# SUPERVISION
## Key Link to Productivity

### Fifth Edition

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# DEDICATION

**To very important people in our lives**

Harriet and Bill Rue

Henry and Lula Byars

Bob and Tweetie Schwefel

# Preface

*We are both very happy that this book has gone into five editions. We feel that the clear writing style and the practical emphasis of this text are its most popular features. Many professors tell us that their students—many of whom are already practicing supervisors—often keep* Supervision *as a handbook and reference even after the class is over.*

Another enduring feature of *Supervision* is its emphasis on productivity. Since 1982, when the first edition was published, productivity has remained a major concern of today's managers and government leaders. Time, experience, and research have all shown that the supervisor can have a significant impact on an organization's productivity. Total quality management (TQM), the Kaizen philosophy, and other approaches directly related to productivity were expanded or added in this edition.

As with earlier editions, we have stressed real-world applications seen from the supervisor's viewpoint by using numerous and varied examples throughout the text and in the end-of-chapter materials. Each chapter begins with a Supervision Dilemma, which is a realistic example related to the chapter topic. The same example is revisited at the end of the chapter in the Solution to the Supervision Dilemma. Also in keeping with the practical nature of this text, we have several Supervision Illustrations in each chapter. These illustrations contain thought-provoking incidents or news stories that further shape the chapter focus. Almost all of these illustrations are new to this edition. Each chapter includes review questions, as well as several skill-building questions. In addition, a Skill-Building Applications section at the end of each chapter contains two incidents and at least two experiential exercises.

## Organization of the Fifth Edition

After three editions and a substantial reorganization of the fourth edition, this edition is a refinement of a proven successful text. We have continued to organize the materials based on the skills necessary to successfully supervise. We feel that this is a very practical and academically sound approach. This edition is arranged in five major sections:

Section I: Foundations of Supervision
Section II: Planning and Organizing Skills
Section III: Staffing Skills
Section IV: Human Relations Skills
Section V: Controlling Skills

Section I provides a foundation necessary to embark on the practice of supervision. The topics covered span all supervisory jobs. Specific topics include the supervisor's job, decision making, communication, ethics and organizational politics, and managing your time.

Section II stresses the planning and organizing skills that today's supervisors must possess to be successful. Chapters are devoted to supervisory planning, organizing and delegating, understanding work groups, and improving methods.

Section III emphasizes the important role that all supervisors play in the staffing process. Obtaining and developing people, appraising performance, equal employment, and unions are all explored in this section.

Section IV is devoted to exploring the multitude of human relations skills that are necessary for successful supervision. Motivation, leadership, handling conflict, dealing with change and stress, and counseling are all discussed at length.

Section V discusses the different controlling approaches that are available to help supervisors. Control concepts, quality, cost control, safety and accident prevention, and discipline are presented in this section.

We have attempted to write this book considering the needs of teachers, students, aspiring supervisors, and practicing supervisors. We have tried to arrange the concepts and materials to appeal to each of these groups. Naturally, we welcome any ideas and suggestions that might improve the book.

## Acknowledgments

# Contents in Brief

# Contents

# FOUNDATIONS OF SUPERVISION

## SECTION OUTLINE

# The Supervisor's Job

## LEARNING OBJECTIVES

*After studying this chapter, you should be able to:*

1. Define supervision.

2. Describe the work of a supervisor.

3. Present the types of skills necessary to perform the job of supervision.

4. State the key reasons for supervisory success.

5. Explain the glass ceiling concept.

6. Describe guidelines for managing diversity in the workforce.