Principles of Supervision

Chapter 1
Modern Supervision: Concepts & Skills

Work hard, have high standards, and stick to your values, because somebody’s always watching.

Ivan Seidenberg, Chairman & CEO, Verizon

Read exercise page 3 and respond to the questions in writing.

Supervisor = A manager at the first level of management, which means the employees reporting to the supervisor’s are not managers.

Basics of Supervision:
- See that the organization is meeting its’ goals.
- Ensuring that employees are performing their jobs so they will contribute a share of the accomplishment of goals.
- Focus on daily problems and goals.

Management Skills
- Technical Skills
- Human Relation Skills
- Conceptual Skills
- Decision Making Skills

Modern View of Management Skills (Table Page 6)
1) Task related activities: monitoring performance.
2) People related activities: support and encouragement, development and empowerment.
3) Change related activities: modify components when you detect a need for change.

Supervising a Diverse Workforce
- 1980, %51 of the workforce was white males. 2012 it will only be %43.
- Opportunities & challenges
  - More employees are female, non-white, senior citizens, etc.
  - Not a new issue. The 1800’s saw the largest immigration of foreign workforce in history.
  - Requires a supervisor to work successfully with a much wider variety of people.

Subtle Discrimination
- Everyone holds some stereotypes that consciously or unconsciously influence their behavior.
- Must be proactive using tactics to improve attitudes:
1) Have employees work with someone who is different to allow for a sharing of culture and values.
2) Use behavior they expect employees to exhibit, highlighting respect for others.
3) Question negative stereotypes. Pointing out the damage it does will prevent such remarks in the future.

General Functions of the Supervisor

1) Planning
2) Organizing
3) Staffing
4) Leading
5) Controlling

Relationships among the Functions
- Each function depends on the preceding function.
- Most time is spent leading and controlling for the Supervisor.
- Many of these functions are being dealt with simultaneously.

Responsibilities of the Supervisor

Types of Responsibilities – Page 11 Table 1.2
- Must be prepared for change as fast as their employees do.
- Accountability is the practice of imposing penalties for failing to adequately carry out responsibilities and provide rewards for meeting expectations.

Becoming a Supervisor
- Most start out working in the department they now supervise.
- Technical skills are important for the first level supervisor.
- Usually a person who has a superior grasp of the technical skills.
- It may be a seniority issues.
- Good work habits and leadership skills.
- **Marks a big change in a person’s work life!**
- It changes the personal relationships with subordinates.
- May lead to anxiety as you wonder whether you are qualified for the position.

Tips from the Firing Line (page 16)
1) Set limits on your behavior! No gossip participation.
2) Do not be a “rescuer”. Train employees to improve performance, do not do it for them.
3) Figure out how to measure success. Know when people are not on track to meet goals.
4) Communicate with everyone. Talk with each subordinate regularly.
5) Be firm. You will be tested on rules and standards.
6) Learn from others. Find other bosses who will share their wisdom. Seek people inside and outside the organization. Create a business network.
Preparing for the Job

- Preparation combats anxiety!
- Must be thinking about carrying out the role of supervisor.
- Fairness
- Focus on accomplishing goals.
- Learn as much about the job both while working and away from the workplace.
- Continue to learn once promoted.
- Get to know your employees.
- Observe work habits and discuss goals with subordinates.

Power & Authority

- Must have the ability and right to do certain things.
- State your expectations.
- Work towards the group becoming a team.
- Be interested in hearing about work related problems.
- Do not rush to make changes.
- Build support for change by introducing it gradually.

Characteristics of a Successful Supervisor

- Bring a positive attitude to the workplace.
- Be loyal to the organization. Listen to employees and discuss problems, but they must be clear that your are loyal to the organization.
- Fairness. Do not be perceived as playing favorites.
- Develop good communication skills. Your time will not shift from task to people orientation.
- Be able to delegate and give up control.
- You must want the job!!! You must accept the challenge and seize the opportunity for success.

Homework

Exercise Page 3, Answer questions in detail.