After you have finished reading this chapter, you should be able to:

- Describe five benefits that supervisors receive from their position in management
- Describe five to seven ways to put more leadership into your management style
- List and describe three sources of power
- Describe three ways to increase motivation through mutual rewards
- List and describe two ways a supervisor can help employees find value in their job

For years the role of the working or front-line supervisor has been considered by many organizations to be little more than a stepping-stone into management. Business and management schools devoted their attention primarily to teaching principles and theories applicable to upper management. Many professors figured their graduates would hold down beginning supervisory roles for a short period and then move into something more challenging. How things have changed!
Today's organizations are complex. Some of the complexity is due in part to the following:

• A more culturally diverse workforce than ever before.
• Molding a productive team out of a mix of full-timers, part-timers, “temps,” and contract workers.
• Implementation of quality and productivity programs such as: ISO certification and six sigma, JIT and lean manufacturing, and organizing work using self-directed teams.
• Enforcing the ever-growing number of employment laws pertaining to: hiring and dismissal, anti-discrimination, sexual harassment, disability accommodation, workplace violence, FLMA, OSHA, HIPPA, worker's compensation, overtime, and ergonomics.
• Globalization and international competition, downsizing, outsourcing, and flattening the organizational structure by removing levels of management.

THE GOOD NEWS FOR SUPERVISORS

To meet all the challenges inherent in the complexity of modern organizations, the role of the front-line supervisor has changed dramatically. This is great news for someone aspiring to become a front-line supervisor because, while challenging, these changes present tremendous career and growth opportunities.

1. The stature of the front-line supervisor has been elevated. Instead of being a bit player at the bottom rung of the management ladder, the supervisor has become a key position. The obvious reason is because many middle- and upper-level management positions have been eliminated. Organizations are “flattening” their organizational hierarchy. There are fewer middle- and upper-level managers in flat organizations. The flat organizational structure means that more authority, power, and responsibility are being delegated to lower-level managerial positions. The talent and skill of the supervisor in a flat organization is a major factor to its success.

2. Empowerment of the supervisor’s job is ongoing. Some of the “power” previously held by those whose jobs have been eliminated will be delegated to the supervisors they used to supervise. This shift means that the line supervisor or “team leader” of the past can take a more positive stance. She or he can submit new suggestions with more freedom and more influence. In short, the line supervisor will play a bigger role in the total management team. Upper management (those left) will have to listen more and react to what they hear.

3. Supervisors have more autonomy. With fewer directives to follow, fewer inspections from those above, and fewer people to please, supervisors have the power and responsibility to run their departments or “teams” more like the owner of a small business might do. Supervisors will be encouraged to operate with more authority while expecting to be held accountable.

4. Supervisors receive more advanced training. As upper management shifts additional responsibilities to their front-line supervisors, they will provide
more training to help them succeed. In addition, more supervisors will appoint assistants and prepare them for temporary “takeover” roles when they are absent. In other words, front-line supervisors will move closer to those upper-management leaders who remain with the firm and whose roles, in turn, will be expanded.

5. Supervisors derive tremendous personal benefits from their role in today’s business culture. For example:
   - Effective supervisors will be easier to spot and will receive “first call” on promotional possibilities.
   - Women who excel as front-line supervisors will discover that the so-called glass ceiling is less likely to affect them.
   - The challenges of front-line supervision provide a great training ground and preparation for upper-management positions.
   - Supervision offers the opportunity to engage in meaningful and challenging work that will enhance one’s self-respect and the respect from others.
   - Supervisors will receive more immediate positive reinforcement of their contribution to organizational success as a result of leading their employees through collaborative and team-based approaches than was possible through former top-down management methods.
   - Supervisors will have greater opportunities to engage in continuous learning, which is a top motivator.

DEVELOP YOUR SUPERVISORY SKILLS

All these changes mean that employees or team members who aspire to become supervisors will be expected to demonstrate their acceptability with more force and enthusiasm. Not only will their personal performance and contribution to the higher performance of others be evaluated, but management will evaluate how well prepared they are to assume the role of the supervisor. Obviously, being accepted as a new supervisor will be more of an achievement in the future than it has been in the past.

