

TODAY'S NEW SUPERVISOR

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Goals of this discussion:

Provide some insight into your new role

Provide some real tools and tactics

Put customer service in the proper context



Here are your stripes....

Most supervisors don't receive training along with their promotion

There is no magic bullet or one style that works for all supervisors

“Now that you make the big bucks”

- Your promotion was not a “reward”.
- People will now start to treat you different no matter what you do, so you might as well do it right.

What got you here will not keep you here

- What makes a good patrol officer does not make a good supervisor
- Made vs. born
- You have to believe that you need to acquire new skills if you are going to be a good supervisor

The do's and don'ts

- General guidelines and tips
- Be authentic

Do

- Be patient
- Know and respect the chain of command
- Do the work you are assigned and do it well, assign others work and direct your shift
- Know the rules and follow them
 - Don't allow violations just because you used to do them (protip)

Do

- Respect confidential information
- Stay technically proficient, but don't just be a worker bee
- Recognize good work
- Hold people accountable
 - Format for feedback will be discussed in greater detail

DO...

- Be in constant learning mode
- Take responsibility for your shift
- Apologize when you are wrong

Don't

- Think you can take off your stripes
- Think they aren't watching/listening
- Don't be “political” or gossip
- Pole vault over mouse poo

The dreaded correction

- New and experienced supervisors dread correcting behavior
- Avoid doing it by email
- How the correction goes has a lot to do with how people react to hearing things they don't like or agree with



Reactions to work stress and criticism:

Reflexive vs. Reflective

Reflexive

- What most people do when immediately faced with stress or a critique
- Starts with an assumption
- This is your knee jerk reaction

Reflexive

- Blame Others

- I suffer because you/they/this place sucks
- Results in hostility, frustration, anger
- Causes people to avoid one another and attack their reputation

- Blame Self

- I suffer because I suck
- Can lead the employee to become depressed, withdrawn, & skate
- Results in decreased production, avoiding new tasks/activities

Reflective

- Start with a question, not an assumption
- “There must be a reason for his/her actions”
 - Calm
 - Curious
 - Concerned
- Leads to open communication and trust

How do you react?

- Think of the last time a supervisor corrected your behavior. How did you react?
- Maturity is how fast you can move from reflexive to reflective
- What are your issues?
 - Protip: “that’s interesting, can you tell me more about that?”

Great theory...

- Format for correcting behavior or negative feedback.
 - Start with a question
 - past, present, future

Start with a question

- Did you.....? Is there a reason....? Can you tell me about....?
- Make sure your question is not coming off as sarcastic
- The purpose of the question is not to incriminate, but to ensure that you know the context of an action

Past, Present, Future

- Past: What was the EXACT behavior you are correcting or commenting on
- Present: What did or could result from the behavior,
- Future: Consequences and the behavior you want to see

Positive feedback

- Each supervisor has a different bar
- Establish your bar and be consistent
- Consistency will avoid the appearance of playing favorites

Importance of perception

- You see yourself through a limited view that is usually based on your INTENTIONS. Others see you through your ACTIONS. Perception is reality.
- Is there someone in your agency you trust to tell it to you straight?



Be authentic

(true to one's own personality, spirit, or character)

And **NEVER** compromise your integrity
or ethics.



