

FREE PRINTABLE TOOLKIT

The Supervisor's Toolkit

Companion tools from [You're the Supervisor Now](#)

Fifteen printable one-pagers for the conversations nobody trained you for: expectations, lateness, performance, refusal, conflict, fairness, and the documentation that has to hold up later.

ANDREW STINSON

Print it, fill it in, keep it where the problem happens.

How to use these

These are the tools from the book, one per page, so you can print the one you need five minutes before a conversation instead of hunting through a chapter.

Four rules make them work:

- Print the page you need. Filling one in by hand beats reading all of them.
- Write what happened, not what you concluded. Facts survive a second reader; verdicts do not.
- Leave blanks where you do not yet know. A blank is information.
- Use the smallest tool that fits the problem. Reaching for the biggest one is usually avoidance.

If a situation involves safety, harassment, discrimination, or possible discipline, the tool is your preparation — not your authority. Route it through the process your workplace requires.

General information only. Not legal or HR advice. Your workplace policies, collective agreements, and local law come first — when a situation involves discipline, safety, harassment, or protected characteristics, follow your required process and get qualified guidance.

The First-Week Reset

Before your next shift, write one sentence for each item

The result my team is responsible for is

The standard I have allowed to become unclear is

The task I keep rescuing instead of managing is

The decision I have delayed because I want complete certainty is

The boundary I need to explain to a former peer is

Choose one answer and take a specific action within seven days.

The Fairness and Boundaries Check

Review your current relationships and answer

Which employee relationship could create a real or perceived conflict?

What information have people begun asking me to share?

Where might I be giving a friend more flexibility—or less patience—than others?

Which boundary needs a calm explanation before a problem occurs?

What decision criteria can I make more visible without exposing private information?

Choose one preventive conversation. Have it before you need a corrective one.

The Sixty-Second Problem Sort

Choose one recurring problem and complete this diagnostic

The observable problem is

The expected standard is

The main bucket is clarity, capability, capacity/resources, conduct/willingness, wellbeing/change, or urgent risk.

The facts I still need are

The part within my authority is

The person or function I may need is

The next action and deadline are

Then test your diagnosis with one question

If I'm wrong about the cause, what evidence would change my mind?

Supervisors become more effective when they stop treating the first explanation as a verdict. The first explanation is a suspect, not a conviction.

The CLEAR Conversation Card

Choose one conversation you're avoiding. Complete

Context and facts

Link to standard and impact

Explore with this question

Action and ownership

Review date and method

The first sixty seconds I will say are

The sentence I will use if the discussion leaves the issue is

Read the opening aloud. Remove every adjective that describes the employee's personality. Keep the facts, standard, impact, question, and next step.

The Attendance Pattern Note

Review one attendance concern

The verified dates and times are

The schedule and notification standards are

The operational impact is

Previous conversations or instructions were

The question I need to ask is

A protected, leave, safety, or accommodation process may be relevant because

The required next action is

I will review the record again on

If you can't verify the dates, you don't yet have a documented pattern.

The Two-Week Improvement Agreement

Choose one performance concern and complete

The specific quality, quantity, timeliness, reliability, or method gap is

The verified standard and examples under comparable conditions are

The work, safety, customer, or team impact is

The most likely cause is clarity, skill, resources, willingness, wellbeing/change, or

The employee's next action or practice is

The training, tools, time, or support the organization will provide is

Progress will be measured on... and reviewed by

The Explanation-to-Action Note

Choose one repeated problem that usually comes with an explanation.

The verified result or pattern is

The employee's explanation is

The part I can verify now is

The part I need to investigate is

The factor outside the employee's control is

The action that remained within the employee's control is

The process or resource issue I must address is

The required action next time is

The point at which the employee must notify or escalate is

We will review the result on

If you can't complete items five through eight, you may still be arguing about the past. The past is useful evidence. It's a terrible place to schedule the next shift.

Behaviour, Impact, Standard

Take one concern you have described as attitude.

The exact behavior I observed was

The words used, if known, were

The work, customer, safety, or team impact was

The communication or conduct standard is

The legitimate disagreement or concern underneath the behavior may be

The private opening sentence I will use is

The acceptable way to raise the concern next time is

The behavior that must stop is

I need to investigate or support

I will review the situation on

If item one contains only an adjective, keep working until it names the behaviour that actually happened.