If, at this point, your long-term career goal is to get into upper management and you wish to qualify as a supervisor as soon as possible to speed things up, here are three necessary steps to consider:

Step 1. Put practical experience first. The job of the supervisor in most organizations is 90 percent application. It is getting the job done. Theory is great, but it is even greater when practical techniques are learned and practiced first. The focus on experience does not mean that strategy theories are to be ignored. The more theoretical background one has, the better; but in starting a career, your first goal should be to survive as a supervisor, your second goal should be to become a superior supervisor, and your third goal should be to make the move into upper management.

Marty desires to eventually graduate from a four-year university, but being a realist, she knows she must earn her own way step by step. Her first step is to earn an associate or two-year degree from a local community college. Her next
Step 1. Become a supervisor to obtain some practical experience in management. After gaining experience she expects to graduate from an accredited university with a bachelor of arts or bachelor of science degree. Marty figures that the theory and advanced courses in statistics, data processing, and so forth, will have more meaning to her after she has had some supervisory experience. It will speed up her transition and put her in a position to occupy a higher management role.

Step 2. Learn the techniques of supervision by becoming an assistant supervisor or group leader when the opportunity arises. You can learn a lot about being a supervisor from working as an employee. You can also learn the skills of supervision and leadership by completing a course in supervision. The best option is a combination of both. There is no better substitute for being an understudy to an outstanding supervisor for a period of time. It is generally better to learn to walk before you run. Many colleges have internships or cooperative education opportunities in which you can gain experience and earn college credits at the same time.

Drake recently graduated from a university as a business management major. He anticipates it may take him the better part of a year, perhaps more, to become eligible for a job as a supervisor. He is more than willing to build his experience, but he wants to qualify as a supervisor by first being an assistant. Drake wants the experience of working closely with a model supervisor who can give him the kind of help he can never get from a textbook. He feels he must become a star supervisor if he is to move into upper management within a two- or three-year period. The right mentor could be the ticket he is seeking.

Step 3. Place emphasis on managing your personal life better now so that you can manage a department or team better at a later date. At first this step may not seem appropriate. What does the way you manage your personal life—going to college, working part-time, working out regularly, spending time with family, and so on—have to do with becoming a superior supervisor? The answer is plenty. These skills will assist you in reaching the lifestyle you desire as well as help you become an effective supervisor and manager.

LEADERSHIP AND SUPERVISION

Leadership is not a gift awarded to some and denied to others. No magic is involved, and no special personality or unusual charisma is required. Most individuals who truly wish to become leaders can develop leadership ability. Leadership is stepping out in front of others with confidence, taking charge, and earning the support of followers.

A perceptive observer can sense the presence of strong leadership. The group under observation is pulling together in an organized, efficient manner. Members show enthusiasm and a sense of direction. Tension is absent because everybody expects to benefit from the group's activity. Everybody supports the leader because of respect that the leader has earned. A strong leader is as important in a traditional department as in a team arrangement, although the leadership styles are different.
For most workers the leadership-building process starts when they become supervisors. Some may get a head start through experience as club officers, team captains, chairpersons, and officers in trade or volunteer organizations, but supervisory jobs are the primary leadership builders.

Developing and maintaining effectiveness as a supervisor is foundational to becoming a leader. It is impossible to be a good leader without being a good supervisor or manager. Those who become leaders without first becoming supervisors must ultimately learn management skills such as setting priorities, learning to delegate, and applying other principles and techniques covered in this book. They must do these things to free themselves to lead. Many supervisors become so bogged down with administrative details that they do not have time to put more leadership into their management styles, denying themselves the opportunity to move up the ladder to higher management/leadership positions.

The better you are as a supervisor, the more freedom you will have to lead. Although most people are in middle- or upper-management positions before they have had the opportunity to stretch their leadership “wings,” it can all start at the supervisory level. It is the combination of management and leadership that usually creates upward mobility.

Leadership is often the missing ingredient to greater productivity. Leaders who meet the needs of their followers inspire greater productivity than managers who do not.

Your leadership style should reflect your personality. Although you can learn about leadership from others by using them as models, you must nevertheless create your own style, a style that reflects your personality, supervisory approach, and the kind of leader you want to be. You can learn a lot about leadership by observing your superiors, but you should feel free to adapt or reject their methods in forging your own individual style.

