

Three Dimensions of Legal Services Supervision Skills & Associated Training Modules

Dimension	Related Skill-Set	Session Description
<p>Leadership in which supervisors are responsible for inspiring and motivating supervisees to carry out work in service to legal services mission</p>	<p>Delegation</p>	<p>Delegation is the act of authorizing others with the responsibility to carry out tasks and actions. Successful leaders delegate to empower individuals and teams, build others' leadership and increase overall organizational effectiveness. This session outlines a five-step process for effective delegation: (1) preparing, (2) planning, (3) discussing, (4) auditing, and (5) appreciating. Using this model, supervisors reflect on and develop strategies for overcoming barriers to and strengthening their effectiveness in using delegation to develop supervisees' professional and leadership skills.</p>
	<p>Motivation</p>	<p>This session briefly reviews motivation theory and provides an opportunity for supervisors to discuss their role in the motivation process. Practical suggestions for working with staff with motivational problems are provided. An instrument is used to introduce supervisors to selected motivational theories and to apply these to case scenarios and actual supervisory relationships.</p>
	<p>Building Teams ; Cultivating Productive Work Environments</p>	<p>This session explores the role of supervisors in building effective and productive teams and workplaces.</p>
<p>Teaching in which supervisors are responsible for facilitating supervisees' development of knowledge, skills and attitudes necessary to fulfill their roles and responsibilities.</p>	<p>Learning Styles</p>	<p>Through the use of Kolb's "Learning Styles Inventory" participants are introduced to adult learning theory and develop awareness of their preferred way(s) of learning and teaching. Small group discussion is used to focus participants on how differences in supervisee learning styles might affect their manner of supervision.</p>
	<p>Constructive Feedback</p>	<p>Constructive feedback is the process of sharing information with another person for the purpose of reinforcing or changing his/her behavior. Effective feedback builds trust, removes interpersonal barriers, and guides others toward improved performance. This session introduces basic feedback and communication skills; supervisors practice providing constructive feedback to hypothetical supervisees.</p>
	<p>Situational Leadership</p>	<p>Situational leadership is a process through which the supervisor considers the developmental stage of each supervisee and selects supervision techniques appropriate to the individual supervisee's level of responsibility and competence. Reflecting on a series of hypothetical situations, supervisors reflect on and develop strategies for responding to supervisees using the situational leadership model.</p>
	<p>Developing Professional Development</p>	<p>Professional development plans are a vehicle for identifying short and long-term professional development goals. This session provides an introduction to professional development</p>

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	Plans	plans – what they are and how to work with supervisees to craft them. It also looks at the role of supervisor in helping supervisees identify their professional development goals.
Management in which supervisors are responsible for directing, monitoring and evaluating supervisee’s work	Establishing the Supervisory Relationship	Through lecture, demonstration and discussion, participants explore the introductory stages of the supervisory relationship, focusing on creating clear expectations, setting norms and goals and developing professional development plans
	Preparing for & Conducting Performance Reviews	This session provides a framework through which supervisors can prepare for and conduct performance appraisals that strengthen supervisee motivation, growth and performance.
	Managing & Resolving Conflict	This session introduces a variety of conflict management styles and techniques. Participants analyze a style they have used in the past, work through hypothetical situations, and serve as consultants to one another concerning an existing situation at home.
	Supervision Systems	This session explores the range of real-life systems (or lack thereof) that support effective supervision. Participants explore and develop strategies for addressing challenges they face in carrying out their roles as legal aid supervisors.
Cross-cutting	Recognizing and Working Effectively Across Differences	This session looks at issues of performance feedback across lines of difference and provides supervisors with tools for understanding and working effectively across differences by race, ethnicity, gender, work-styles, skill levels, experience and education.
	Difficult Conversations	Introducing frameworks and tools from the book <i>“Difficult Conversations: How to Discuss What Matters Most”</i> , this session presents an introduction to the difficult conversations framework as well as strategies that supervisors can use to prepare for and conduct a difficult conversation.