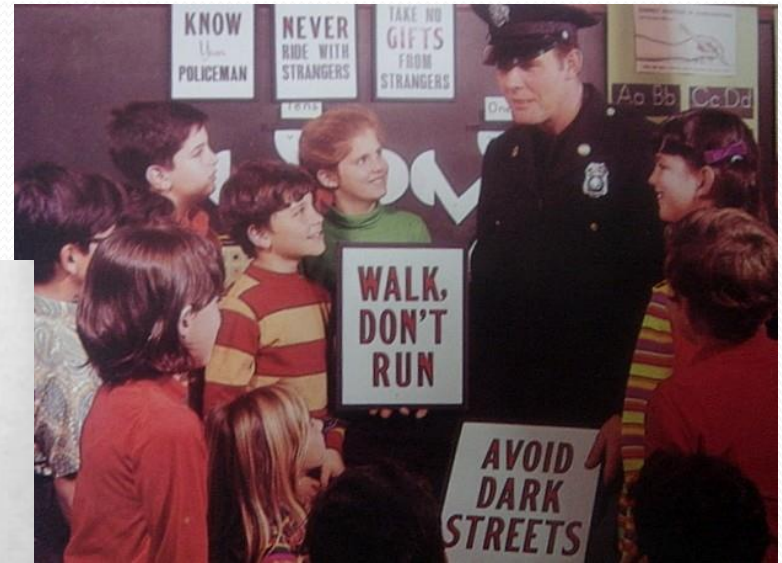
Don't be afraid to turn down a promotion (including this one).

Customer Service

- Who are our “customers”?
- What is good customer service?

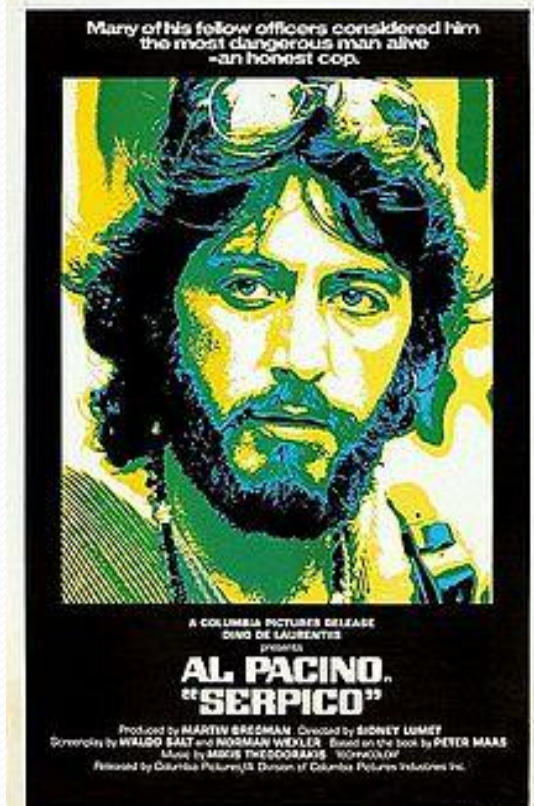
What influences expectations?

