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*30<sup>th</sup> Anniversary of Excellence in the Training of Transportation Officials at  
Municipal, State and Federal Level in Puerto Rico and Virgin Islands*

# ***Basic Concepts of Supervisory Skills for Transportation Officials***



Instructor

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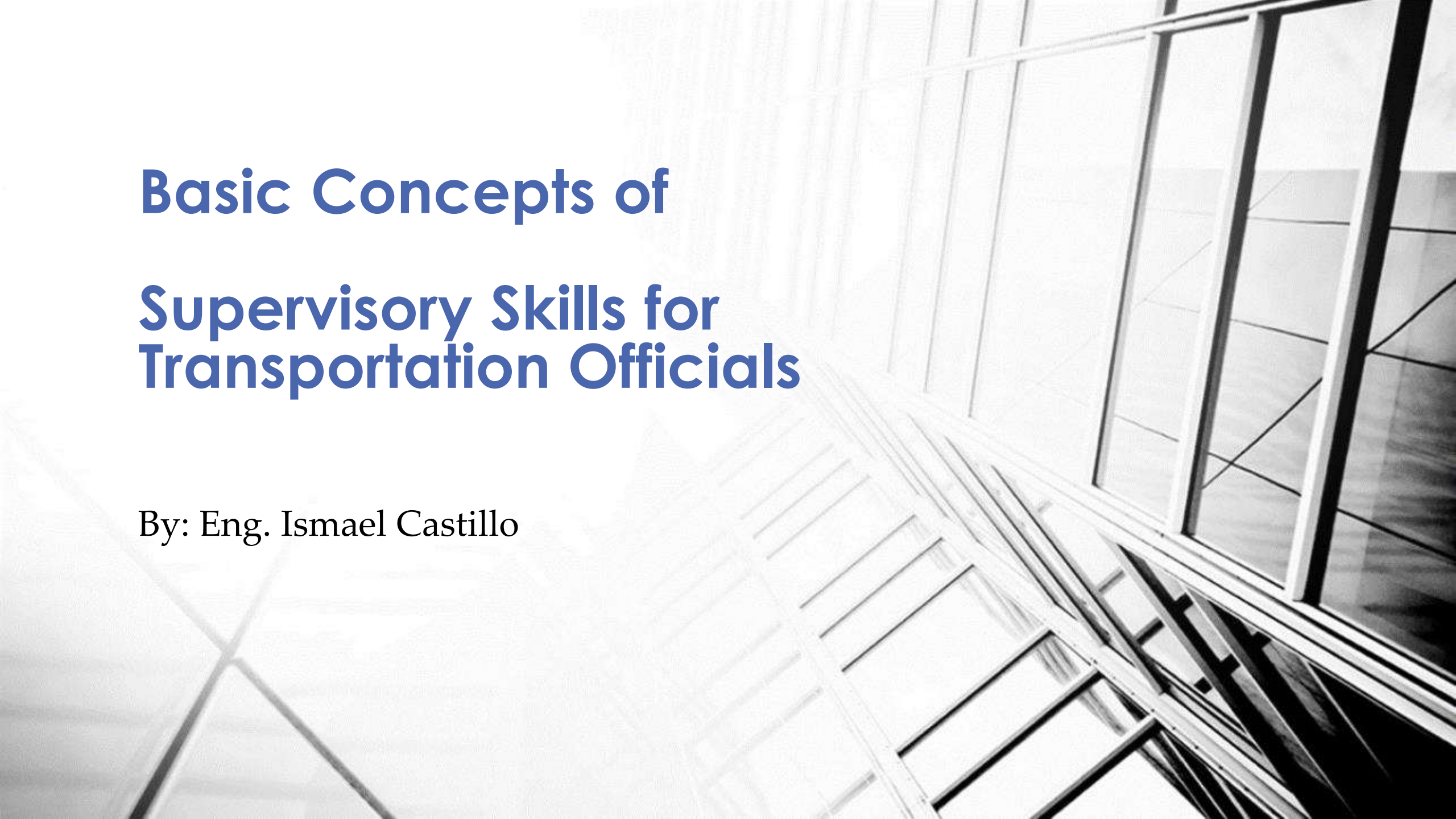
Consultant

ICCONS Puerto Rico



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# **Basic Concepts of Supervisory Skills for Transportation Officials**

By: Eng. Ismael Castillo

# Objectives of the Seminar:

- ❑ Definition of Supervisor, according to the law
- ❑ Review basic principles of supervision
- ❑ Authority vs Power
- ❑ List principles of leadership
- ❑ Effective Communications
- ❑ Two Theories about Motivation



# **EFFECTIVE SUPERVISORY SKILLS**

# Definition of Supervisor

Any person who has the authority given by the owner to:

- Hire
- Transfer
- Temporarily Layoff
- Indefinitely layoff
- Call back
- Promote

