

Supervising for Quality & Impact (SQI) (Online)

Introduction, Syllabus & General Information

November – December 2024

Skillful supervision and management are essential ingredients of a high-quality, effective legal aid delivery system. The importance of these functions is reinforced by ABA standards of practice and LSC performance criteria. To build stronger and more effective organizations, legal aid and public interest law providers must institute supervision and management systems that encourage innovation, nurture talents, support diversity and reward hard work. *Supervising for Quality and Impact (SQI)* provides an introduction to the skills and organization systems necessary to guide the work of legal aid providers and staff.

Course Structure (all activities are online):

- Each week, participants complete assignments and attend live sessions where they have opportunities to apply new knowledge to scenarios, share challenges with faculty, and practice specific skills via role plays in the areas of delegation, constructive feedback, and conflict.

Course Goals: In your role as supervisor, you will be able to:

- Describe your organization's supervisory context and be able to suggest new or revised procedures & systems
- Incorporate the three roles of the supervisor into your supervision;
- Supervise effectively with the systems that exist/do not exist at your organization;
- Match the development needs of supervisees with the appropriate style of supervision;
- Give effective constructive feedback by following a process and using exploratory language;
- Delegate effectively using a checklist;
- Identify dynamics of working across difference and utilize interventions to mitigate bias, identity anxiety and stereotype threat in the supervisory relationship
- Distinguish latent conflict from open conflict.

- Use objective criteria within the organization to manage employees, without escalating to conflict.
- Identify and apply the three parts of a “difficult conversation” in a conflict situation.
- Use “active listening” to better acknowledge the concerns and goals of a party to conflict.
- Practice the “re-framing” skill to diffuse negative or one-sided statements by a party to conflict.
- Identify options for resolving a conflict and assist parties to generate options for a solution.

Time Commitments: This training involves a significant time commitment. Since the training takes place over five weeks (see below for details), it is essential that you clear your schedule for the times outlined below so you can participate in all activities. This is particularly important since many of the activities involve small groups and paired exercises that require involvement of all participants.

NOTE: All times are Eastern (ET); All activities are online.

SCHEDULE SNAPSHOT

Week 1	Week 2	Week 3	Week 4	Week 5
November 18–22	November 25–29	December 2 – 6	December 9 – 13	December 16–20
Live Sessions Tues, Nov 19 12:30-4:00 ET <i>w/ 30-min break</i>	Live Sessions Tues, Nov 26 12:30-4:00 ET <i>w/ 30-min break</i>	Live Sessions Tues, Dec 3 12:30-4:00 ET <i>w/ 30-min break</i>	Live Sessions Tues, Dec 10 12:30-4:00 ET <i>w/ 30-min break</i>	Live Sessions Tues, Dec 17 12:30-4:00 ET <i>w/ 30-min break</i>
Homework (~30 mins)	Homework (~30 mins)	Homework (~30 mins)	Homework (~30 mins)	Homework (~30 mins)
4 hours	4 hours	4 hours	4 hours	4 hours

Overview: Following are details of course activities. *All times Eastern (ET); All activities online.*

Questions: Email: coursehelp@povertylaw.org

WEEK 1: November 18 – 22, 2024

Live Sessions: Tuesday, November 19th | 12:30 – 4:00 ET

- **SESSION: Supervisory Ecosystem and Three Roles** – Introduces the organizational ecosystem – policies and practices, funding deliverables, staff demographics – within which supervision is carried out. Within this ecosystem, the supervisor fulfills three core roles: support, quality/ effectiveness, and education.
 - **SESSION: Stages and Supervising Across Difference:** Examines the importance of supervision in building and sustaining a diverse workforce by looking at four stages of the supervisory cycle: relationship building, assessment, ongoing work supervision, and performance review. It also explores how unconscious bias, identity anxiety & stereotype threat can surface within each of these stages and introduces specific practices for recognizing and mitigating these.
- Faculty-facilitated small groups focused on day's topics.

WEEK 2: November 25 – 29, 2024

Live Sessions: Tuesday, November 26th | 12:30 – 4:00 ET

- **SESSION: Delegation** – Provides an introduction to the practice of delegation including the challenges, opportunities and consequence of poor delegation. Also presents a 'Delegation Checklist,' which provides a framework for successfully delegating assignments. Followed by delegation practice in small groups.
- **SESSION: Situational Supervision** – Introduces four styles of supervision – direct, coach, support, delegate with a focus on adapting styles to supervisees' readiness levels, e.g., determining where supervisee is in relation to task at hand and using supervisory style appropriate for that situation.

WEEK 3: December 2 – 6, 2024

Live Sessions: Tuesday, December 3rd | 12:30 – 4:00 ET

- **SESSION: Constructive Feedback** – Introduces best practices related to constructive feedback - the process of sharing information with another person for the purpose of reinforcing or changing his/her behavior. Provides opportunities to apply constructive feedback best practices to prepared case scenarios in small groups. Followed by constructive feedback practice in small groups.
- **SESSION: Motivation & Burnout** – Examines factors that impact motivation and burnout such as organizational culture, compassion fatigue, and vicarious trauma. Provides a number of strategies to address these factors. Followed by small-group discussion.

WEEK 4: December 9 – 13, 2024

Live Sessions: Tuesday, December 10th | 12:30 – 4:00 ET

- **SESSION: Introduction to Conflict & Three-Part Conversation** – Open vs. Latent Conflict; an explanation of framing the conversation in three parts.
- **SESSION: Active Listening** – Active vs. passive listening and the three aspects of active listening.
- **SESSION: Reframing** – How to reframe ‘loaded’ or one-sided statements via three parts: turn negative to positive, look to the future, generality.

WEEK 5: December 16 – 20, 2024

Live Sessions: Tuesday, December 17th | 12:30 – 4:00 ET

- **Small Groups** – Participants meet in small groups to create a ‘Handbook for Supervising Effectively’
- **SESSION: Supervising Remotely/ Workshopping Challenges:** Review of Weeks 1-4 and how to apply skills to remote supervision.

Live Sessions: Tuesday, December 17th | 12:30 – 4:00 ET

- Faculty-facilitated small groups providing opportunities for participants to receive and provide peer support on approaching specific supervisory challenges.