

# Contents

I/	THE MANAGER'S JOB	11
	The Seven Deadly Sins of Supervision <i>By</i> <i>Raymond F. Valentine</i>	13
	The Topflight Supervisor: A Profile <i>By</i> <i>Edward C. Kellogg</i>	18
	It's a Question of Ethics <i>By</i> <i>Vivienne Marquis</i>	26
II/	COMMUNICATION IS MANAGEMENT	35
	On-the-Job Communication: Why Isn't It Easier? <i>By Leonard Sayles</i>	37
	When You Can't Tell Them Everything An Open Letter . . . About Letters <i>By</i> <i>Robert Hays</i>	46 50
	Unaccustomed as You Are . . . <i>By</i> <i>Granville B. Jacobs</i>	55
	The Care and Feeding of the Grapevine <i>By</i> <i>Juliet M. Halford</i>	63
III/	BUILDING AND DEVELOPING A COMPETENT WORKFORCE	73
	Selecting Employees Who Can—and Will— Produce <i>By Frank A. Busse</i>	75
	Making Those First Impressions Count <i>By</i> <i>Frederick G. Schmidt</i>	81
	Tips on Temporaries <i>By Sylvia Auerbach</i>	85
	When You Supervise Young Workers <i>By</i> <i>William Ruchti</i>	89

	How Old Is Old? <i>By William Ruchti</i>	99
	Build a Winning Team with Better Appraisals <i>By Guy B. Ford</i>	110
	Training as a Continuing Process <i>By Frank A. Busse</i>	115
	Understanding the Individual Learner <i>By Lynn E. Castle</i>	121
	Six Ways to Speed Employee Learning <i>By Milton Hall</i>	130
	Do You Have a Backstop?	135
IV/	EMPLOYEE ATTITUDES: THE "RAW MATERIALS" OF MORALE	141
	It Still Takes a Leader <i>By Sam Wetmore</i>	143
	Supervision and Productivity: Strengthening the Links <i>By L. David Korb</i>	151
	Human Relations: Putting the Theories into Practice <i>By John Casey</i>	161
	Help Them Capitalize on Their Strong Points <i>By Marion S. Kellogg</i>	166
	Are You Holding Your Subordinates Back? <i>By John R. Quinn</i>	171
	Teamwork Boosts the Score <i>By William Ruchti</i>	175
	When Employees Ask About Company Policy . . .	185
V/	SPECIAL PERSONNEL PROBLEMS	189
	Putting the Brakes on Absenteeism <i>By Edward C. Kellogg</i>	191
	Why Are They Late to Work?	196
	Too Much of a Good Thing? <i>By Frances Fore</i>	200
	Business Manners: Some of the Unwritten Rules <i>By Peter C. Reid</i>	205
	The Real Meaning of Discipline <i>By James Menzies Black</i>	210
	Safety: What's in It for the Supervisor? <i>By Howard E. Harger</i>	215
	Your Stake in Off-the-Job Safety <i>By A. W. Turner</i>	222

- Department Changes Ahead? . . . Get  
Ready Now! *By Peter C. Reid* 226
- Identifying the Problem Drinker on the Job  
*By Harrison M. Trice* 234

## VI/ MANAGING YOUR JOB 243

- Need More Time? . . . Here's Where to  
Find It *By Eric Webster* 245
- What Makes a Supervisor Promotable? *By*  
*Thomas R. O'Donovan* 249
- Problem Solving Doesn't Have to Be a  
Problem *By Raymond F. Valentine* 253
- What To Do When You've "Goofed" *By*  
*Sy Lazarus* 262
- It Takes Know-How to Be a Manager *By*  
*Raymond Dreyfack* 265
- What the Supervisor Should Know About  
Company Organization *By*  
*Raymond F. Valentine* 272
- Delegation and the Reluctant Supervisor  
*By C. R. Grindle* 278
- The Job Is Easier When You Sight Your  
Goals *By William A. Holcombe and*  
*Lydia Strong* 283
- Working with Other Managers *By*  
*Joseph J. Famularo* 291
- Don't Make Your Boss a Problem *By*  
*James Menzies Black* 295
- Don't Keep Your Boss in the Dark! *By*  
*Douglas Williams* 298

## VII/ UNION-MANAGEMENT RELATIONS 305

- The Supervisor and the Labor Contract  
*By Dale D. McConkey* 307
- Labor Relations: You Make the Important  
Decisions *By Richard L. Schiffer* 316

## VIII/ THE JOB BEYOND THE JOB 323

- Part of Your Job Is on Main Street *By*  
*Sam Wetmore* 325
- Your Community Needs Leaders *By*  
*John F. Tharrett* 332