In building your own leadership style, it is important that you identify your strong personal characteristics and strengthen them. Your style is an extension of these characteristics. When you emphasize a unique trait, such as a strong, powerful voice, you are building a style that causes you to stand out from others. It is vital, however, that you channel your special characteristics into certain areas that reflect strong leadership.

**BECOME AN EFFECTIVE COMMUNICATOR**

The first step in putting more leadership into your supervision is to become a more dynamic communicator. Employees will follow leaders who speak with authority. They want them to sound like leaders.

Dixie was an outstanding supervisor, but she was so soft-spoken in her approach to group meetings and counseling that those in her department became impatient. Some even went so far as to say she was too nice. Dixie’s superior and mentor, a woman with a strong, commanding voice, suggested that Dixie take a course in public speaking. Dixie rejected the idea but took the suggestion to mean that she should demonstrate more leadership through her voice. She started to exercise more control through her voice in both private counseling and group sessions. Within three months her superior complimented her on the change and asked what grade she had received in her public speaking course.

“I didn’t take one,” Dixie replied. “I used you as a model and made the changes myself.”
Of course, speaking with confidence is only one part of your communications system. A good communications system is a planned program of daily two-way communications to keep those who work for you informed. An effective communication system can include all or part of the following: daily personal contact with workers on the site, a bulletin board where both supervisor and employee can leave messages that will be picked up daily, regular group staff meetings, informal communications during break periods, and use of in-house communications media (newsletters), telephone calls, distribution of personal notes, and voluntary or designed counseling sessions. Each leader must design a two-way system that works on a daily basis. A breakdown in the communications system is as serious as a breakdown of production equipment.

Why is such a system so important? It is essential to keep everyone informed and prevent misunderstandings. Not knowing what is going on destroys morale. When workers are involved in decisions, or at least informed, they can cope with changes. Being left out in the cold develops hostility that can even lead to mutiny in extreme cases. Employees need to know how they are doing as individuals and how their contribution relates to departmental goals. Knowing their status provides job security and reassurance, which many desperately need daily. When employees know where they stand, they relax and produce more. Within the security of the group, they feel they belong. A good communications system keeps workers from feeling neglected, misinterpreting, or becoming suspicious. It keeps them involved.

Leaders need the ideas that can come only from their followers. They must listen to suggestions and then give credit to those who make them. A good leader discovers problems and solves them before they become disruptive. The only way to make such discoveries is through a sound two-way communications system that brings problems to the attention of the leader. Weak and ineffective leaders usually discover problems too late. A leader with a strong and commanding voice who does not have a two-way communications system eventually loses the respect of followers. A leader with an authoritative voice and a well-maintained communications system has the winning combination.

As managers move into leadership roles, they go through a transition similar to a baseball player’s experience in shifting from the minor to the major leagues. In
no area is this change more dramatic than in communications. Recognized leaders give high praise to Dale Carnegie and similar courses and public-speaking teachers for preparing them to lead. In recognition of the need for special training in this area, some professors are now suggesting that business administration majors earn a minor in communication arts. Demonstration of good communication skills remains essential for success in today’s competitive job market.

INCREASE MOTIVATION THROUGH MUTUAL REWARDS

The best way to convert employees into motivated followers is to put into practice the Mutual Reward Theory (MRT). The supervisor (leader) and employee (follower) can create and maintain a mutually rewarding environment. For example, the supervisor can provide an enjoyable and consistent work environment; an opportunity to learn; an ability to participate in matters that affect their work routines; and freedom to voice their concerns without being stifled. The employee can provide productivity, dependability, and a high level of motivation to meet the goals of their leader. A natural reward exchange takes place between supervisors and followers, and rewards should be mutually satisfying.

It stands to reason that a leader cannot be a leader without having employees who are willing to follow him or her. But what separates one manager who is able to instill the desire to follow from another manager who is not? How can a manager become a leader by instilling this willingness to follow? Three basic factors are involved in this transition:

1. Employees cannot be forced or cajoled into becoming followers. It is a purely voluntary action on their part. If they want to move in the direction the leader has chosen, they follow. The reason they will follow is that it is to their advantage to do so.

