

LEADERSHIP ALIGNMENT IN SUPERVISION

A behavioral approach to values, context, and supervisory action

Allyson Mullins, BCBA, NBC-HWC
Founder, Behavioral Wellness Coaching, LLC
1 Supervision CEU



The Conversation You Keep Postponing

Think of one supervision
conversation
you know you need to have.



IN THE CHAT

In one word, what tends to make a difficult conversation difficult?

About Me

Allyson Mullins, BCBA, NBC-HWC

15+ years in applied behavior analysis
Nearly a decade in clinical and operational
leadership

Founder, Behavioral Wellness Coaching, LLC

Helping leaders create conditions that make
effective, values-aligned behavior more likely



How We'll Work Together

LEARN

Behavioral
processes
influencing
supervisory action

REFLECT

Assessment results
and current behavior

APPLY

One current
supervisory
challenge

CONNECT

Shared learning
through the chat

Learning Objectives

Following this presentation, participants will be able to:

- 1 Identify how negative reinforcement and rule-governed behavior may contribute to a supervisor delaying feedback, seeking assistance, or addressing a supervisee's performance concern.
- 2 Analyze individual and environmental variables that affect a supervisor's ability to deliver timely feedback and model effective professional behavior.
- 3 Develop one observable supervisory action and a plan to monitor its follow-through in a current supervision situation.

Leadership Alignment Assessment

A reflective snapshot of your current experience

This assessment does not provide:

- A diagnosis
- An employment evaluation
- An objective measure of leadership effectiveness



Your score gives you a structured place to notice, not a definition of who you are.

Your Starting Point

- 1 Scan the QR code or enter the short link.
- 2 Complete all 16 items.
- 3 Submit your responses.
- 4 View your results.
- 5 Return here and type "back" in the chat.



03:00

Go.behavioralwellnesscoaching.com
/assessment-open

Your Assessment Results

Privately identify:

- Your highest-scoring domain
- Your lowest-scoring domain
- One item that stood out
- One current supervisory situation connected to your results

Keep scores private.

V P S B

Values Clarity
Psychological Flexibility
System Alignment
Behavioral Follow-Through

IN THE CHAT

Which domain would be most useful for you to explore today? Type V, P, S, or B.

Leadership Alignment

Leadership alignment is the ongoing practice of knowing what you value personally and professionally, engaging in behaviors that move you toward those values, and remaining open to re-examining your assumptions
and

recalibrating your actions

when new information challenges your perspective.

Alignment develops through repeated behavior. It does not describe a fixed leadership trait.

Supervisory Avoidance

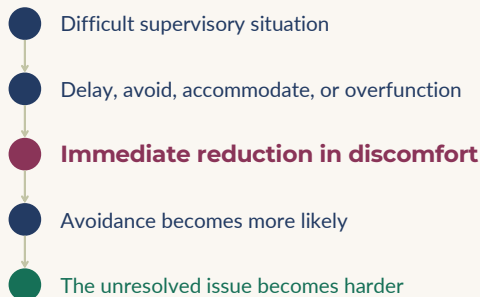
- 01 Delaying feedback about incomplete documentation
- 02 Taking over instead of coaching
- 03 Overpreparing before asking for help
- 04 Agreeing to an unrealistic request
- 05 Communicating indirectly to avoid conflict
- 06 Completing easier tasks while an important task waits



IN THE CHAT

Which pattern have you noticed in yourself or commonly observed in leadership? Type the number.

The Function of Avoidance



IMMEDIATE

DELAYED

Immediate relief can outweigh important delayed outcomes.

Variables Influencing Supervisory Action

Negative reinforcement

Immediate relief may strengthen delay or avoidance.

Rule-governed behavior

Rigid leadership rules can narrow responding.

Response effort

Aligned action may require more time, preparation, or interpersonal effort.

Competing contingencies

Urgent demands may compete with important supervisory behavior.

Delayed consequences

The benefits of aligned action may occur later.

IN THE CHAT

What is a rule you have learned about what a good supervisor should always do?

KNOWLEDGE CHECK

What consequence is most likely strengthening the delay?

