

SUPERVISION

THREE WAYS IT MAKES A DIFFERENCE

Access summary and resources at

www.searlstreet.com.au/supervision password is searlstreet

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WHAT IS SUPERVISION ?

1. Responsibility of a **practitioner** to ensure the quality of another's work
2. Responsibility of a **profession** to self-regulate it's own activities
3. Requirement of a profession to **prevent harm** to the community

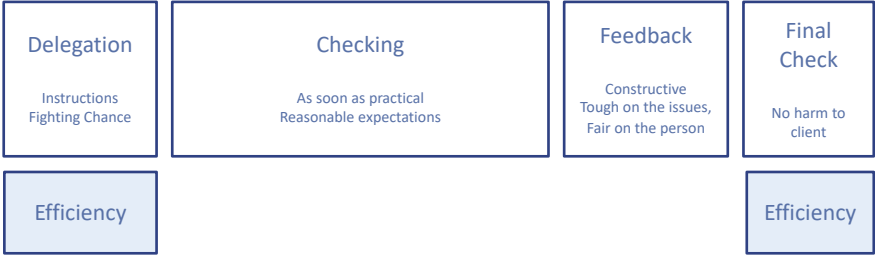
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RESPONSIBILITY TO ENSURE QUALITY



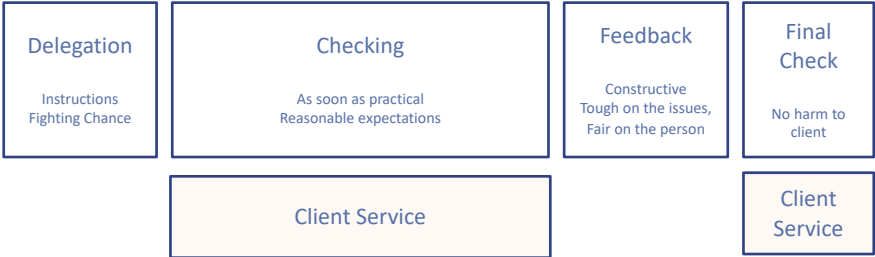
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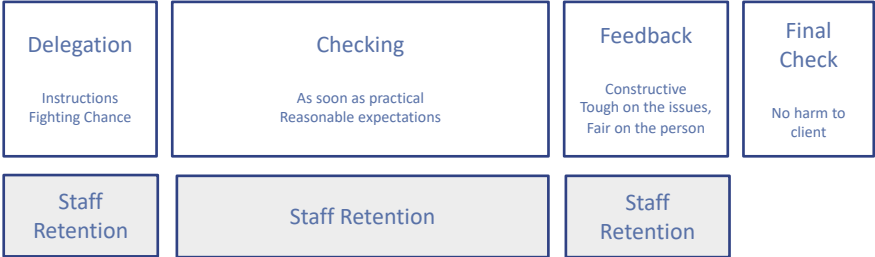


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RESPONSIBILITY TO ENSURE QUALITY



RESPONSIBILITY TO ENSURE QUALITY



3E - QUALITY SUPERVISION COMPONENTS

ERROR FREE

- Delegation - low complexity / long time frame
- Feedback focused on good habits - methods, process and standards
- Checking is detail focused – did you do it as specified ?
- Leadership - Coercive + Affiliative – do it this way, how are you doing?

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3E - QUALITY SUPERVISION COMPONENTS

EFFICIENT

- Delegation - mid complexity / shorter time
- Feedback focused on efficiency, team impact and client outcomes
- Checking is outcome focused – expect to find, key points
- Leadership - Pacesetting & Coaching – be one of us, try this

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3E - QUALITY SUPERVISION COMPONENTS

ENTREPRENEURIAL

- Delegation - high complexity/ high urgency
- Feedback focused on client outcomes, firm reputation, value add
- Checking is innovation focused– nice approach to resolving
- Leadership - Visionary & Democratic– here's a goal, what do you think?

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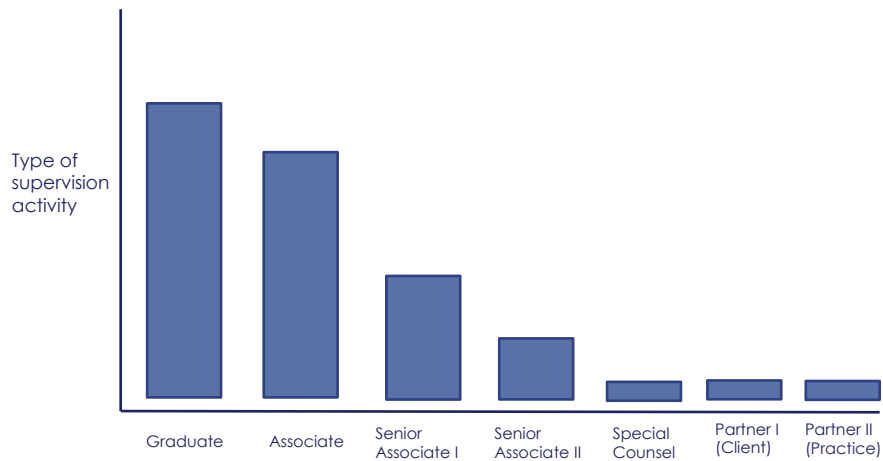
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PRIVATE PRACTICE SUPERVISION

