



Preface

Today's work environment demands that supervisors do more than know how to supervise. They must bring about results consistent with organizational goals and objectives. The tenth edition of *Supervision: Managing for Results* is written to help them do just that.

The Approach

The overall approach of this book continues to be guided by seven interlocking objectives:

1. To offer readers practical advice about how to handle real-life, on-the-job situations.
2. To recognize an ever-changing social and work environment.
3. To provide useful insights based on the job-tested experience of the author and his associates.
4. To cover all the vital aspects of supervision.
5. To reflect the latest professional concepts of supervisory practice and organizational behavior.
6. To employ the most effective techniques for helping readers enjoy and assimilate the material presented in the text.
7. To maintain a good-humored perspective on what continues to be one of the world's most demanding jobs.

With these objectives as a foundation, *Supervision: Managing for Results* provides a useful aid to a wide and diverse readership, which includes

- **Instructors**, who use it as a basic text in preparing their students for the complex world of supervisory management.
- **Students** of first-level management in business, industry, and government, who turn to it as a central source of information about the practice of supervision.
- **Supervisors**, who find it to be a complete and up-to-date reference guide of methods for dealing with people, managing their jobs, and planning their own advancement.
- **Managers**, who may gain from it an insight into the problems—human, technical, and personal—supervisors must face daily.
- **Training directors** and other human resource development professionals, who use this text for guiding the training of supervisors in the interpersonal and administrative skills of their jobs.

- **Members of self-managing teams**, who discover it to be a source for understanding the new roles they must play in the absence of a formal leader.

New to This Edition

Supervision: Managing for Results reflects an extensive reexamination of every aspect of coverage. It provides readers with the very latest information and the most current points of view from authoritative sources. Throughout, there has been a rigorous updating—of data, language, legal interpretation, situations, and examples. Coverage includes applications to and examples from clerical, office, service, institutional, and government settings.

Several chapters contain substantial amounts of new material. Others, such as Chapter 1, *The Supervisor’s Role in Creating a Positive Workplace*, and Chapter 11, *Control: Monitoring and Improving Results*, have taken on a more streamlined thrust. All chapters have been thoroughly updated to reflect the best thinking and most current solid practice in supervisory techniques.

Features highlighted in this edition are as follows:

- I have reorganized the material, based on reviewer comments and recommendations, into 15 chapters and 8 parts. This has been done to streamline the flow of material and make the text easily adaptable to semester-length courses.
- I have retained the unique element of 10 “Practical Guidelines for Supervisors” at the end of each chapter. The total of 150 prescriptions provide a strong basis for supervisory success in readers’ careers.
- I have thoroughly documented the sources of many updates to this edition, such that interested readers can easily find and read the entire original articles on which a conclusion is based.

This comprehensive text revision has also resulted in content enhancements in numerous areas, including the following:

- Systems approach (Chapter 1)
- Workplace bullying (Chapter 1)
- Task-based jobs/flexible-site work (Chapter 1)
- SWOT analysis (Chapter 2)
- Downsizing (Chapter 2)
- Social networks (Chapter 3)
- Creativity and brainstorming (Chapter 3)
- Fun workplaces (Chapter 4)
- Organizational culture (Chapter 4)
- Organizational citizenship behavior (Chapter 5)
- Turnover contagion (Chapter 5)
- Employee engagement (Chapter 5)

- Resistance to change (Chapter 6)
- Tell-Show-Do model (Chapter 6)
- Coaching, trust, and quiet leadership (Chapter 7)
- Humility and apologies (Chapter 7)
- Intrinsic and extrinsic rewards (Chapter 8)
- Praise, recognition, and performance feedback (Chapter 8)
- Millennials and feedback (Chapter 9)
- Guidelines for effective meetings (Chapter 9)
- Use of social media in recruiting (Chapter 9)
- Social loafing and cyberloafing (Chapter 10)
- Workplace incivility (Chapter 10)
- Control dashboards (Chapter 11)
- Balanced scorecards (Chapter 11)
- Pitfalls of performance appraisals (Chapter 12)
- Positive psychology (Chapter 12)
- Consensus decision making (Chapter 13)
- Groupthink, devil's advocate, and problem behaviors in groups (Chapter 13)
- Glass escalator, glass wall, double-bind dilemma, and invisible wall (Chapter 14)
- Unconscious bias (Chapter 14)
- Office romances (Chapter 14)
- Gang activity and violence at work (Chapter 15)
- Smoking at work issues (Chapter 15)

Unique Learning Techniques

This edition retains the three learning methods that differentiate *Supervision: Managing for Results* from most other texts in its field:

1. **An emphasis on inquiry learning**, in which readers are given a series of related questions and then are immediately provided with feedback in the form of answers. This approach helps raise the reader's curiosity and engage his or her intellect. It also reinforces understanding, targets key issues, and develops application proficiency in a manner similar to that of progressive or graduated learning. Additionally, the format enables readers to relate concepts to the problems and issues supervisors face daily at work. It also makes the text a convenient and invaluable resource for future reference on the job. See, for example, the comprehensive listing of hundreds of questions covered (cross-referenced to the pages on which they appear) placed on the Student Edition of the text's website, <http://www.mhhe.com/newstrom10e>.
2. **A sensitivity to readers' needs for high readability**. Although the text is well grounded in solid research and fundamental concepts,

discussions of theory are minimized and the material is presented in a fast-paced, direct, and crisp manner. In addition, the text maintains a moderate vocabulary level, a manageable sentence length, and an active, engaging, vibrant style of writing.

3. **Practical advice in the form of dos and don'ts.** Based on a lifetime of experience and knowledge, the author is not afraid to offer straightforward advice about how to handle difficult situations. Especially in the sticky matters of interpersonal relationships, my intention is to provide current and prospective supervisors with a useful starting point for their actions and responses, rather than leave them with a set of equivocating observations (“On the one hand . . . , but on the other hand . . .”). Where judgment is required, I present the pros and cons of each position and point in the direction of the weight of evidence and logic.