

Job Relations – Session V

A supervisors other work relationships

Before the session starts write this on the board:

“Just what is the supervisor trying to accomplish?”

1. Get the facts
2. Weigh and decide
3. Take action
4. Check results

Supervisor’s Problems

1. Make appropriate opening comments to the group
2. Handle two practice problems – 25 minutes each. This should complete all the participants assuming there is the standard number of 10 participants.

Note: 50 minutes to here.

1. An extra 25 minutes is allowed here if necessary for handling an additional problem from the audience or another problem by the facilitator. If the time is not needed then go right on with the session.
2. Thank the group for their attention and participation.

Note: 1 hour 15 minutes to here.

Clear the board.

Review of Job Relations Card

1. Are there any questions about the 4-step method for handling a supervisor’s problem?
2. Review the foundations for good relations briefly.

All people like to be treated in accord with the four foundations of good relations. We all can do something about these things. Putting these foundations to work on the job, day by day, will prevent many problems from developing.

3. Of course problems will always occur but when problems do come up, we have a 4-step method to help us handle these problems.

This method will help you get better results but only if you apply it.

4. Review the 4-step method including the subhead points briefly
5. Review tips for getting personal opinions and feelings. Try to get as many possible from the groups.

Write on the board:

How to get opinions and feelings:

Don't argue

Encourage individual to talk about what is important to him

Don't interrupt

Don't jump to conclusions

Don't do all the talking by yourself

Listen

6. Considering the importance of people in the situation and knowing what is important to the individual person is not a matter of right or wrong or just and unjust. It is simply a common sense approach to good supervision.

This is one of the hardest parts of the supervisor's job – it may be thought to take too much time, but day by day use of this skill of dealing with people will save time in the long run.

The supervisor who knows his people well enough to build them into a smooth operating group is making his important contribution to production and improvement.

Note: 1 hour and 25 minutes to here

Clinch acceptance of the method

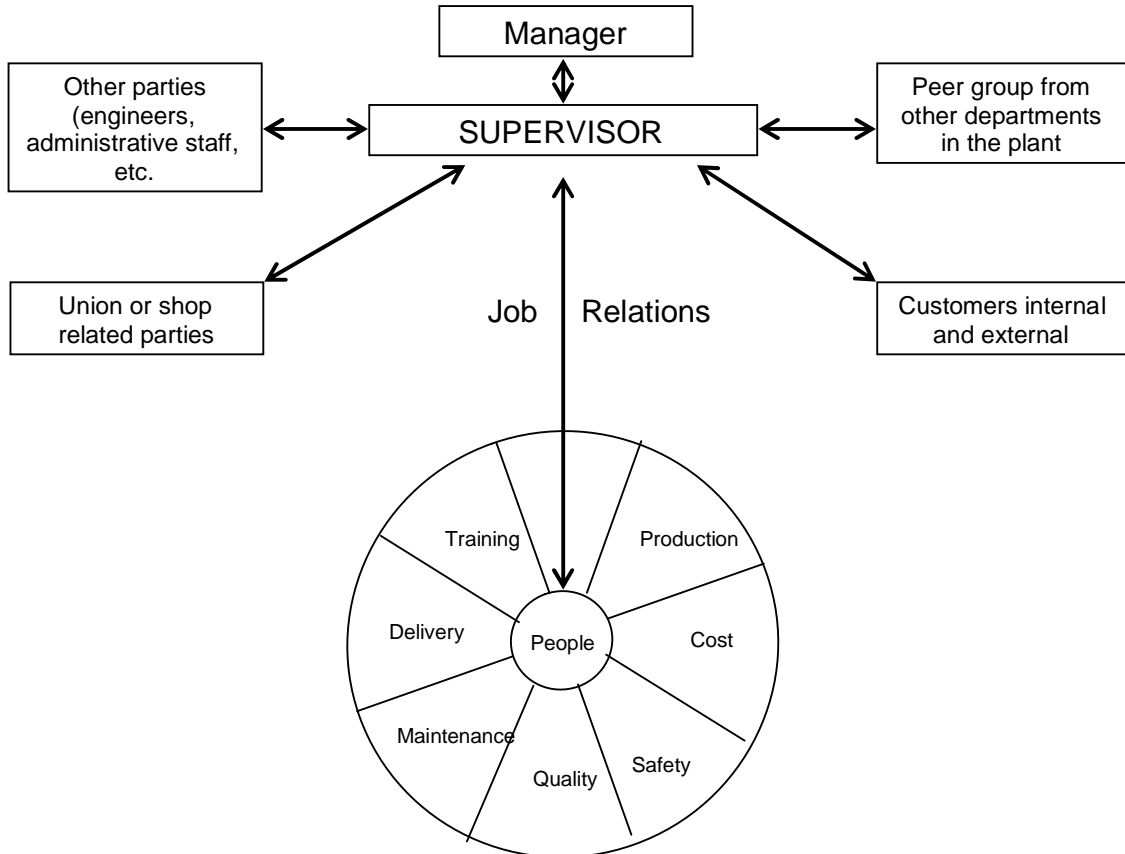
1. Question: What do you think you will gain from using this method? How will it help you personally in your department?