2. The vision projected by the leader is a primary converter. The goal or mission presented must offer the promise of transforming the nature of the work and raising expectations to a high level, so that following is a natural and enjoyable thing to do.

3. The character and personality of the leader play a significant role in the conversion. Sometimes charisma is present; sometimes it is not. There must, however, be a high degree of confidence, trust, integrity, and a strong belief that life will become better by following.

All leaders go about converting employees to followers in their own way. The supervisor who provides unusual opportunities for self-improvement, for example, may gain an increase in productivity in return. Mutual rewards strengthen the relationship and enhance the image of the leader. Both parties come out ahead, and they know it.

Leadership, in a sense, is an impression in the mind of the follower. If the needs of the worker are satisfied, the supervisor appears to be a good leader; if the needs are not satisfied, then the worker feels thwarted and neglected and has a poor image of the supervisor. And when workers produce at high levels because their needs are amply satisfied, they convert their supervisors into leaders in the view of upper management. They make their supervisors leaders.
When Ralph was first introduced to MRT, he dismissed it as nothing more than the old truism, “You scratch my back and I’ll scratch yours.” But later, after a discussion with a superior he respected, he decided to try it. As a supervisor, he discovered that he could furnish many rewards he had previously neglected. When he sat down with an employee and openly discussed the reward exchange that was possible between them, a better relationship and higher productivity resulted. In six months Ralph had progressed from a good supervisor and average leader to a better supervisor and a good leader. Through the application of MRT, he had put more leadership into his management style.

RECOGNIZE YOUR SOURCES OF POWER

Leaders have three basic sources of power to draw on. They are:

1. **Position power.** The power that comes from your managerial position as a supervisor. Anyone in your job as a manager has the same power. It gives you authority to require certain behavior from your workers. You must be careful, however, not to overuse this source.

2. **Knowledge power.** The power that comes from having technical knowledge, expertise, and experience pertaining to the tasks that the employees you manage are responsible for doing.

3. **Character or personality power.** The power that comes when you demonstrate a strong sense of self-esteem, self-confidence, and honesty. Some might refer to this as *personality power* because of the outward manifestations of inner qualities to which followers are attracted. Others might refer to this as *character power* because it is only through these inner qualities, such as integrity, honesty, ethical frameworks, fairness, and so on, that produce the personality traits to which followers are attracted. Either way, the source of power in this instance relates to intrinsic qualities of the leader rather than more external qualities such as knowledge and position power.

You should draw carefully from the power bank composed of your position, knowledge, and personality, but you should not hesitate to draw from it when necessary. Without it, a department cannot reach productivity goals. When such goals are not reached, everyone suffers. Utilizing your power sources in a sensitive and balanced manner may be the best way to put more leadership into your style.

Janice knew she had replaced an authoritarian manager. After careful consideration, she decided she could gain greater productivity from the nine workers in her department if she relied primarily on her knowledge power and soft-pedaled her position and character/personality power. Janice said to herself, “If I can teach them more about the automated equipment and increase their competencies, they will sense my knowledge power and little else will be necessary.” Things progressed in a satisfactory manner for some time, but gradually her employees began to slow down and take advantage of her. Janice had made the classic mistake of depending on one source of power. She quickly fell back on her position power by demonstrating her strength as a firm, no-nonsense supervisor. In addition, Janice became a stronger personality—using her special characteristics (warm voice, persuasive manner, etc.) to project more leadership. It took only a few weeks to return to higher productivity and a more cohesive department.
MAKE DECISIVE DECISIONS

In all leader–follower situations, good decision making surfaces as a characteristic that followers value highly. Leaders say the same thing in many ways:

“Poor decision making is the downfall of most leaders.”

“Decision making is a symbol of leadership.”

“It’s not just making good decisions, it’s making them with authority and decisiveness.”

Do not be afraid to make a decision—that’s what leaders do. Although you will eventually be judged by the quality of your decisions and your long-term record, the way you announce your decision is important. A good decision forcefully announced communicates the presence of leadership. In fact, a poor decision forcefully announced communicates the presence of leadership. A poor decision timidly announced communicates the absence of leadership. Even an excellent decision announced in a wishy-washy manner turns out to be weak if it is not accepted and put into operation by followers.

