

The Multiple Potential Roles of a Supervisor

Supervisory Role	Coach	Trainer	Manager	Shepherd	Mentor
Top-line focus	Mission Effectiveness	Job Skills, Knowledge, Abilities (SKAs), habits	Performance Goals and Standards	Spiritual and emotional health	Career and Future Wisdom and Guidance
Rel/Task Orientation	High Rel High Task	Low Rel High Task	Low Rel High Task	High Rel Low Task	High Rel Low Task
Key Questions	What works? What does not? How do we become more effective?	What SKAs are needed? How can we ensure they will be put into use?	What are your expectations and requirements? How are you accomplishing the tasks we've agreed you'll do?	How are you, really? How can you become more healed and whole?	How can we think through your growth & development?
Examples	How can you work toward increasing leadership team retention?	How can you improve your training for student leaders?	What things have you done to shore up your deficit?	How does your family feel about your travel?	What is your next growth opportunity?
Key Skills of role	Analysis, vision, motivation; emotional intelligence	High Impact training and teaching	Attention, accountability, follow-through	Compassion and thoughtfulness	Listening and Wisdom
Resources offered	Tactics & strategies	Insights and paradigms	Systems and tools	Prayer and support	Experience and networking
Faithfulness is expressed as	Patience and Persistence: I will keep at it with you until we discover keys to effective ministry in your context.	Servanthood: I care more that you learn what you need and act on it than that I teach what I want.	Integrity: We both will do what we say we'll do.	Care: I value you more than just for the work you do.	Loyalty: I care more for your development than I do for how the goals of the organization are met by you.
Challenge is expressed as	Courageous and dogged analysis	Drills and practice	Accountability w/consequences but w/o shame	Speaking the truth in love	Enlarging vision and elongating horizon
Support is expressed as	Confidence in supervisee's ability to succeed	Noticing and acknowledging improvement	Frequent, specific, timely Affirmation	Prayerful sharing of burdens and celebration of joys	Sponsorship and investment for the journey
Helping the supervisee to:	Do the right things successfully	Do the right things proficiently	Keep priorities & commitments	Do ministry in a healthy way	Pursue life in a developmental way
Another way to put it:	Discover together what it takes to "win" or succeed.	Train toward proficiency in those tasks	Manage progress in the accomplishment of those tasks	Ensure that other things do not hinder progress	Think beyond the present tasks to what lies further ahead
When it is going well...	The supervisee is becoming more fruitful	The supervisee is learning and applying it	The supervisee is making progress	The supervisee is growing spiritually and relationally	The supervisee has vision for his/her future and is pursuing it well.
Contribution to Morale	Ministry Vision and practical help	Ministry Competence	Organizational Consistency	Personal Health and Relational Community	Personal Empowerment