibilities:

*How have your Signature Strengths/Strengths Roles helped you be successful in what you listed for Questions #1 and #2?*

| Top Responsibilities | Signature Strengths/StandOut Roles |
|---|---|
| Helping to resolve employee issues and disputes | Individualization, which helps me custom-design solutions that will satisfy all involved.<br>Consistency, which helps me create clear and fair rules that everyone can follow. |

## Solo Work: Action Planning

Complete Part 3 (Action Planning) of "Your Top Strengths" Worksheet.

| Signature Strength/Role | How might you use this strength more? | What support is needed? |
|---|---|---|
| Example: Relator | • I can take more time to connect with my staff individually instead of just focusing on business. I will reserve the first 5-10 minutes of supervision to get to know them as people.<br>• I will also reserve 10 minutes during team meetings for ice breakers. | • I can solicit ice breaker ideas from my staff so that they feel a part of the process. |

## Small Group Discussion Questions

1. What were your first impressions of your results report? Anything that surprised you?

2. How have your top strengths (as indicated by your report) helped/hindered you in your current role as supervisor and past roles?

3. Is there anything that you should start doing or stop doing related to your strengths?

## Large Group Discussion

<u>Briefly</u>, please share
with us:

Any takeaways,
discoveries, surprises?

## Strengths-Based Supervision

"The practice of frequent and positive interactions whereby [the] supervisor identifies talent, creates opportunities to develop that talent, and encourages employees to align their talents and tasks toward a specific goal."

Academy for Professional Excellence. Feb. 10, 2017. "Implementing Strengths-Based Supervision." Presentation.

## Strengths-Based Supervision Examples

1. Asking the question, "Why do you think I would promote you?"

2. Putting people in project groups based on their strengths
   - (e.g., a mix of achievers who could put things into action, strategic thinkers, those who have influencing strengths/talents).

## Strengths-Based Supervision

"Essentially a 'way of being' with supervisees where attention is given to power 'with' rather than power 'over,' and the environment is such that both supervisor and supervisee contribute their expertise to the relationship.'"

Davys and Beddoe. (2010). *Best Practice in Professional Supervision: A Guide for the Helping Professions*.
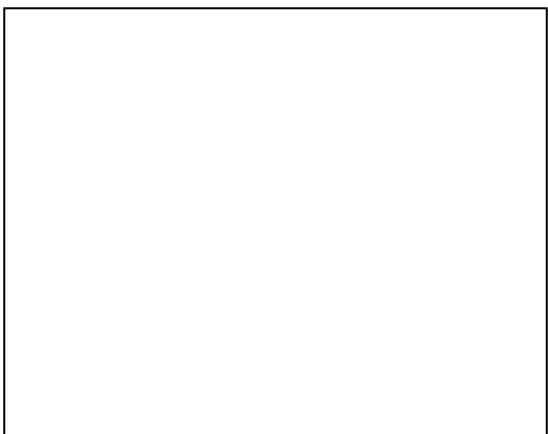
## Poll – Strengths-Based Supervision

- How often do you help your direct reports develop their strengths?

## Solo Activity – Self Assessment

1. Complete Parts 1 & 2 of "Strength-Based Supervision of Staff Self-Assessment" individually.

1. If there's time, complete Part 3 (Action Planning).

## Tool: Strengths-Based Questions

**Strengths-Based Coaching Questions for Supervisors**

1. Describe a successful day. What made it successful?
2. What are you doing/managing well? What are you finding challenging/not managing well?
3. What are you feeling good about?
4. What's working well for you at the moment?
5. What's worked for you in the past? (e.g., strategies/tools/resources/supports/skills)
6. What have you learned so far that could be helpful in moving forward?
7. Which of your top strengths can you leverage to help you move forward?
8. How can we build on where you are now?
9. What's one thing that you could do to take a step in the right direction?