Without too much insistence bring out the following points through discussion and write them on the board.

- More confidence in ability to handle people
- Better standing with those you supervise
- Better standing with your boss

- Fewer headaches
- Less criticism
- Organized plan to follow

Draw the chart below:



- Fill in all the names and boxes and job relation lines
- Each time a line is drawn make sure the double arrow is emphasized to show it works in both directions
- Also ask “Is this relationship important to the supervisor?” and, “Is this relationship important to the whole plant?” The answer in both cases is yes.
- Then ask, “What can he use to assist him in maintaining this strong relationship?” The answer is “The foundations and 4-step method.” This should be brought out from the group.

2. We have said that the supervisor gets results through people.

Everything you do as a supervisor depends upon people.

How you get along with people is a measure of your standing.

Does your boss think it's an asset for a supervisor to have the reputation of working well with people?

With all these people it will be a good idea to remember first of all that they are all people and must be treated as individuals.

And we must realize that there is a Job Relations line between the supervisor and all these other people on the chart – and if we are to keep good relations with them we must use these foundation points.

Before you take any action – before you go to another supervisor or to your boss – you'll want to make certain you've got the facts.

And be sure you have the whole story.

Make sure you take time to “Weigh and Decide” and not jump to conclusions.

Make you that you “Take Action” and not ignore problems.

And always make sure that you “Check Results” against your objective and to see if this helps production or not.

Create a sense of conviction

1. Maybe sometimes you wonder whether what you do does help production.
2. Ask each person how many people they supervise directly. Write the numbers on the board and total them up. Then put the number in the center of the chart where “people” are located.

All of these people matter and what you do and how you do it influences people.

3. Emphasize the strategic position of the supervisor in the manufacturing environment. It is the critical point in every factory where the rubber hits the road. Every relationship counts.
4. We are all working on the same job in our factories. We need to constantly improve production, quality, lead-time, delivery, safety, and other metrics.

End here and clear the board off.

Standard procedure for discussing supervisor practice problem

Procedure	Key points
1. Ask supervisor to tell the problem	Make sure this involves someone under their direction. Have they taken action already? What action?
2. Confirm how the problem came up	Where appropriate stress if there was a sensed or anticipated change involved
3. Get the objective stated clearly	Get from the supervisor. What do they want to happen? Does the problem affect the whole group? What net result is desired after action is taken?
4. Step 1 Get the facts	Review the facts one by one and list them on the board. Use the JR card
5. Step 2 Weigh and decide	Fit the facts together. Look for gaps and contradictions. Discuss possible actions. What facts are used? Check options against current policies and rules. Check objective versus the action items with the group and supervisor. Discuss the probable effect on the individual, the rest of the team, other parties, production, etc.
6. Balance of case	Confirm the facts used in making a decision. Does it seem balanced?
7. Step 3 Take action	Why was this action taken? How was it taken? What was the timing?
8. Step 4 Check results	When was it checked? How was it checked? How often? What happened?
9. Check objective	Was the objective achieved by the supervisor?
10. Foundations comments	Discuss which steps mattered the most and how were they used.