

CONTENT

		Page
I	THE MANAGER'S JOB	11
	The Seven Deadly Sins of Supervision	13
	The Topflight Supervisor : A Profile	18
	It's a Question of Ethics	26
II	COMMUNICATION IS MANAGEMENT	35
	On-the-Job Communication : Why Isn't It Easier?	37
	When You Can't Tell Them Everything	46
	An Open Letter ... About Letters	50
	Unaccustomed as You Are	55
	The Care and Feeding of the Grapevine	63
III	BUILDING AND DEVELOPING A COMPETENT WORKFORCE	73
	Selecting Employees Who Can – and Will – Produce	75
	Making Those First Impressions Count	81
	Tips on Temporaries	85
	When You Supervise Young Workers	89
	How Old Is Old?	99
	Build a Winning Team with Better Appraisals	110
	Training as a continuing Process	115
	Understanding the Individual Learner	121
	Six Ways to Speed Employee Learning	130
	Do you Have a Backstop?	135
IV	EMPLOYEE ATTITUDES : THE "RAW MATERIALS" OF MORALE	141
	It Still Takes a Leader	143
	Supervision and Productivity : Strengthening the Links	151
	Human Relation : Putting the Theories into Practice	161
	Help Them Capitalize on their Strong Points	166
	Are you Holding Your Subordinates Back?	171
	Teamwork Boosts the Score	175
	When Employee Ask About Company Policy	185
V	SPECIAL PERSONNEL PROBLEMS	189
	Putting the Brakes on Absenteeism	191
	Why Are They Late to Work?	196
	Too Much of a Good Thing?	200
	Business Manners : Some of the Unwritten Rules	205
	The Real Meaning of Discipline	210
	Safety : What's in It for the Supervisor?	215
	Your Stake in Off-the-Job Safety	222
	Department Changes Ahead?... Get Ready Now!	226
	Identifying the Problem Drinker on the Job	234
VI	MANAGING YOUR JOB	243
	Need More Time? ... Here's Where to Find it	245
	What Makes a Supervisor Promotable?	249
	Problem Solving Doesn't Have to Be a Problem	253
	What to Do When You've "Goofed"	262
	It Takes Know-How to Be a manager	265
	What the Supervisor Should Know About Company Organization	272
	Delegation and the Reluctant Supervisor	278

	The Job Is Easier When You Sight your Goals	283
	Working with Other managers	291
	Don't Make Your Boss a problem	295
	Don't Keep Your Boss in the Dark !	298
VII	UNION-MANAGEMENT RELATIONS	305
	The Supervisor and the Labor Contract	307
	Labor Relations : You Make the Important Decisions	316
VIII	THE JOB BEYOND THE JOB	323
	Part of Your Job Is on Main Street	325
	Your community Needs Leaders	332