[Adapted from: https://positivepsychology.com/strengths-based-interventions/]

# Handout #1: Strengths-Based Development/Supervision of Staff Self-Assessment

## Part 1: Self Evaluation

<u>Instructions</u>: In the table below, indicate with an "X" how often you practice each of the following strength-based behaviors in supervision.[1]

| Best Practice Behaviors | Always/ Almost Always | Sometimes | Rarely | Never |
|---|---|---|---|---|
| 1. I spend at least one hour a month with my staff on identifying their strengths and weaknesses in performance. | | | | |
| 2. I give my staff specific, strength-based feedback. | | | | |
| 3. I make expectations and outcomes clear with my staff, and expectations and outcomes are stated in strengthbased language. | | | | |
| 4. I ask my staff for feedback on my supervision to learn about my strengths and areas for improvement. | | | | |
| 5. I celebrate with my staff when they meet professional goals. | | | | |
| 6. I take time to learn about my staff members' lives to better understand their unique cultural values and strengths. | | | | |

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[1] Adapted from the work of Nora Gerber and Gil De Gibaja in *"Assessing My Own Strength Based Work,"* StrengthBased Family Centered Practice for CSWs.  Training curriculum, Los Angeles County Department of Children and Family Services, 2004.

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|---|---|---|---|---|
| 7. I acknowledge - verbally and in writing - my staff members who are doing good work. I try to notice those who are doing the right things. | | | | |
| 8. I regularly ask my staff members for ideas on how to improve the operations of the agency, perform follow-up, and advocate for ideas that might work. | | | | |
| 9. I write employee performance reports that are strength-based; each item reflects a positive outcome (change) that is expected/desired. | | | | |
| 10. I work to create a positive environment for my unit. | | | | |
| 11. I demonstrate confidence in the ability of my staff to make good decisions and let them do the job in a way they think it should be done. | | | | |
| 12. When mistakes occur, I avoid blame and, instead, work with the staff member to find ways to prevent similar problems in the future. | | | | |

## Part 2. Summary

<u>Instructions</u>: In the text boxes below, summarize your strengths as a supervisor (i.e., behaviors indicated with an "Always/Almost Always" rating) and identify 3 areas for improvement.

My Strengths as a Supervisor:

*Example: I make expectations and outcomes clear with my staff.  I take time to learn about my staff members' lives to better understand their unique cultural values and strengths.*

Potential Areas for Improvement:

*Example: I need to celebrate with my staff more when they meet professional goals.*

**Part 3. Action Planning**

Instructions: Create a developmental plan for yourself in the form of goal statements (specifying when, where, and what) to strengthen those areas needing improvement.

Action Plan for Improvement:

*Example: Starting in April, I will set aside 10 minutes at the beginning of every team meeting for reviewing and celebrating milestones and successes achieved by my staff during the previous month.*

# Handout #2
# Strength-Based Coaching Questions for Supervisors

1. Describe a successful day. What made it successful?

2. What are you doing/managing well? What are you finding challenging/not managing well?

3. What are you feeling good about?

4. What's working well for you at the moment?

5. What's worked for you in the past? (e.g., strategies/tools/resources/supports/skills)

6. What have you learned so far that could be helpful in moving forward?

7. Which of your top strengths can you leverage to help you move forward?

8. How can we build on where you are now?

9. What's one thing that you could do to take a step in the right direction?

(Adapted from: https://positivepsychology.com/strengths-based-interventions/)

## Small Group Work: APS Scenario

Instructions:

1. Trying on a particular Strength lens/hat: How might you apply one or more of your strengths (as identified by the assessment) to this scenario?

2. How might you apply one or more of strengths-based supervision best practices to this scenario?

3. Collaborate on a plan to approach this scenario.

*Feel free to use any of the coaching questions, and draw on your own experiences/solutions you've used.*

## Small Group Work: APS Scenario

An APS caseworker struggled with the fact that there was less control over their schedule/caseload and needed to be extremely flexible, unlike in their previous position with In-Home Supportive Services (IHSS), where one had more control.

*As the supervisor, what would you do in this case?*

Large Group Debrief

Please share your plan with us!

What Are You Committed to?

Please share one of your goals in the chat box.

Succeed
Take action
Set goals
Dream big
Hello Monday!

Thank You!
We envision a world where
the quality of life for individuals, organizations, and communities
is transformed into a healthier place.

APSWI
Adult Protective Services
Workforce Innovations

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