# Definition of Supervisor (Cont.)

- ❑ Fire (de-hire)
- ❑ Assigned
- ❑ Compensate
- ❑ Discipline
- ❑ Supervise
- ❑ Hear complaints
- ❑ Or, effectively, can recommend those actions, if performing requires using **PROPER JUDGEMENT, NOT ROUTINE OR CLERICAL ACTIONS.**

# RESPONSIBILITIES OF THE SUPERVISOR



# Toward Management

- ❑ Is the representative of the Management toward the employees
- ❑ Represent Management's point of view
- ❑ Responsible of the resources assigned
- ❑ Responsible of what happens or not in the area assigned

# Toward Employees

- ❑ Is the representative of the employees toward the Management
- ❑ Represents employee's point of view
- ❑ Must deal with employees in a respectful and dignified manner.
- ❑ Should provide a safe workplace
- ❑ Should train employees



# **SUPERVISOR'S SKILLS**

# Technical Skills

- ❑ Knowledge of his/her job and knowledge of subordinates job
- ❑ Knowledge of machinery and equipment
- ❑ Knowledge of the Supervisory Process



# Conceptual Skills

- ❑ See the organization as a whole and how each area relates and synchronized to other
- ❑ Recognize and solve problems
- ❑ Take decisions

# Human Skills

- ❑ Leadership Styles
- ❑ Human relations
- ❑ Effective communications
- ❑ Motivation skills
- ❑ Train subordinates



# **SUPERVISORY PROCESS**

A black and white photograph of a modern building's interior. On the right side, there is a large glass window with a dark frame. In the foreground, a complex, geometric metal structure, possibly a staircase or a decorative element, is visible, consisting of many thin, intersecting lines. The background is a bright, overexposed area, likely a sky or a large open space. The text 'SUPERVISORY PROCESS' is overlaid in a bold, blue, sans-serif font on the left side of the image.

# Planning

- ❑ Establish and understand goals
- ❑ Develop Action Plan
- ❑ Organize Resources



# Implementation

- ❑ Coordinate Plan with others
- ❑ Take action
- ❑ Work on time



# Follow-up

- ❑ Review progress
- ❑ Determine results
- ❑ Corrective actions, if necessary
- ❑ Results achieved - CELEBRATE



**LEADERSHIP**



# Definition

Art of influencing people to obtain their trust, cooperation, obedience and loyalty in order to perform a task and achieve a goal.

The ability of a person to achieve results through satisfied people.

# Leadership Styles

## ❑ Autocratic

- Leader states the WHAT, WHO, WHEN, WHERE and HOW, no explanation of WHY.

## ❑ Democratic

- Leader states the WHAT and make consultation on the others.

## ❑ Laissez-faire

- Leader states the WHAT and let the assigned person decides the others

# Effective Leader's Traits

- ❑ **Energy** - Work long and hard hours
- ❑ **Emotional Stability** –Very impartial judgement, emotionally stable, well control of temper and emotions.
- ❑ **Human Relations** - Has the ability to understand people's behavior.
- ❑ **Empathy** - Great sense of placing himself/herself in other people's shoes.
- ❑ **Objectivity** - Ability to make decisions avoiding being influenced by personal feelings.

# Effective Leader's Traits (Cont.)

- ❑ **Dedication** - Has the desire to succeed and is dedicated to achieve goals.
- ❑ **Communication** - Has the ability to communicate ideas clearly, either talking or writing.
- ❑ **Motivation** - Know how to inspire and motivate people.
- ❑ **Personal Relations** - Has the ability to work with people at all levels.
- ❑ **Technical Skills** - Has excellent knowledge of his job and general knowledge of his/her subordinate's jobs.

# COMMUNICATIONS



# Definition

The art of understanding.



# Importance Of Communications

- ❑ Essential for leaving among people
- ❑ The way to give instructions, motivate, train and keep people informed
- ❑ It takes time and effort

# Requirements

- ❑ Effective Human Relations
- ❑ Empathy
- ❑ Planning
- ❑ Feedback



# Characteristics

- ❑ It's a process, have a beginning and a conclusion
- ❑ There should be a common experience
- ❑ Formal Dimension (upward, downward from and to Management)
- ❑ Informal Dimension (Rumors, Grapevine)
- ❑ Interferences or Barriers

# Process

- ❑ It involves at least two persons
  - Transmitter
  - Receiver
- ❑ Takes a message from transmitter to receiver
- ❑ Use a mean of communication
  - Verbal
  - No-verbal
  - Visual

# Process (Cont.)

- ❑ Message is “codified” by the transmitter
- ❑ Receiver “decodifies” the message, interpret it and understand it
- ❑ Receiver gives feedback

# Dimensions In The Process

- ❑ **Descendent** – From Management to employees
- ❑ **Ascendant** – From employees to Management
- ❑ **Lateral** – communication of same level people
- ❑ **Diagonal** - communication between people of different levels within the organization

# Means Of Communication

## □ Verbal

- Oral – Talking, meetings, phone calls,
- Written – memos, emails, employee manuals

## □ No-verbal

- Behavior in the job (tardiness/ absenteeism/
- Body language

# Means Of Communication (Cont.)

## □ Visual

- Exhibitions
- Posters
- Movies
- Graphics
- Diagrams
- ETC.



