

Supervisory management assignment



Successful supervisors have much in common. Supervisors You Respect: Treat all employees with respect. Delegate work and responsibility fairly. Communicate well with employees. A leader with the team in mind. Set fair and consistent lines. Can you identify with any of the above traits of a respected Supervisor? Supervisors Not Respected: Use authority as a club. Fail to learn basic supervisory skills. Will not delegate duties or responsibilities. Not interested in Employees' needs.

Problem: Dealing with Former Co-workers Relationships with former co-workers, especially for those supervisors who once irked side by side with the people who they now supervise, can be one of the Deluges nurses AT all. Relationship Walt Tremor co-workers can Decode Tracey or De threatened. The pressure can have a devastating effect on morale and productivity. If you are promoted over co-workers who were once your friends on the Job, do not be surprised if they put pressure on you to give them special treatment or favors. They may assume that you will hand them the easiest assignments and overlook their disciplinary infractions.

Making the Transition to a Supervisor- Summary Tips... 7 Do not permit those who were co-workers yesterday to intimidate you today. Stay warm and friendly but slowly back away. You cannot be a friend and a supervisor at the same time. Do what you can to make everybody Job better than before you became a supervisor. Do not make the same mistakes your boss made when you were their subordinate. Demonstrate to your previous co-workers that you are knowledgeable of the Job tasks by teaching new skills in a sensitive manner, which will make their Jobs easier. 7 Seek assistance from your supervisors in making your transition. Ask for suggestions from

others. Be a good listener. Let employees know how they are doing and that their work is appreciated. Remember Many capable employees resign because supervisors take them for granted. You are only as good as the people who work for you. Leadership Styles Leadership is... Getting people to do a Job willingly and well. Leadership may involve a group of two or more people working together to complete a task.

It involves having a person responsible for completing the task and others willing to follow the directions of the leader. Basic Leadership Styles There are four basic styles of leadership that will be discussed during this session. They are: Authoritative Consultative Participative Laissez Fairer The Authoritative Style Someone that would use the authoritative style of supervision would tell his or her employees the action that needed to be done, and then tell them how to do it-similar to a drill sergeant that shouts orders and you respond without question. Just AAA It”, salad ten supervisor. “ Why? ” Asked the employee. “ Because I said so! ” Came the reply. Someone who uses consultative style will ask the opinion of the employees on the est. way to complete a task and then make a decision on how to proceed. “ What do you think? ” Asked the supervisor. “ Remove the broken part first”, said one employee. “ Call the company representative”, said another. The supervisor said, “ I will call to make sure that there is a replacement part available, and then we will proceed. ” One thing worth noting here.

If you obtain input from your employees and decide that a different direction is required, tell your employees before implementation of the new idea or process. Tell them what the opinions were, the final decision that as made

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and why some of the opinions were not used. If they are really to feel like they are a part of the decision making process, they need to be involved all the way through to the end. The Participative style will allow the employees to help make the decisions but the supervisor remains responsible for the decisions. “ These are our options in getting the Job completed on time”, said the supervisor. “ I believe this is the best option”, said one employee and the others agreed. “ Well, let’s do it that way’, said the supervisor. The Laissez Fairer style will allow the employees to do their own thing and they may or may not accept responsibility for the action. “ We need to lift it and move it to the right”, said one employee. “ Slide it to the left “, said another. “ Any way you want to do it, just don’t hurt the machine”, said the supervisor. A new supervisor may not know which leadership style he or she may be expressing or which style may be best to fit the Job situation.

It is often a good idea to model your behavior after a successful supervisor you know and respect. Modern Management Foundations I Dry. W. Edwards Deeming The late Dry. W. Edwards Deeming conducted a thriving world-wide consulting practice for more than forty years. His clients included AT&T, Campbell Soup, Ford, General Motors and DOD Chemical of Canada. President Reagan awarded the National Medal of Technology to Dry. Deeming in 1987. He has also received countless other awards, including the Distinguished Career in Science Award, and the Shewhart Medal from ten American Society for Quality control.