A supervisor notices that a trainee's documentation repeatedly falls below expectations. The supervisor plans to address it but decides to wait until the next formal review. The supervisor feels less anxious and returns to other work.

- A. Improved documentation
- B. Immediate reduction in discomfort
- C. Increased response effort
- D. Delayed corrective feedback

Type A, B, C, or D in the chat.

Values Clarity

Knowing what you want your supervisory behavior to represent

What matters in this situation?

What do I want my supervisees to consistently experience from me?

Does my current behavior express the value or merely follow a familiar rule?

IN THE CHAT

Name one value you want your supervisees to experience through your behavior.

Psychological Flexibility

Acting on values while discomfort is present

Possible internal barriers

- Fear of appearing incompetent
- Anticipated conflict
- Concern about disappointing someone
- Uncertainty about the outcome
- Discomfort associated with corrective feedback

**You do not
need to feel
calm, confident,
or certain
before acting.**

IN THE CHAT

Which internal experience most often competes with aligned supervisory action?

System Alignment

Conditions that support or constrain supervisory behavior

- Workload and available time
- Role clarity and authority
- Access to leadership support
- Communication systems
- Organizational norms
- Competing expectations
- Consequences for asking questions or raising concerns

IN THE CHAT

What environmental variable most often affects your ability to supervise effectively?

Behavioral Follow-Through

Translating values and intentions into observable action

What would the aligned action look like?

When will it occur?

What prompt or support will increase follow-through?

How will I know it happened?

What follow-up will be needed?

Observable • timely • supported • repeated

(DiGennaro Reed & Henley, 2015)

Behavioral Wellness Coaching, LLC

17

Supervisors Shape the Environment

LEVEL 1 What contingencies influence the supervisor's behavior?

Time pressure • learned rules • response effort • prior interpersonal consequences

LEVEL 2 How does the supervisor's response influence the supervisee's future behavior?

"I think I made a mistake, but I'm not sure how to fix it."

"We already reviewed this. Why didn't you ask earlier?"

"Thank you for bringing it to me. Let's look at what happened and determine our next step."

(Edmondson, 1999; Nembhard & Edmondson, 2006)

Behavioral Wellness Coaching, LLC

18

Leadership Alignment Action Plan

PRIVATE REFLECTION

1. What am I avoiding, delaying, overpreparing for, or handling indirectly?

2. What immediate consequence may be maintaining that response?

3. What value matters in this situation?

4. What discomfort may I need to make room for?

5. What environmental variables affect my response?

6. What can I control, influence, or advocate for?

7. What observable action will I take?

8. When will I take it?

CONTROL • INFLUENCE • ADVOCATE

When ____ occurs, instead of _(my typical response)_, I will _(new/different response)_ by _(time)_.

Behavioral Wellness Coaching, LLC

19

YOUR NEXT ACTION

Without sharing confidential details, type one observable supervisory action you will take.

Ask Clarify Schedule Provide Document Delegate Follow up Advocate

ALIGNMENT IN ACTION GIVEAWAY
One live participant will receive a \$25 gift card of their choice.

This concludes the 50-minute Supervision CE portion.

Behavioral Wellness Coaching, LLC

20

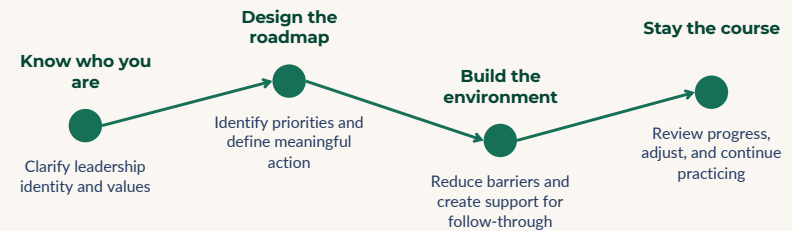
CONTINUING THE WORK

The next 10 minutes provide optional information about continued leadership support through Behavioral Wellness Coaching, LLC.