From the viewpoint of followers, leadership is decisiveness. A strong leader carefully analyzes the problem and then chooses one direction or another with confidence. Supervisors who straddle the fence and sweep problems under the carpet do not communicate strong leadership.

Kenneth had spent all afternoon evaluating the new advertising campaign. He had seen all the layouts and considered their probable impact on sales and on the corporate image. He was not satisfied with the program, but he had no time to develop a better proposal. He decided to support the advertising staff, accept their plan, and do everything in his power to make it work. He called in the staff and complimented them on their proposal. Then he wrote a short and enthusiastic article about the campaign for the in-house bulletin. In every possible way, he communicated the idea that the right decision had been made. As it turned out, the advertising program was moderately successful, primarily because of the enthusiasm behind it. Equally important to Kenneth, he had protected his leadership image. In fact, he was never criticized because the program’s success was only moderate. His staff and other followers continued to support his leadership.

Leaders who expect to bat a thousand in making sound decisions will, of course, fall short of their expectations. But those who are afraid to make any decisions are doomed to failure. Although you can’t expect to win them all, you can win often enough to keep your workers’ respect. And a decision made with confidence has a better chance of success because your employees will try to make it work. But when you are indecisive, you are already behind in the game.

Workers often interpret your decisions from a personal point of view. “Does the decision give me more or less job security? Will it enhance my career progress or slow it down?” Employees like decisions that are good for themselves as well as for the organization. The skillful leader makes sure that employees see how they benefit from whatever is best for the organization. Involving your followers in decision making increases their motivation.

Decisions that involve too many compromises do little for the supervisor’s leadership image. Those decisions that are based on facts and made with gusto are
usually well received. A good decision maker inspires respect. Employees feel they are in good hands, and the department is making progress and headed in the right direction.

**LIVE AND MODEL THE COMPANY MISSION**

Leaders must furnish direction. They must lead their people in doing work that produces products or provides services that have meaning and significance.

Peter Drucker, America’s foremost management consultant, recently deceased, discusses the importance of a single organizational goal for both managers and employees in his book *Management: Tasks, Responsibilities, Practices*. In *Execution: The Discipline of Getting Things Done*, Larry Bossidy and Ram Charan emphasize that effective leaders set a few very clear goals (three or four) because fewer priorities will produce better results from the resources available. In contrast, leaders who are unable to define the few most important goals and identify and push to accomplish too many goals will realize more limited results because of the struggle workers will have in attempting to meet multiple and often conflicting priorities all at once. When one or only a few goals exist and are clearly articulated, they can and should be converted into a mission. A mission has two purposes: It gives the whole organization (managers and employees alike) a sense of unity and purpose, and it keeps everyone moving with enthusiasm in a clear direction to accomplish it.

The leadership in any company can help its employees at any level, regardless of the work they do, find purpose and value through establishing, communicating, and modeling a mission that elevates the work they do beyond the mere provision of services or production of goods. The mission statement is the beginning. Consider the following example of a Christmas tree manufacturer.

*Holiday Delight Christmas Tree Company had been in business for more than fifty years. During much of this time, it had grown as a company and had acquired a huge share of the manufactured Christmas tree market. However, in the past few years, the public’s taste in manufactured trees had changed in favor of real trees. This was due in part to perceptions about the ecological effect of manufactured trees, especially when it came time to dispose of them. With these perceptions came a growing discontent and loss of spirit among the workforce. Holiday Delight leaders needed to respond.*

Through a process of conversations and meetings that included staff at all levels, the company came up with the following mission statement:

“Our business is saving twenty trees for every beautiful tree we manufacture in an environmentally responsible way.”

The company derived this mission based on the following information about its business:

1. Despite recent trends, there was still a huge market of families that did not want the mess and inconvenience of buying, cutting, hauling, maintaining, and disposing of a live tree every year.
2. Its trees are spectacularly beautiful and emulate real trees, delighting their customers. Further, they were durable and guaranteed to last at least twenty years, if not longer, thereby saving at least twenty live trees from cutting in the course of its “lifetime.”
3. The company has become more environmentally responsible over time in the production of its trees. It uses recycled materials as much as possible, and it provides instructions in its packaging regarding the disposal of its trees in an environmentally friendly way.