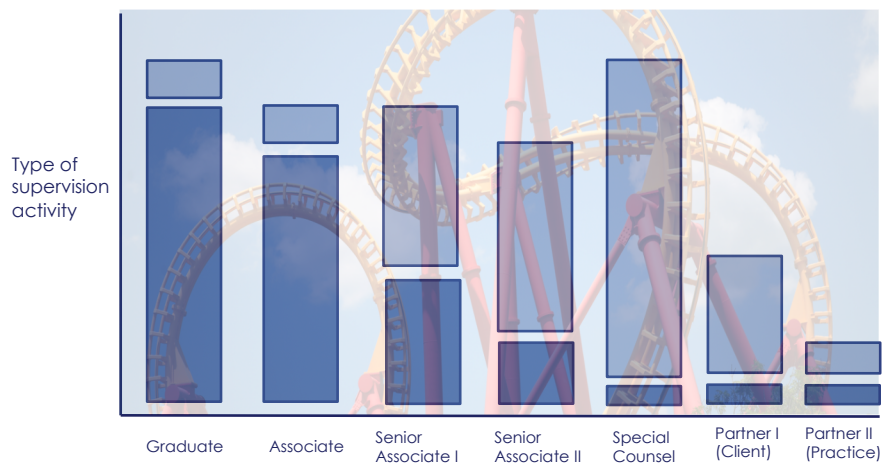


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Referred to as the Rollercoaster Model. Partner Typology in Law is under separate publication review.

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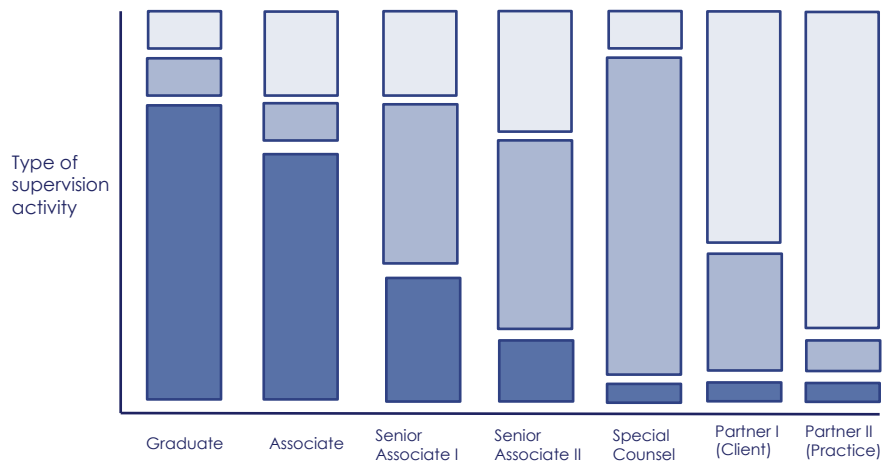


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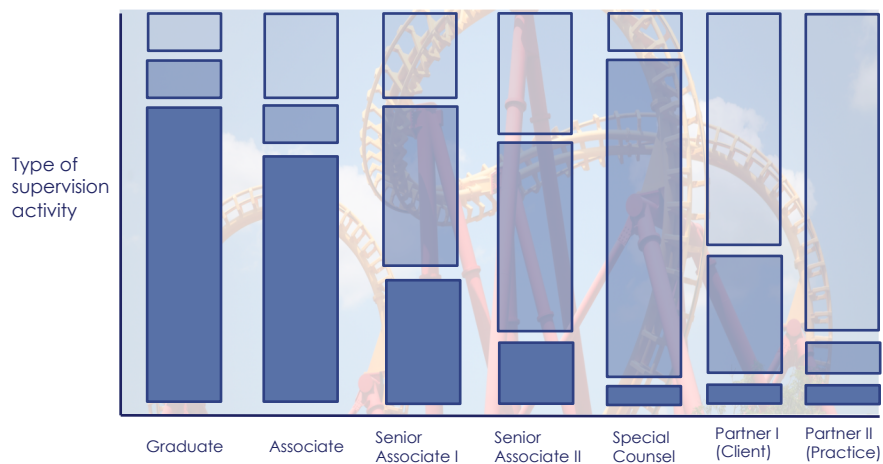


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POST A QUESTION OR COMMENT IN THE CHAT

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SOURCES OF PROBLEMS

- Supervision is not well understood
 - Competency – knowledge + skill + attitude
 - Relevant models and frameworks are rare
 - Confusion with “supervisor” and approaches from professions in formation
- Attitude is the 3 “O”s to graduate supervision
 - Osmosis
 - Open Door
 - Oh no!
- Law has unique characteristics for risk of abusive supervision
 - Impact of poor quality work
 - Ambiguity
 - Leadership constellation and work design

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Leadership Constellation is by Laura Empson (2018) *Leading Professionals : Power, Politics and Prima Donnas*

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WHAT IS ABUSIVE SUPERVISION?

- Sustained hostile supervision (verbal and non-verbal)
 - Ignoring, not assisting, "should know that"
 - Wrong leadership style – missing affiliation, coaching and democratic
 - Emotional intelligence
 - Neuro diversity
 - Dark Triad
 - Psychological capital - self efficacy, hope, resilience, optimism

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WHAT IS ABUSIVE SUPERVISION?

- Victims see themselves as low worth
 - Trouble concentrating
 - Sensitive and defensive to feedback
 - Negative perfectionism
 - Death spiral
- Recovery - Individual
 - From learning how to supervise differently
 - Understanding the factors rather than the intent
- Recovery - Firm
 - Leader behaviours
 - Team dynamics
 - Systems for risk detection of errors

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REMOTE CONTROL.

Co-ordinating flexible working for professionals in 2020



Open Door

Replaced with management routines

Osmosis

Remote magnifies weaknesses

Oh No!

Easier to avoid

Abusive supervision

Risk increases
Challenges to mental health

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QUESTIONS?



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