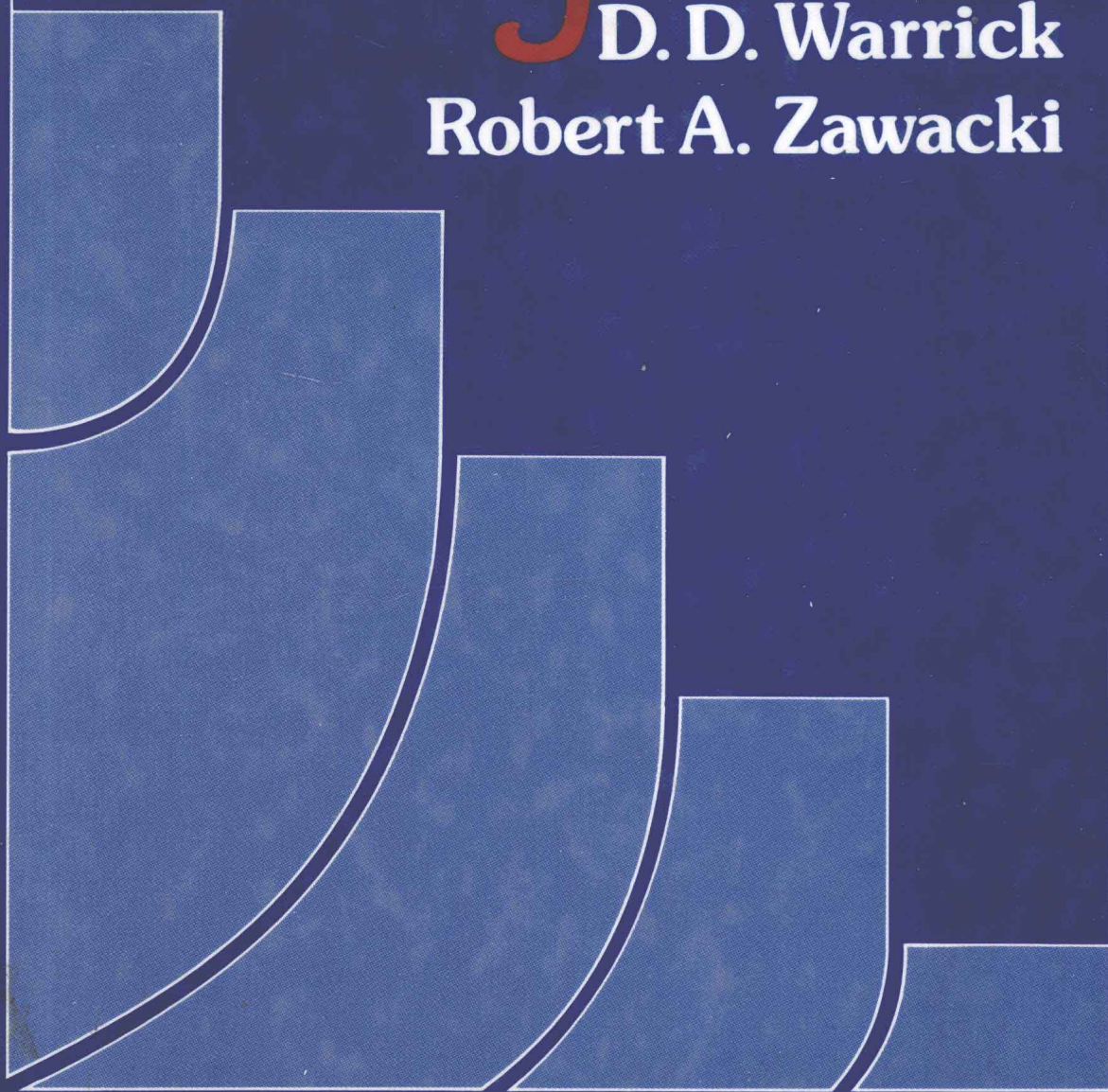


Supervisory Management

D. D. Warrick
Robert A. Zawacki



Supervisory Management

UNDERSTANDING BEHAVIOR
AND MANAGING
FOR RESULTS

D. D. Warrick

Robert A. Zawacki

UNIVERSITY OF COLORADO AT COLORADO SPRINGS



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Supervisory Management: Understanding Behavior and Managing for Results

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From Don to Anna, my wife and most prized friend.

From Bob to the people who challenged my management skills: Martha, Dale, Paul, Carol, Mark, and Laura.

Preface

The biggest shift in job responsibility often occurs when one becomes a supervisor. Supervisors experience the transition from being primarily doers, whose performance is measured by individual effort and technical skills, to being administrators, whose performance is measured by their ability to achieve results through the multiple efforts of others. This text discusses the challenges that face supervisors in a rapidly changing environment and focuses on sound supervisory practices, how to understand and develop people, and how to achieve high employee productivity.

We have tried to make this a comprehensive and unique book. We have included a wide range of supervisory management subjects from which the reader may select those topics of greatest personal interest. Several factors make the book unique. To help the reader bridge the gap between intellectual learning and internalized learning, and therefore to apply what has been learned, each chapter moves from theory to application to experiential learning. Also, the format of the book provides readers with a logical progression for learning about supervisory management. Chapter 1 presents an overview of the format and the contents of the book, and each of the following chapters is devoted to an aspect of the learning format.

In addition to material traditionally covered in supervisory management texts, we have presented new and fresh material. For example, we have included chapters on

building a supervisory philosophy; developing one's personal and supervisory potential; improving group effectiveness; improving formal communications; applying helping skills to supervision; and managing disadvantaged, handicapped, or alcoholic employees, as well as managing labor relations, stress, and one's life and time.

The book has a strong personal development emphasis. We believe that supervisors can best apply what they learn from this book to supervising others when they first learn to apply it to themselves. In addition, we believe that a supervisor's own example has a major influence on employee performance. Our goal in writing this book is to help supervisors develop their own potential so that their positive example will have a multiplier effect on their employees.

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We want to pay special tribute to Dr. Arthur H. Boisselle, Jr. Dr. Boisselle is a former student of ours who excelled in that role and is now excelling in his role as a professor at Pikes Peak Community College in Colorado Springs. Art has made a valuable contribution to this book by sharing his comments, ideas, experience, and research. He is an energetic resource overflowing with ideas, and we consider ourselves fortunate to have played a small role in his successful career.

D. D. WARRICK
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Supervisory Management

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