With this mission, the company is not just manufacturing fake trees; it is also manufacturing quality trees in environmentally responsible ways while saving real trees from being cut down. This is a loftier mission than just making fake trees and one that its employees can respect.

When employees understand the mission and know that their management, supervisors, and peers believe in it and defer to it when making decisions, it becomes an identifying characteristic of its corporate culture. Top management ultimately has the responsibility for writing the mission of the company they lead. Effective leaders realize, however, that any mission statements should be formulated with considerable input from all who play a part in living the mission. This means from all employees at all levels within the organization.

Supervisors play a key role in making the mission a reality. They must know the mission, buy into it, and explain and communicate it to their direct reports. They must act congruently with the mission statement and not be at odds with its intended purposes. They need to explain to each employee how his or her contribution is important to the accomplishment of the mission. Unless the mission statement is adopted at all levels of the company and understood by all, it becomes a useless document.

Supervisors at Holiday Delight Christmas Tree Company demonstrated to their employees the magnitude of their value to the world by providing data on the number of live trees the company actually saved per year. They also helped employees gain pride by providing information on how well the company is doing in relation to its competitors, including the live tree market. They went further still and communicated through employee communications, annual reports, and advertising how their efforts contribute to protecting the environment, and also donated a portion of profits to organizations dedicated to forest protection initiatives. Employees soon regained confidence in their company and its value, and felt proud to say that they work for the number one company in their industry.

Often an organization’s mission is implemented from the bottom up and the supervisor becomes its most important and influential cheerleader. Effective teamwork is possible only when all share in the common mission of their company. The supervisor must drive this process.

Managers and supervisors who give only lip service to their company’s mission underestimate the importance of having a unifying vision or mission. The mission should provide a higher purpose for the work the employees do. People are motivated to work for an organization that has a lofty mission, one they are proud to tell their family and friends about. It is also the reason that work is, for many, more than just a paycheck.

HELP EMPLOYEES FIND VALUE IN THEIR WORK

Respected leaders acknowledge that people do not live or work for bread alone. They realize that employees want something beyond dollars, benefits, security, promotions, recognition, and the promise of retirement. They want to be a part of
something important, to be a part of something that is greater than and beyond their own self-interests. Workers become followers when they become part of an effort that has significance. They feel differently when they are a part of a movement, wave, or team. It is not just little personal victories that most employees seek; rather, they want to dedicate themselves to something greater than themselves. People who find ways to do this are said to be self-actualizing.

Supervisors play a lead role in helping their employees find value in their work. This may be easier to do so for some careers and for some companies than for others. For example, a medical doctor is generally held in higher esteem in our society than a production worker in a Christmas tree manufacturing plant.

What we do for a living is very important to us. If you don’t agree, ask yourself, “How long does it take two people who meet for the first time to begin talking about what each does for a living?” For most people it comes up quickly, especially when they are proud of their careers and proud of the company for whom they work. It is incumbent on the supervisor to help employees make connections between the day-to-day activities of their jobs to what those activities contribute to higher company and society goals. This is equally true for the doctor and the production worker.

Employees desire to have their work valued by society in general and by their management in particular. Valuing employees and the work they do is a requirement of managers and supervisors. It is a prerequisite ingredient to motivation. It is the rich soil in the well-kept garden.

MEET EMPLOYEES’ LEGITIMATE NEEDS

Finding value in their work is one of an employee’s highest needs. An employee has many needs and the more a supervisor can address them, the more he or she will do to gain the employee’s commitment.

