

SELECTING A SUPERVISOR

Consider what's written here about five supervisors. Their names are A, B, C, D, and E. Which one do you think is best? Which one would you choose to promote?

Supervisor A

A is known for holding negative opinions of everyone else, regardless of their position in the organization. A insists on having clear goals and tight controls. All underlings are clearly told their assignments and responsibilities. Their work quality and output levels are high. A keeps a close hands-on approach to what goes on and is always front and center to take credit for the unit's accomplishments.

Supervisor B

B's unit is known for its high levels of morale and enthusiasm; cooperation is strong. Some workers will say behind closed doors that B is "not the brightest bulb on the tree." They think their knowledge of new technology is more up to date than B's grasp of it. B spends considerable time showing workers how to work smarter and concentrate on what matters most, then leaves them alone.

Supervisor C

Whether it be new technology, changes in market trends or social fads, C is seen as always being two steps ahead of everyone else. Many of C's ideas and initiatives have moved the organization ahead of competitors. C is infrequently seen among underlings. Instead, C spends considerable time alone reading, doing paperwork, and talking on the phone. Several workers have complained about C's disinclination to listen to all their ideas and suggestions.

Supervisor D

Some say that D believes people are far more capable than they may feel about themselves. D has been heard telling employees, "Figure things out for yourself. You have a brain, use it!" Yet, some subordinates call D "a real Jackass." That said, several of D's underlings have made significant breakthroughs and contributions to the organization's success. Turnover plagues D's unit, yet the better performing workers seem to hang on in their jobs year after year.

Supervisor E

Behind E's back, some workers call their boss a "real nerd." Perhaps this is because E is soft spoken and takes a long time to decide. E is more apt to ask questions and listen to others first before making suggestions or issuing orders. Some think E's nature slows the pace of work and causes confusion. Still, E's underlings feel they are treated evenly and say that their boss isn't afraid to admit making mistakes.