

## Guidance for Managers

*Co-Designed with Future of Us Minnesota (formerly known as Asian American Organizing Project), during their participation in the Getting Free Together Cohort Program. Drawing on suggestions from Leading for Justice: Supervision, HR, and Culture by Rita Sever*

### General Responsibilities for Managers:

- Making or implementing and tracking their department's strategic plan and overall workplan including timelines and differentiated responsibilities
- Being accountable for not only their own tasks and responsibilities but also the responsibilities and goals of their entire department
- Conflict resolution and harm reduction
- Maintaining the health of the organization: staff safety, risk assessment
- Understanding all of the roles and responsibilities across the organization enough to know who to go to for what
- Basic understanding of the core policies and procedures across the organization
- Embodying and co-holding the organizational culture
  - Modeling and embodying the organizations values
  - Maintaining a welcoming environment
  - Building team morale, including through difficult times
- Staff development and retention

### Qualities + Behaviors for Managers to Cultivate:

- Bring clarity around expectations to meet the goals of the organization and department.  
Make the implicit explicit through effective delegation:
  - What is the day to day pace of this work?
  - How, when, and whom should staff ask for help? Use decision making matrix to talk about responsibilities and who to turn to for what.
  - What is the hardest (trickiest, most confusing, most ambiguous) part of the job?
  - When do staff need to run things by you before acting?
  - What are the top three priorities if they get overwhelmed?
  - How and when can they bring you suggestions if they find a better way to do the work?
  - Making sure you have space for them to ask questions, repeat back what they heard, do they feel confident in their ability to do the task at hand.
- Attuning to employees areas of growth and offering coaching in their strengths and weaknesses
- Logistical skills: Timeliness, workplanning / strategic planning, problem solving and course correcting as needed based on how things have been going
- Social-emotional skills: self-awareness, intentional communication including tone and emotional self-regulation, emotional attunement (underlying needs), compassion, listening
- Building trust and respect, focusing on relatability (these look different within different relationships and cultures)

### **Strategies to Share Power:**

- Figure out: What choices does the supervisee have in this situation? What do I actually require?
  - If they do something differently from what you expected: is that because you were unclear in your instructions? That is your responsibility to own.
- Clarity of expectations sets the partnership up for successful feedback loops, task accountability, and shared power
  - The manager takes responsibility for the outcomes of the team
  - The manager should also be able to notice where expectations are ambiguous and be open to them being clarified in real time through trial and error, while maintaining responsibility for outcomes
- Don't promise what you can't deliver.
- Do ask questions!
- Ask the supervisee to define how you can help them / what they need: "how can I support you" "what do you need?" "I can't make any promises, but please let me know what you need (re: pay or time off for example), and I will see what I can do!"
- Do ask for and provide feedback regularly to reduce assumptions and escalation of an issue
- Do follow through on what you said you would do

### **General Template of a Supervision Meeting:**

- Checking in / access needs / capacity
- What are we doing?
  - What is working? / What are we proud or excited about?
  - What isn't working? / What are the challenges?
  - What would you do differently next time?
- What's next? What are our next steps?