Managing and Supervising Employees
The First 90% Of A Job Takes The First 90% Of The Time:
The Last 10% Of A Job Takes The Other 90% Of The Time.
Overview

- Five Functions Of Management
- Five Rules of Supervision
- Delegation
Five Function of Management

- Planning
- Organizing
- Coordinating
- Directing
- Controlling
Planning

- The process of selecting and developing the best course of action to accomplish an objective
- Keystone of all other management functions
Planning Requirements

THOU SHALT KNOW THY MISSION
Planning Requirements

- **Specific Objectives**
  - Mission Statement
  - Objective
  - Operations

- **Evaluate the Environment**
Planning Requirements

- Evaluate the Alternatives
  - Select Best Course of Action
  - Develop a General Plan
    - Within Resource Constraints
    - Must be kept up to date
    - A Plan Answers:

WHAT?

WHERE?

WHY?

WHO?

WHEN?

HOW?
Organizing

- Determine the Tasks
- Establish the Structure
- Allocate Resources
- Develop Procedures
Principles of Organization

- Span Of Control
- Functional Grouping
- Delegation Of Authority
Span of Control

- The maximum number of subordinates whose work you can effectively supervise.
Functional Grouping

- Grouping of functions according to their relation to one another.
Delegation of Authority

DECISION MAKING

TO

LOWEST POSSIBLE

LEVEL
Coordinating

- **Thought:** Accomplished between agencies

- **Action:** Sequencing of activities (timing)
Coordinating

- Coordination Helps To:
  - Maintain Good Human Relations
  - Unify Efforts
  - Promote Mutual Understanding
  - Get Concurrence
Directing

- Take Command
- Give Instructions
- Obtain Unified Action
Controlling

- Formal measurement and analysis of actions at established checkpoints
  - Establish standards
  - Compare results with standards
  - Take corrective action
    - Follow-up
Effective Supervision
Five Rules of Supervision

Rule #1 - Get Involved

- **Know your People**
  - Get out from behind your desk
  - Don’t be over-involved
  - Show Interest
- **Sense of Mission**
  - Have a plan
  - Share your vision
Five Rules of Supervision

Rule #2 - Open Channels of Communication

- Encourage discussion
- Resolve conflict
- Listen
- Remain in control
Rule #3 - Give Your People a Chance to Develop

- Match the People to the Work
  - Be aware of requirements and limitations
  - Education and training
- Be Flexible
- Welcome Change
Five Rules of Supervision

Rule #4 - Establish Standards and Stick to Them

- Company Standards
- Personal Standards
- Enforce Them
- Excellence Begins with You
Rule #5 - Provide Feedback

- Constructive criticism
- Praise in public and discipline in private
- Don’t be afraid to approach/discipline
- Ask for their views/opinions
Five Rules of Supervision

- Get Involved
- Open Lines of Communication
- Give People a Chance to Develop
- Set Standards and Stick to Them
- Provide Feedback
Delegation

Giving a subordinate the responsibility, authority, and accountability to accomplish a specific task.
Delegation

- Responsibility
  - Obligation to complete a task
  - Ultimate responsibility remains with the leader
Delegation

- **Authority**
  - Amount of influence given to you to get the task done
- **Degrees**
  - Sufficient
    - (Matches Responsibility)
  - Specific
Delegation

- Accountability
  - Must be defined
  - Don’t stop short
  - Feedback
Delegation

- If you don’t delegate properly…or at all
  - Supervisory overload
  - Overlooked items
  - Stifled potential of subordinates
  - Mission suffers
Four Steps in Delegation

- Define the task
  - Is task suitable for delegation?
- Assign the task
  - Choose the right person
- Grant authority
  - Decide the amount of power to give
- Follow-up
  - Give positive feedback
Tasks You Don’t Delegate

- Conceptual planning
- Morale problems
- Staff problems
- Reviewing performance reports
- Pet projects
Common Mistakes in Delegation

- Unclear delegation
- Supervise too closely
- Rushed delegation
- Improper selection of subordinates
Summary

- Five Functions Of Management
- Supervision - 5 Rules
- Delegation
“You do not lead by hitting people over the head—that’s assault, not leadership”.

Dwight D. Eisenhower