The Supervisor

“REAL TALK”
PERSONAL CONTRACT

I ______________________ hereby agree to the following:

Name and Title

1. Read this book cover to cover
2. Evaluate my attitude daily
3. Be open to change if necessary
4. Look sharp and be professional
5. Develop relationships with my supervisor, employees, troops and other first-line managers
6. Strive to be confident
7. Know my limitations
8. To a point, be transparent – I accept that I am only human
9. Be honest and fair
10. Communicate
   (welcome and encourage feedback)
11. Set Goals
12. Manage my resources efficiently and with passion
13. Display Integrity and Loyalty
14. Focus on mission accomplishment

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* (SE): Self Evaluation questions throughout the book
** (PE): Personnel Evaluation questions throughout the book
*** (MS) There will also be several Mirror Statements (or affirmations) throughout the book. They say, “If you speak it enough, it will come to pass.”
**** There are Note pages at the end of each chapter for (SE), (PE) & (MS) comments, thoughts, ideas, future references, etc.
FOREWORD

Thinking back to my adolescent years, I could not wait to get out and earn my own money. Who cared what the job entailed! I delivered newspapers, cut grass and washed cars. In my late teens, I finally got a real job working during the summer in the retail business. The last summer of high school I worked in the Newport News Shipyard pulling cable from one end of an aircraft carrier to the other. I made some good money that summer. I did not know much about employee loyalty or integrity back then. I just went to work, did what I was told and picked up my pay check. However, looking back, while working in the shipyard, I did pick up on things like job allegiance, communicating with others, being proactive, dealing with bosses and longevity or should I say retirement.

Chapter 1
“FORTITUDE”
We all have a purpose on this earth! No matter how small that purpose might seem to someone else, its place in this universe is huge. You have chosen to take on what many have labeled as the toughest position in the world’s job market—“SUPERvisor.” You have volunteered, in most cases without extra pay, to enlist in the area of dealing with human beings and their behavior tendencies, which are so dynamic; they change constantly every minute, hour and day. You have accepted a position that requires a selfless attitude and to give unconditionally, based on integrity and patriotism. You have assumed the role of mentor and the developer of possibly your company’s and our country’s future leaders. These and many other responsibilities were listed in the small print of the job announcement.

Chapter 2
The Right “ATTITUDE”
It is distinctly meaningful to know that the only thing you have complete control of is your “OWN” intellectual attitude. Simply put: Check your ATTITUDE!
You, the supervisor, are in total control and responsible for your own attitude. You can merely “HOPE” to influence someone else’s attitude. Get this concept /fact and your life as the boss becomes a lot less stressful. Taking control of my life in this way freed me from the supervisory dungeon. For years I went nuts trying to change other people attitudes. I finally realized that I had to start with my own thoughts and look at my own motivation. It will be nearly impossible to influence or motivate your personnel if you are unable to influence and motivate yourself. Right Brain vs. Left Brain theory:
Chapter 3

“Relationships”

This chapter is probably the most important. This is the rock or hub of the book, yet the title may suggest something a lot softer. Well, it’s not! This is probably the foundation of supervision. The other chapters prepare you for supervising and help you to grow as a supervisor, but this chapter keeps you grounded and connected to the most important people – your employees, troops, customers and most noteworthy, your supervisor.

You are probably asking: Why do I need to develop a relationship with my employees? Why can’t I just treat them like adults, they know what to do? What’s wrong with an employer/employee-only relationship, I am the boss! Just do it! Why spend the time? Or better yet, I do not have the time! I do not want to lose respect by being soft! They don’t want a relationship! I love my office or cubicle; it’s safe in there!

Chapter 4

The Swagger

Webster definition: Swagger is how one presents him or herself to the world. Swagger is shown from how the person handles a situation. It can also be shown in the person’s walk.

Supervisor definition: Swagger is how one portrays his or her confidence to their boss, employees, troops, peers and customers. Swagger is shown in how a supervisor handles the day-to-day operation and manages the human and non-human resources. It can also be shown in the supervisor’s appearance, posture and poise. How does a supervisor get this so-called swagger? He or she starts with pursuing the right attitude and commitment. Acquiring that all inclusive, sometime elusive positive attitude!

