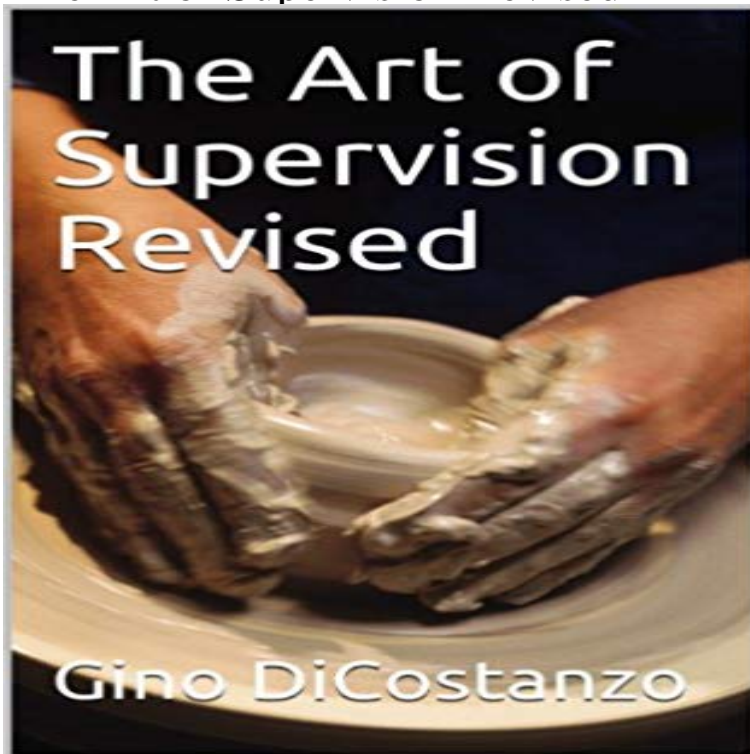


The Art of Supervision Revised



Being an effective supervisor is not very difficult. All you have to do is follow a few steps. First you have to know what's expected of you personally and of your work group. When you know what's expected of you as an individual you can go forward and complete your individual tasks and responsibilities. It's always easy to take care of yourself and get done what you need to do that only requires your personal effort. Understanding what's expected of your work group as a whole is easier than understanding the dynamics of the group to accomplish the tasks and responsibilities of the group. Some group obligations are the result of individual efforts by some members of the group. Some may require team work from more than one member of your work group. Some may require a series of efforts by more than one member of the group. One person may take an order from a customer and initiate a purchase order or a sales sheet, it may have to be reviewed by one person, logged by another one and completed by a third person. The details of the group effort are not important for this discussion, but it is very important for the supervisor to understand the details of the group requirement and who does what when and how the team effort is accomplished. To be effective the leader must know what has to be done and how it has to be done. That's the most important starting point. Know what you want and make sure you can communicate to your work group as individuals and as a group what you expect them to do. Now that everyone knows what's expected of them you can sit back and see what you get. This is where it all starts to be fun. Individuals work by themselves and can accomplish a certain amount of work. Teams are small groups of individuals who work together and accomplish a little bit more than individuals and work groups are groups of individuals and teams working together

under the leadership of a supervisor to get much more accomplished than individuals or teams will get done. Effective supervisors and leaders can see what comes in to the work group and what comes out. Knowing what is accomplished by the work group is the most satisfying takes an effective leader gets to enjoy. A work group is a human machine. All of the parts mesh well together and work at a steady pace to deliver a predictable outcome. That's the key to being effective. Understanding what is expected of you personally and what is expected of your work group. The ability to communicate to the group what is expected and understanding the details of how it is accomplished as a team leads to the satisfaction of being an effective supervisor. This does sound simple, and it is, but effective communications to the group and learning the intricacies of how things get done within the work group are essential to this. Communicate, set standards, observe, cheer lead as appropriate or challenge when appropriate. An effective supervisor is the sheep dog patrolling the outer perimeter of the work group and guiding the flock toward the goals and objectives as they stray. Guide them toward what is expected of you as a group and success always follows.

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