

What are the main challenges that might be encountered by a newly promoted supervisor in managing a team, and what strategies might they adopt? (6%, 500 words or equivalent)

For a project to be completed successfully, it is vital to have a cohesive team. A team is more likely to work better together if there is a strong team leader or supervisor who ensures that everyone works well together, sticks to deadlines, and meets their objectives. The role of a supervisor can be difficult and requires a strong set of skills to ensure the smooth running of a project. For a newly promoted supervisor, who perhaps has not been in a position of authority before, this can disrupt the usual power dynamics within a team. Power dynamics need to be carefully managed by a supervisor of 'formal leader' to encourage open communication and promote collaboration between team members (Oedzes, 2019, p.9) A formal leader can also help form a clear informal hierarchy between team members by assigning tasks, which has been linked to improved core task performance levels (Oedzes, 2019, p. 2&6).

A supervisor must be seen as trustworthy and approachable. It has been studied that supervisors seen as trustworthy by those that they manage, is something which can only be built over time (Brion, Mo and Lount Jr, 2018, p.19). For a newly promoted supervisor, having trust attributed to them through longstanding successful team management may be one of the main challenges that they face having not worked in this role before, but Mayer et al's (1995) trust model as quoted by Brion, Mo and Lunt Jr (2018) has also attributed other factors that can enable trust to be built including, ability, benevolence and integrity, traits and skills which you can build as an employee in any role and carry forward into a new supervisory role.

Creating good communication between supervisors and their team members can also help foster stronger interpersonal relationships and encourage members of the team to be open to any ongoing issues. Holding strong interpersonal skills as a supervisor can benefit the overall communication, positivity and motivation within a team and these are all essential for creating a productive workplace environment (Modric, Samardzija and Vejzagic, 2024, p. 521-522). Interpersonal skills have been linked strongly to successful supervisory roles as this is a key skill for dealing with conflict within teams; they should be able to listen to their employees and be able to empathise with them when solving conflict issues, further ensuring the smooth running of a team (Modric, Samardzija and Vejzagic, 2024, p. 526).

Drawing from my own positive experiences working under the supervision of a line manager who does not work in the same office as me, the success of our team relies heavily on strong communication. My line manager checks in on me every week to hear my plans for the week and see where I am at with my current work objectives as well as sharing their

plans and any updates from meetings they have had. I find this to be a useful way of organising my time for the week as it helps me to prioritise tasks and keep me on track. The conversations always feel open and balanced as they always ask for my opinion on decisions, as well as encourage me to work at my best. This type of open communication would be a great place to start in a new supervisory role, as I feel motivated to work hard through positive encouragement and healthy feedback as well as feeling like my voice is heard when making decisions within the team. Feeling like I and others are heard within the team, balances the power dynamics between team members and gives everyone a feeling of being equal enabling a cohesive group to work well together.

### Bibliography

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