Police Officers in the 1940s and 1950s



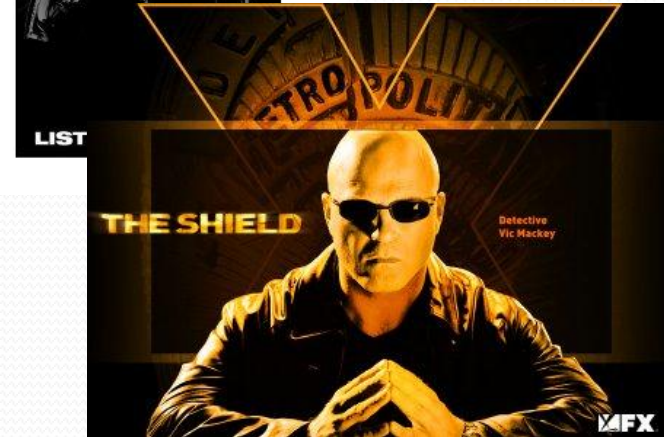
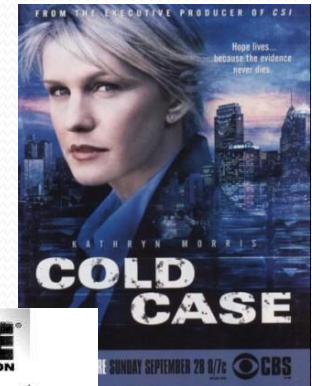
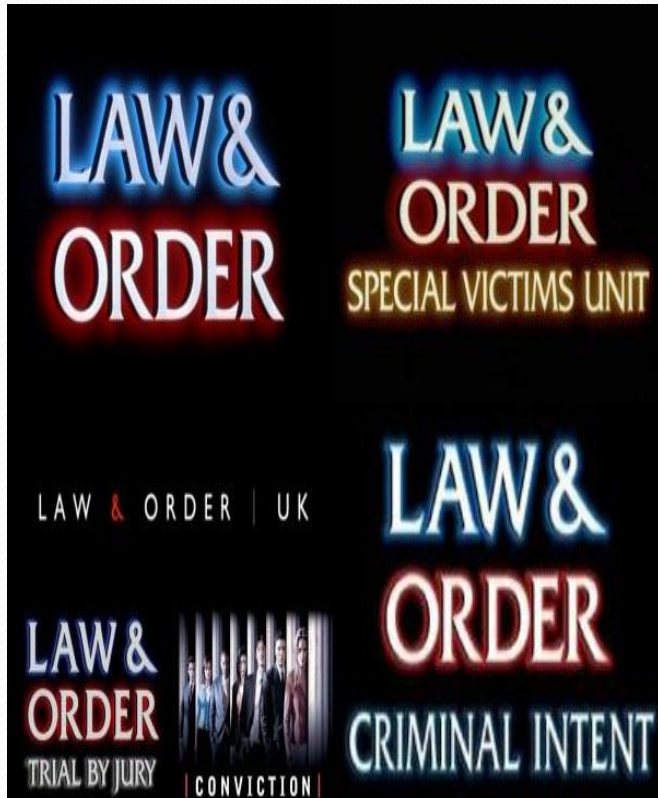
Expectations Cont..

Police officers in the 1960s and 1970s



Expectations Cont..

Police Today





Current status

How would you describe the level of customer service in your police department?

Common Barriers to customer service

- ◆ Overworked staff
- ◆ Underworked staff
- ◆ Non-caring culture
- ◆ Customer value has not been communicated
- ◆ Poor accountability

“But I am not paid to make people feel good, I am paid to protect people and arrest bad guys.”

2012 UCR Clearance Rates

Statewide part 1 = 28%

Statewide part 2 = 62%



Importance of good customer service?

Rapidly changing times

Technology

Officer safety

Budgets

Now for the good news!

Here is what our customers want:

Be treated with dignity and respect	75%
Listen to what we have to say	74%
Get things right the first time	56%
Act on feedback	50%
Manage expectations	46%

What you can start doing today

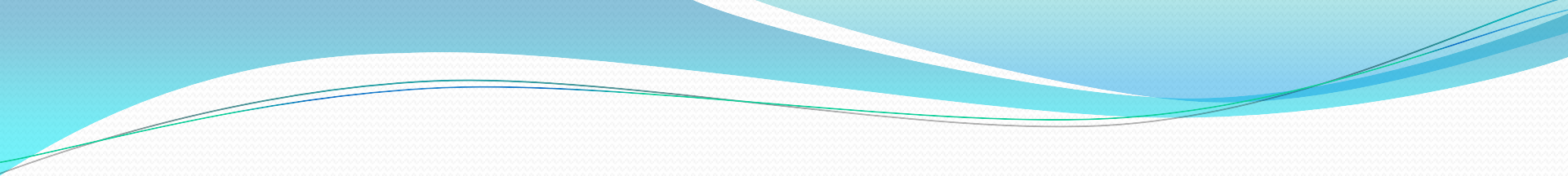
Decide to give a shit

Let people have their say

Others don't have to be wrong for you to be right

Golden rule

Show your coworkers how customers should be treated



If you know how to set someone
off, then you also know how to
calm them down

“An injury is much sooner forgotten than an insult”



Thank you and good luck