He is perhaps best known for his work in Japan, where from 1950 and onward he taught top management and engineers methods for management of quality. This teaching dramatically altered and rebuilt the economy of

Japan after WI. Dry Deeming is the author of several books and 170 papers. The impact of his teachings on American manufacturing and service organizations has been profound. (The above information was taken from the introduction to *The New Economics*, by W. Edwards Deeming.) The Deeming System of Profound Knowledge “ The prevailing style of management must undergo transformation.

A system cannot understand itself. The transformation requires a view from outside. The aim of this chapter is to provide an outside view? a lens? that I call a system of profound knowledge. It provides a map of theory by which to understand the organizations that we work in. “ The first step is transformation of the individual. This transformation is discontinuous. It comes from understanding of the system of profound knowledge. The individual, transformed, will perceive new meaning to his life, to events, to numbers, to interactions between people. Once the individual understands the system of profound knowledge, he will apply its principles in every kind of relationship with other people. He will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to. The individual, once transformed, will: Set an example; Be a good listener, but will not compromise; Continually teach other people; and Help people to pull away from their current practices and beliefs and move into the new philosophy without a feeling of guilt about the past. Deeming advocated that all managers need to have what he called a System of Profound Knowledge, consisting of four parts: 1. Appreciation of a system: understanding the overall processes involving suppliers, producers, and customers (or recipients) of goods and services; 2. Knowledge of variation: the range and

causes of variation in quality, and use of statistical sampling measurements; 3. Theory of knowledge: the concepts explaining knowledge and the limits of what can be known (see also: epistemology); 4. Knowledge of psychology: concepts of human nature.

Deeming explained, “ One need not be eminent in any part nor in all four parts in order to understand it and to apply it. The 14 points for management in industry, education, and government follow naturally as application of this outside knowledge, for transformation from the present style of Western management to one of optimization. ” “ The various segments of the system of profound knowledge proposed here cannot be separated. They interact with each other. Thus, knowledge of psychology is incomplete without knowledge of variation. “ A manager AT people needs to unreason Tanat all people are Rene .

Nils is not ranking people. He needs to understand that the performance of anyone is governed largely by the system that he works in, the responsibility of management. A psychologist that possesses even a crude understanding of variation as will be learned in the experiment with the Red Beads (Chi. 7) could no longer participate in refinement of a plan for ranking people. ” The System of Profound Knowledge”* is the basis for application of Deming’s famous 14 Points for Management, described below. Deming’s 14 points Deeming offered fourteen key principles for management for transforming business effectiveness.

In summary: 1. Create constancy of purpose for the improvement of products and services, with the aim to become competitive, stay in business,

and provide Jobs. 2. Adopt a new philosophy of cooperation (win-win) in which everybody wins and put it into practice by teaching it to employees, customers and suppliers. 3. Cease dependence on mass inspection to achieve quality. Instead, improve the process and build quality into the product in the first place. 4. End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost in the long run.

Move toward a single supplier for any one item, based on a long-term relationship of loyalty and trust. 5. Improve constantly, and forever, the system of production, service, and planning of any activity. This will improve quality and productivity and thus constantly decrease costs. 6. Institute training for skills. 7. Adopt and institute leadership for the management of people, recognizing their efferent abilities, capabilities, and aspirations. The aim of leadership should be to help people, machines, and gadgets do a better Job.

Leadership of management is in need of overhaul, as well as leadership of production workers. 8. Drive out fear and build trust so that everyone can work more effectively. 9. Break down barriers between departments. Abolish competition and build a win-win system of cooperation within the organization. People in research, design, sales, and production must work as a team to foresee problems of production and use that might be encountered with the product or service. 0. Eliminate slogans, exhortations, and targets asking for zero defects or new levels of productivity.

Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie

beyond the power of the work force. 11. Eliminate numerical goals, numerical quotas, and management by objectives. Substitute leadership. 12. Remove barriers that rob people of Joy in their work. This will mean abolishing the annual rating or merit system that ranks people and creates competition and conflict. 13. Institute a vigorous program of education and self-improvement. 14. Put everybody in the company to work to accomplish the transformation.