

First-line supervisors manual.

Thomas - First



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Metal trade -- United States.
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Workers are no longer conformists who without question accept the rules and procedures that management lays down. Although first-level supervisors have the responsibility for implementing the goals of upper management, their organizational authority to carry out the necessary actions is frequently unclear and often insufficient. Specialization of skills Another cause of the decline is the rise of staff service departments in such fields as quality control, production planning and control, industrial engineering, personnel, maintenance, and cost accounting.

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Although most of them agree that the human relations aspect of the job is important, they often promote a supervisor for such skills as record keeping.

Supervisory Guide

You always have to present a management attitude. Managers usually identify strongly with the company; workers often have little company loyalty.

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Both groups have very different values and priorities. Employees felt a definite lack of encouragement and praise.

Supervisory Guide

Setting work standards—the one domain supervisors had prided themselves on and that had been considered their territory—has become the domain of the industrial engineering and industrial relations departments working with the union.

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Supervisors must learn to deal with these new workers and yet guard against discriminatory practices. External Awareness Understands and keeps

up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems.

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Sprecher, in recent research, asked first-level supervisors about the amount of control they had over factors that motivated their subordinates. Gellerman found three supervisors A, B, and C particularly interesting.

Supervisory Guide

In their sample of 300 first-and second-level supervisors at Allied Chemical Company, Michael J. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests. In 1977, more than 90 % of the U.

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