Where supervisors often struggle is understanding what an employee’s legitimate needs are and what needs are most critical to engender this commitment. In
particular, they tend to overlook their needs for intrinsic rewards (e.g., satisfaction in the job itself) in favor of seeking to satisfy more extrinsic needs (e.g., compensation). Comprehensive surveys have been performed which have asked over time what employees feel they need in their work and then compared their responses to what their employers believe their employees want. In one well-known survey, the ten needs were listed by employers in rank order as follows: (1) good wages; (2) job security; (3) promotion/growth opportunities; (4) good working conditions; (5) interesting work; (6) personal loyalty to workers; (7) tactful discipline; (8) full appreciation for work done; (9) sympathetic help on personal problems; and (10) feeling “in” on things. In contrast, employees ranked interesting work, full appreciation of work done, and feeling “in” on things as the three most important needs. Job security and good wages were ranked fourth and fifth.3

These findings are consistent with the hygiene/motivator theory developed by management theorist Frederick Herzberg.4 Herzberg theorized that matters like good wages, good working conditions, and proper and fair supervision, while important, did nothing to increase employee motivation and commitment. They are called hygiene factors because an employer must always seek to maintain them at appropriate levels to ensure a productive, stable workforce. However, reduce them or take them away, these factors will serve to demotivate employees. Motivators are factors like those listed among the top three of the survey by employees, as well as factors like growth opportunities and increased responsibility, which are more intrinsic to the employee and the value and satisfaction he or she derives from the work itself. Create conditions where these values can be satisfied, and employee motivation and commitment will increase.

It is important to note that all ten of the needs listed in the survey matter to employees. Nothing in this list is unimportant. No one would dare say that good wages and job security are unimportant. They clearly are. Given the variance in understanding between what employers and employees think about these matters, however, managers and supervisors are on notice to take special care in meeting needs that are more likely to motivate employees and engender true commitment. Without minimizing the need to provide fair compensation and to meet other extrinsic needs, effective supervisors resist “throwing money at the problem” to engender employee commitment and focus instead on what they can do to meet employees’ intrinsic needs.

CREATE A POSITIVE FORCE

By drawing on all power sources, especially personality or character power, a leader creates and maintains a positive force that pulls followers in one direction with enthusiasm and dedication. Nothing is ever dull or routine in the presence of a leader with spirit and a sense of purpose. The workplace becomes infused with energy and enthusiasm. The place is “jumping”! This physical, psychological, and spiritual force constitutes the heart of followership.

Like any power system (generator, battery storing an electrical charge, etc.), the supervisor must be that central force that keeps the communication network alive, provides the vehicles to deliver rewards, creates good decisions, meets employees’ legitimate needs and helps them find value in their work, and, drawing
heavily from his or her power sources, leads the organization to high productivity and success in the direction of an established mission.

When Bernie took over as supervisor, apathy prevailed. The staff was lethargic and difficult to motivate. Within six weeks, the opposite was true. Employees were full of energy and anxious to contribute. How did Bernie turn things around? He held a meeting with his employees and explained the company’s mission to them. He explained how important their work was to the company and how the company’s products really benefited the community. He gave statistics on how well the company was doing and how well respected it was within its industry. He provided each employee with a sense of purpose by explaining to each one how her or his work directly impacted the company mission. Collectively, they began to feel real pride for the company and for each other. No one felt unimportant or unappreciated. His direct reports responded as valued employees often respond: they gave their all to their work. They gave their creativity and talents to their work.

By carrying out the responsibilities of a supervisor as outlined in this book, you will automatically develop a certain amount of leadership. But don’t stop there. Once you survive and then begin to thrive as a successful supervisor, you may accept the challenge of becoming a manager/leader. You may choose to rise to the highest level of leadership and become a CEO. Keep in mind that your future as a manager or leader is based on the success you achieve as a beginning supervisor.

PERFORMANCE CHECKLIST

1. Today’s organizations are complex. The good news for supervisors is that this presents tremendous career and growth opportunities. They are more empowered, have greater autonomy, and have opportunities to receive more training opportunities than ever before. They also derive tremendous personal benefits from being front-line supervisors, such as having a great training ground to prepare for upper-management positions; less concerns about the glass ceiling for women supervisors; and opportunities for meaningful, challenging work and to engage in continuous learning.

2. Someone wanting to be a supervisor can develop quick supervisory skills by putting practical experience first, learning from other supervisors by serving first in an assistant, intern, or apprentice-type supervisory role, and managing his or her personal life in a way that helps further develop leadership skills.