OPTIONAL • OUTSIDE THE CE CONTENT



1:1 Leadership Coaching

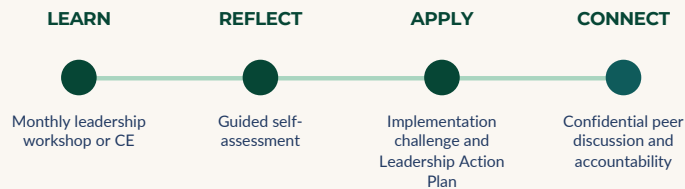


Four 50-minute sessions each month
\$1,500 paid in full or \$550 monthly for three months
Learn more here: go.behavioralwellnesscoaching.com/home



Behavioral Wellness Leadership Collective

A confidential community for women in ABA leadership who want a place to reflect honestly, build practical skills, and follow through alongside peers.



Leadership development needs more than a moment.

What it isn't:

- Another one-time burst of motivation
- A formal performance evaluation
- An unstructured networking group
- Group supervision, therapy, or clinical consultation

What it is:

- Monthly leadership-focused CE and learning
- Guided reflection and real-world application
- An implementation challenge each month
- Confidential connection with women leaders in ABA
- Ongoing practice, support, and accountability
- Founding membership: \$67/month

**REPEATED
PRACTICE
REFLECTION
FEEDBACK
ACCOUNTABILITY**

Founding Price: \$67 monthly



Choosing the Type of Support

1:1 COACHING

Best if you want:

- A confidential, individualized partnership
- Support with your current role and decisions
- Personalized strategies and accountability
- Four 50-minute sessions per month

\$550/month or \$1,500 paid in full

LEADERSHIP COLLECTIVE



Best if you want:

- A confidential peer community
- Monthly leadership CE and learning
- Guided reflection and application
- Ongoing connection with women in ABA leadership

Founding membership: \$67/month

Choose the type of support that fits what you need next.

QUESTIONS AND CONNECTION



Allyson Mullins, BCBA, NBC-HWC
Behavioral Wellness Coaching, LLC

Allyson@BehavioralWellnessCoaching.com



Small Steps. Big Changes. Lasting Wellness.

References

Behavior Analyst Certification Board. (2022). Supervisor training curriculum outline (2.0). <https://www.bacb.com/wp-content/Supervision-Training-Curriculum-Outline-2.0>

Behavior Analyst Certification Board. (2026). ACE provider handbook 2026. <https://www.bacb.com/wp-content/ACE-Provider-Handbook-2026>

Bethay, J. S., Wilson, K. G., Schnetzer, L. W., Nassar, S. L., & Bordieri, M. J. (2013). A controlled pilot evaluation of acceptance and commitment training for intellectual disability staff. *Mindfulness*, 4(2), 113–121. <https://doi.org/10.1007/s12671-012-0103-8>

Bond, F. W., & Bunce, D. (2000). Mediators of change in emotion-focused and problem-focused worksite stress management interventions. *Journal of Occupational Health Psychology*, 5(1), 156–163. <https://doi.org/10.1037/1076-8998.5.1.156>

DiGennaro Reed, F. D., & Henley, A. J. (2015). A survey of staff training and performance management practices: The good, the bad, and the ugly. *Behavior Analysis in Practice*, 8, 16–26. <https://doi.org/10.1007/s40617-015-0044-5>

Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383. <https://doi.org/10.2307/2666999>

Flaxman, P. E., & Bond, F. W. (2010). A randomised worksite comparison of acceptance and commitment therapy and stress inoculation training. *Behaviour Research and Therapy*, 48(8), 816–820. <https://doi.org/10.1016/j.brat.2010.05.004>

References

Kranak, M. P., Andzik, N. R., Jones, C., & Hall, H. (2023). A systematic review of supervision research related to Board Certified Behavior Analysts. *Behavior Analysis in Practice*, 16, 1006–1021. <https://doi.org/10.1007/s40617-023-00805-0>

Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941–966. <https://doi.org/10.1002/job.413>

Slowiak, J. M., & Jay, G. M. (2023). Burnout among behavior analysts in times of crisis: The roles of work demands, professional social support, and psychological flexibility. *Research in Autism Spectrum Disorders*, 105, Article 102185. <https://doi.org/10.1016/j.rasd.2023.102185>