# Barriers To Communications

## □ Language

- Different languages
- Even in the same language a word can have different meanings.

## □ Type of organization

- Size/ complexity
- Distance, both physical and psychological
- Policies and regulations

# Barriers To Communications (Cont.)

- ❑ Status and Positions

- Big barrier surfaces out when one level members try to communicate with members of other levels

- ❑ Resistance to Change

- ❑ Personality and Background

- ❑ Emotions and personal feelings

# Motivation

A black and white photograph of a modern building's glass facade, showing a grid of windows and structural lines, with the word 'Motivation' overlaid in blue text.

# Self-Concept

- ❑ The mental frame held by a human being of him/herself
- ❑ It tell us “what kind of person am I”
- ❑ It’s a mental condition of which we are always worried about
- ❑ We try to protect, keep and enhance our own fulfillment
- ❑ We need to feel important, no matter what we have to do
- ❑ It’s very difficult to accept we have failed



# The Theory of Needs as source of Motivation

# Proposed by Psychologist Abraham Maslow

- ❑ A big part of the human behavior can be explained in terms of his/her needs
- ❑ That need determine what is important to the person and sparks his/her actions and activities
- ❑ The needs are the source of self-motivation within the individual
- ❑ Then, the goal is to satisfy the need
- ❑ Once the need is satisfied, there is no more tension and the self-motivation is over.

# What are those needs?

- ❑ Maslow proposed that there five groups of needs
- ❑ They are categorized from Basic needs to Self-Realization needs
- ❑ Once one category of need is satisfied, next category is a source of self-motivation

# The five are:

## □ Basic Needs

- Those needs to preserve life: air, water, food, shelter, health, sex and activity

## □ Security/Safety

- Those needs to protect life and property

## □ Belonging

- Those needs to maintain effective interpersonal relationships
- Be accepted and appreciated by others
- Belonging to the team
- Feel integrated in the organization
- Participate in group activities

# The five are: (Cont.)

## □ Status – Ego

- The personal need to succeed and be recognized
- Receive special recognition
- Will look for opportunities to demonstrate his/her capacity to perform
- Ambition to be promoted in the organization
- Will do his/her best effort to accomplish projects assigned on time and successfully

# The five are: (Cont.)

## □ Self – Realization

- Once satisfied the Ego needs, individual feels “liberated” to go for Self – Realization needs.
- Probably feel the need to do more complex tasks to challenge his/her intellectual capacity and creativity.
- Requires autonomy, willing to take risks, opportunities to innovate and freedom to experiment new ways to perform.
- Constitutes the most mature and constructive contributions of the individual to the organization.

# Theory X vs Theory Y

It states that there are two Types of Employees: X and Y

Proposed by:  
Entrepreneur Douglas McGregor

# Employee X

- ❑ The average employee does not like to work
- ❑ Does not have ambition
- ❑ Does not want to assume any responsibility and prefer a closed supervision
- ❑ Is egoist and does not care about organization's objectives.
- ❑ Resist any change

# Employee X (Cont.)

- ❑ Looks for security in the job and money is his/her only source of motivation



# Employee Y

- ❑ Physical and mental effort performing a job is the same as playing a favorite sport or taking a necessary break
- ❑ Employees will exercise direction and control by themselves
- ❑ They are willing to pursue the organization's objectives
- ❑ They learn to accept responsibilities under proper conditions

## Employee Y (Cont.)

- ❑ Have imagination, ingenuity and creativity to approach problems within the organization
- ❑ Want recognition, ego and self-realization
- ❑ Safety/security is important, but not essential



# Tips on how to handle people effectively

- ❑ People's behavior is guided mainly by habits and emotions and much less by reasoning
- ❑ All persons are different
- ❑ People works harder knowing that management is interested in their wellness
- ❑ People works harder when management makes them feel important
- ❑ People resist sudden changes, but accept them when it's explained and communicated well before implementation

# Tips on how to handle people effectively (Cont.)

- ❑ People works more satisfied when they feel part of the team
- ❑ Wants to receive clear, simple and understandable instructions
- ❑ Works more satisfied for a supervisor in which they can trust and respect
- ❑ It's disgusting for them to receive a reprimand in front of peers
- ❑ Productivity increases if there is an incentive, not necessarily money
- ❑ Needs to know that management understand his/her point of view