Chapter 5

Positive Conflict

Before you even begin to read this chapter, you must understand and accept a major fact of life. You must comprehend the definition and believe this one truth: Conflict is a state of opposition between persons, ideas or interests, and conflict is NATURAL! Let me give you a few more adjectives to support this. Conflict is likely, innate, inherent, inborn, biological, raw, true, actual and real. What more can I say? So tell me why more than 90 percent of supervisors try to avoid it? Why do 82 percent of supervisors handle it poorly? Why do 80 percent of
supervisors enter a conflict not prepared, and 75 percent do not even know what they hope to gain, or the end result, before entering the conflict? If you fall within these percentages, don’t feel bad. Since conflict is natural, the way we initially handle conflict is also natural.

Chapter 6

The Windshield Effect of Change

Why is the front windshield on a car or truck ten times larger than the rear view mirrors? Why do we need windshield wipers on the front glass of the vehicle but not on the rear window or rear view mirrors? Why does the man on the street corner come up to your car and only clean the front glass of the vehicle but not the rear window or rear view mirrors? You can tell that I have too much time on my hands to think! Well, the answers I have come up with are pretty simple. Our focus and goals in life, just like driving, should be futuristic. We should focus and pay attention to what’s ahead, yet being mindful of what’s around and behind us. What is in front of us is what we prepare for each and every day, but there is nothing wrong with taking a peek in our rear view mirrors to see where we have been and what we have learned. As a supervisor, you want to keep your team focused on the now, while preparing for the future. You address the past when necessary and decide whether you need to bring ideas and experiences with you. Checking those rear view mirrors also reminds us we have grown; therefore, we have no reason to fear the future. This is the “Windshield Effect of Change”, moving ahead and looking forward to the future.

Appendix A

Big “i” vs. Big “We”

Remember your purpose. To be a giver! To be selfless! Therefore, being in the position of first-line management, it’s prudent not to hold back on your wisdom and mentorship. If you believe that you must give in order to receive, or that you gain less by being selfish than selfless, then why hold back on vital information that could change someone’s life forever? Why restrain from constant communication with your people and showing them how to get where you are or further. You can’t assume that they can or will get where they deserve on their own. You can’t keep hiding in your office or cubicle any more. Get out, talk to your people daily. You are a major player in an employee’s success, just as much as being the link that could prevent a suicide.
Appendix B

Classroom vs. Computer-Based Training (CBTs)

First, let me start off by saying that I am not opposed to the use of CBTs. I fully support the utilization of technology to streamline processes for more efficient use of human resources and to help preserve our financial reserve. I think technology is great! It saves time, money and open new worlds for us to explore. Technology provides our minds with an endless array of knowledge and the potential to go deeper intellectually! It’s a reality and it’s here to stay; however, we need to manage our technology, not let it manage us. How many of you use a GPS Navigator. How many of you would feel like you were on another planet if your GPS suddenly stop working? You probably no longer own or know how to properly read a map? This is what I am afraid of; the core of our natural intellectual being and our God given survival instincts are being replaced by technology, with the purpose of making things easier.

Appendix C

Core Value

In DOD you heard the phrase: Service before Self and in Corporate Society its: Loyalty to the Company. These are what you would call “Core Values”. In the military, for twenty plus years I lived and breathe service before self and as soon as I crossed over into the corporate side, loyalty to the company was the only option for me. What will it take for you to uphold these Core Values and be effective at the same time?
“Service is your goal, but self is the vehicle to get there”

Attachment 2

Additional Self-Assessment Questions

If you want to change or improve your office environment, production, personnel attitudes, build trust among your employees and your supervisor or develop stronger relationships, then start with you! Be open-minded and accessible to change. Meditate on and then respond to the following self-evaluation questions below. Then commit yourself to improving or changing what you need as a person and a supervisor.
The Key: Honesty

Before work:
• How do I feel today?
• Do I want to go to work today?
• What attitude do I want to have?
• Am I ready for anything today?
• What relationship do I need to work on today?
• What behaviors do I need to work on today?
At work:
• What is the atmosphere like today?

“Heroes are ordinary people who place their dreams above their fears.”
– Simple truths

“Pride is at the bottom of all great mistakes”
– John Ruskin

When you ask yourself, “Who am I,” remember this:
Your habitual decisions are what define who you are!

-Horace Fauntleroy Jr.