The Refusal Check

Use a recent instruction that met resistance.

The exact task and required result were

The deadline, standard, and safety conditions were

My authority to assign it came from

The employee's exact response was

The question or concern raised was

I verified safety, training, ability, and relevant process by

The clarification I provided was

The employee ultimately did or did not

The operational impact was

The person or process I need to consult is

If you're still writing "they disrespected me" at item four, rewind. Authority becomes clearer when the facts do.

Conflict First-Response Note

Complete the same day you become involved. Facts only; label observations versus reports.

****Date/time:**** _____ ****How it reached you:**** Observed / Reported by:

****Employees involved:**** _____ / _____

****Immediate risk check:**** No safety concern / Safety or security process activated:

****Serious-conduct screen:**** Harassment, discrimination, threats, or retaliation raised? No / Yes

****If yes, routed to:**** _____ ****Date/time:**** _____

What I directly observed:

Account of Employee A—neutral summary and date heard:

Account of Employee B—neutral summary and date heard:

Verified facts—records, files, messages, witnesses; list sources:

Work impact:

Temporary work arrangement put in place:

Expectations set—Employee A, their conduct only:

Expectations set—Employee B, their conduct only:

****Process or system issue identified:**** None found / Yes: _____

****Owner:**** _____ ****Follow-up date:**** _____

****Escalated:**** No / Yes—to: _____

Not in this note: motive theories, personality labels, predictions, or promises about outcomes for the other employee.

The Fairness Audit

Take one current fairness or scheduling complaint.

The specific decision or pattern alleged is

The rule, agreement, rotation, or qualification that should apply is

The records I need to review are

The relevant period is

Private information I must not disclose is

The work-related explanation I can provide is

The review or complaint route is

Any inconsistency I found is

The corrective action or referral is

I will update the employee by

Then ask whether another supervisor could follow the same process and reach a defensible answer. If not, clarify the decision method before defending the result.

The Sensitive-Conversation Prep Sheet

Prepare one sensitive conversation without including unnecessary personal information.

The specific work-related observation or conduct is

I confirmed it through

The relevant standard is

The work, safety, or customer impact is

The private setting and appropriate participants are

My first two sentences will be

The question that allows relevant context is

The information I do not need is

The support or referral available is

The temporary expectation is

The follow-up date is

The matter requires a formal process if

Read the opening once. Remove any word you would not want someone to use about you in a private record. Keep the facts. Keep the dignity. That combination is not soft management. It's competent management.

The Emotional-Reaction Response Map

Use this during preparation or immediately after a meeting changes temperature.

The purpose of the conversation is

The facts and standard I still need to address are

The reaction I can observe without interpreting it is

My sentence to acknowledge the moment is

My boundary, if needed, is

A reasonable pause would be

The exact time or condition for resuming is

The support or formal process that may apply is

The urgent-risk threshold is

The facts, employee information, decision, and follow-up I will document are

If your plan depends on the employee having no feelings, it is not a plan. Prepare for the human reaction without letting it replace the work.

The Strong-Performer Reset

Use this when a reliable employee's recent work no longer matches their normal baseline.

The specific recent change is

The reasonable baseline I compared it with is

The date or period when the change began is

The added work, schedule, staffing, or system changes I confirmed are

The employee's relevant explanation is

The work or management issue I own is

The standard that still applies is

The approved support or workload change is

The measure and review period are

The issue requires formal support if

Address the change while the employee's strong history can still support an honest conversation and a workable reset.

The Coaching-or-Formal-Process Gate

Complete this before treating a serious or repeated issue as ordinary coaching.

The event, allegation, or repeated pattern is

The immediate risk is

The emergency, medical, security, or safety action taken is

The rule, agreement, law, or policy that may require formal handling is

The facts I directly observed are

The information reported to me, labelled as reported, is

The evidence or condition that must be preserved through the approved process is

The representation, confidentiality, or anti-retaliation protection required is

The decision within my authority is

The person who owns the next process, the temporary work arrangement, and the next communication or follow-up

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