3. Some supervisors become so busy with day-to-day activities and the business of supervision that they don’t take time to put more leadership into their management styles. Specific ways to do this are:
   a. Become an effective communicator by learning to communicate confidently and building effective two-way communication systems with your team members.
   b. Motivate employees through mutual rewards, which involves working with employees to achieve a fair exchange of recognition and rewards for employees for their efforts and commitment to their work and the organization.
   c. Recognize and appropriately utilize your sources of power, including your position, knowledge, and character or personality sources of power.
   d. Live and model the company mission so that employees see the connection between their day-to-day work activities and the contribution their efforts make to company goals and larger societal goals.
   e. Help employees find value in their work, regardless of what they do or what status and value society would otherwise give their efforts.
   f. Help meet your employees’ legitimate needs, understanding the difference between intrinsic and extrinsic needs and how to address each.
Chapter 3

TEST YOURSELF

For each of the following statements, check true or false.

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<td>1. The many new responsibilities that will be assumed by the supervisor of today need <strong>not</strong> apply to team leaders.</td>
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<td>2. In the future, most college business majors will be able to skip front-line supervisory roles and enter at a higher level.</td>
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<td>3. Even though they will receive less support from their superiors, future supervisors will play more important roles.</td>
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<td>4. Team leaders and supervisors will make fewer but more important decisions in years to come.</td>
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<td>5. Women who excel as supervisors will find upper-management roles more accessible.</td>
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<td>6. The power previously held by middle-management people (some whose positions have been eliminated) will be absorbed only by higher-management people.</td>
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<td>7. Supervisors and team leaders will have more superiors to please.</td>
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<tr>
<td>8. You can't learn much about becoming a skillful supervisor while you are working as an employee.</td>
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<tr>
<td>9. College internships or co-op education opportunities can help you gain experience and earn college credit at the same time.</td>
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<tr>
<td>10. Paying employees more money does not truly motivate them to perform better.</td>
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</table>

Turn to the back of the book to check your answers.

Total Correct ___

DISCUSSION QUESTIONS

1. What changes have occurred to make the job of supervision more complicated in today's organization?
2. What are three levels of skills that supervisors must develop?
3. How could you gain experience and knowledge about being a supervisor before becoming one?
4. Do you agree with the statement that it is impossible to be a good leader without being a good supervisor or manager? Explain fully.
5. What are some of the benefits supervisors get from their jobs?
6. What leadership skills do you think are necessary to be an effective supervisor?
7. What role does a mission statement play in enhancing motivation?

CASE: WHAT DO EMPLOYEES WANT?

OBJECTIVE
To determine what employees want most from their jobs.

PROBLEM
Bill wants Ricardo to incorporate effective leadership in his supervision of employees in order to enhance their satisfaction and dedication to the goals of the company and thus achieve greater productivity.

PROCEDURE
All non-management players (five roles) select from the following employee list what they believe are the five most important employee needs that Ricardo should provide in order to accomplish Bill's request. In a separate group, all management players (four roles) choose from the management list the five rewards they feel would do the most to increase productivity. Those in the class or seminar not assigned roles should make their own selections, either individually or as a group.

After twenty minutes, a member of the employee group and a member of the management group will write their selections on the board. Each group (in turn) will explain their five choices out of these long lists. Thoroughly discuss any differences that emerge.
between the two groups’ lists. In what ways do management and employees differ regarding employee needs and why? In what ways do they agree?

CASE DISCUSSION
Discuss how Ricardo could meet these needs in his department.

EMPLOYEE NEEDS
• Opportunity for self-improvement on the job
• Freedom from close supervision
• Ample time for socializing
• Freedom to take breaks without following a schedule
• Opportunity to express oneself in group situations
• Chance to have some enjoyment on the job
• Opportunity to rotate among different tasks
• Credit for accomplishments
• Involvement in the decision-making process
• Knowing what is going on
• Opportunity to use limited work time for personal business
• Chance to learn the supervisor’s job
• Opportunity to talk about personal problems
• Chance to extend coffee and lunch breaks without asking permission
• Opportunity to use the telephone for (local) personal calls

PERSONAL GROWTH EXERCISE
Study your company’s organizational chart. Locate the various managerial levels, like the position of supervisor or of front-line management. Discuss the organizational characteristics that come from this organizational structure and what it may mean for your development as a leader in order to be successful in your current role and to be considered for future roles in management. What specifically do you need to do in your organization to put more leadership into your management style?

NOTES