

# LEADING MINDS

Human sustainability in the legal sector

## Supervisor Checklist – Tasks/Objectives/Projects

### **Introduction**

- Have you met your trainee either face to face or online?
- Have you introduced them to the wider team and informed/reiterated to them important points of contact in your department such as Mental Health First Aiders?
- Agree on core days you will be in the office with your trainee
- Have you run through time-recording with your trainee to ensure they understand the concept and required actions?
- Have you diarised frequent catch-ups with your trainee?

### **Allocating**

- Consider which task would be beneficial for the trainee's development, as well as balancing your workload needs. Which would increase their learning, confidence and ability?
- Consider trainees capacity and accessibility needs
- Have they had the relevant training on the systems they will need to use e.g. time-recording, billing, LexisNexis

### **Briefing**

- Method of communication for briefing e.g. would your trainee benefit from talking through the task over the phone as well as receiving instructions via email?
- Have you taken your trainee through the task covering key points such as factual background, specific working processes that are favoured and how the work ties in with their developmental goals?
- Is there psychological safety and safe space for open lines of communication?
- Have you set clear actions, outcomes and a reasonable deadline?
- Have you explained to your trainee when you are contactable if they have any questions?

# LEADING MINDS

## Human sustainability in the legal sector

- Have you provided enough information about the client? Have you invited your trainee to any client calls?

### Checking

- Have you checked in with your trainee and discussed how they are progressing with the task?
- Have you reviewed the work they have produced so far? Have you asked them what they have learnt so far?
- Identify what skills the trainee is developing whilst working on this task
- Have you checked in with the wider team to understand their feedback?
- Remember to remind the trainee about the importance of keeping their training contract diary up to date

### Debriefing / Feedback

- Have you set up a feedback call with your trainee within a reasonable timeframe of receiving the work?
- Identify a feedback structure to ensure that you are providing a reasonable amount of constructive feedback
- Relay the feedback from the wider team, if you have collated it
- Consider the development of the trainee and pinpoint the strengths and areas for development within this piece of work
- Share positive feedback with the wider team and copy the trainee in
- Reflect on what you could have done differently to help manage your expectations and your trainee's development

# LEADING MINDS

Human sustainability in the legal sector

## SBI Feedback Model

- **Situation** – provide context for the feedback. Is this consistent across all situations, with all people, only when under pressure, etc?
- **Behaviour** – explain specifically and objectively what happened; what you observed/heard. Keep it factual
- **Impact** – describe the impact it had and the significance of this. Is this creating a positive or negative impression for example?

It is really important that you think about how to feed this forward into a discussion about how this person can work with this behaviour in the future. Help them come up with actions about what they might do going forward.

Here is an example of the SBI model adopted from the Centre for Creative Leadership, Feedback that Works. This example explores two further options once the SBI framework has been explored; desired outcomes and roles.

### **Situation: What's the context? (Based on evidence, facts, collected data)**

1. Last week, during our meeting with SRP, as I was presenting...
2. Last week I gave you a draft report and asked that you review it and return it to me by yesterday.
3. Yesterday I read the policy you drafted...

### **Behaviour: What was the specific behaviour you are happy or concerned about?**

Be able to describe the specific performance or behaviour you have noticed.

1. ...you stated that you disagreed with our position on this proposal.
2. You have not given your comments on the report.
3. Your policy statements reflect everything we talked about, and was clearly written and well proofed.

# LEADING MINDS

Human sustainability in the legal sector

**Impact: What was the impact of the behaviour on other employees, us, the unit, or others in the Organisation? This is the piece that is often ignored and is the important piece that links the performance back to the work.**

1. This caught me off guard and made me spend time answering questions about an issue we had agreed on; this took time away from the key points of our presentation.
2. Because I am missing your comments, I couldn't send the report out on time so our unit missed our opportunity to comment on this important issue that really affects us.
3. Because your policy statements are so clear and accurate, it allows us to turn our reports in on time.

**Desired outcome: Clearly state what you would like to have happen and ask the employee to discuss the issue.**

1. Before we give a presentation, I want to be sure that you and I are in agreement with what we are presenting so our unit has a better chance of getting what we are requesting. What can we do to make this happen?
2. Meeting report deadlines is an expectation in your performance plan, and I'd like to help you do as well in that expectation as possible. What's keeping you from getting reports to me on time and what do we need to do so you can keep your commitment? Or do you have any recommendations/suggestions on how you can keep your commitments?
3. Some of the others have difficulty putting together a strong document; would you be willing to help the other writers so that we can raise the overall quality across our team?

# LEADING MINDS

Human sustainability in the legal sector

**Roles: Clearly define what role they will play and making the adjustment, and what role you will offer in supporting them.**

1. Would you be willing to take the lead in communicating any concerns in advance? I will commit to checking with you prior to the next meeting.
2. I'd like you to take responsibility for developing a correction plan by next week to get this on track. I will review and finalise it with you, and will support you along the way.
3. Can you take the lead on this effort? I will offer any resources I can to help.

*Adapted from Centre for Creative Leadership, Feedback that Works.*

## **Useful resources:**

### **Zero Suicide Alliance Training**

<https://www.zerosuicidealliance.com/training>

### **SRA Thematic Workplace Culture Review**

<https://www.sra.org.uk/sra/research-publications/workplace-culture-thematic-review/>

### **Growth Mindset Research Findings**

<https://www.youtube.com/watch?v=NWv1VdDeoRY&t=212s>

### **Deloitte - Psychological Safety**

<https://www2.deloitte.com/au/en/blog/diversity-inclusion-blog/2019/fearless-organisation-creating-psychological-safety-in-workplace-for-learning-innovation-growth.html>