



Solution-Focused Supervision and Management: Leading from One Step Behind

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Keys to a Resilient Workforce

- Administrative management that feels consistent, clear, fair, and approachable
- Supervision that focuses on learning, quality improvement, and growth
- Supervisors who care about work product as well as staff's personal needs/development
- Incentives that target employee's values

What Motivates Your Staff

- Everyone is different
 - Concrete reward (pay, time off)
 - Acknowledgement (praise, thank you, employee of the month, loyalty)
 - Purpose or Success (Making an impact)
 - Inclusion (Being noticed, part of a team)

Problem Solving

- Evaluate the problem
- Diagnose/label the problem
- Utilize known information about the diagnosed problem
- Evaluate person's resources/strengths
- Determine the best course of action
- Implement the plan

Solution Building

- Determine the desired goal
- Assist the person in creating a detailed description of the goal
- Assist the person in evaluating where he/she is in relation to the desired goal
- Assist the person in evaluating times in which he/she was successful in moving toward the desired goal
- Work backward to discover keys to success

Solution-Focused Principles

- People want to do well
- People's methods aren't always effective
- People benefit from questions to help them explore and reach their goals
- If it's not broke, don't fix it
- If it's not working, do something different

- If something is working do more of it
- Focus on what is working
- Small steps lead to big changes
- Solutions are not necessarily related to the problem
- No problem happens all the time

The Power of Language

Change This. . . .

- But
- Questions about the absence of something
- Exploring what is wrong
- Asking about what is going on
- Asking, “Is there anything else?”
- Assessment/Evaluation

To This. . .

- And
- Questions about the presence of something
- Exploring what they want
- Asking about what is better
- Asking “What else?”
- Description

Future Focused Questions

- Work from a Place in Which the Problem is Resolved
- Increases Creativity
- Increases Hope
- By-Passes Conflict
- Sends Message that Positive Resolution is Expected
- By-Passes Complaining

Scaling Questions

- Connects Today to the Goal
- Provides Clear Path to the Solution
- Helps Staff to Notice Small Changes
- Gives Credit for What is Being Done
- Refocuses Away from What Isn’t Working

Professional Miracle

- Helps you cope with where you are
- Helps refocus on a quality, skill, or trait to help get through
- Helps shift from external to internal locus of control

Team Miracle

- Use Realistic Definition of Miracle
- Be Clear What is Up to Staff and What is Not
- Use Tight Structure

- Get Details
- Difference Questions
- Relationship Questions
- Middle of the Miracle Concept

Encourage Personal Goals

- Keep Private
- Empower Staff to Explore What Truly Matters
- Demonstrates Safety to Explore Change
- Gives Supervisor a “Heads Up” for Planning