

TRAITS OF A GOOD SUPERVISOR

1. Accurate when explaining procedures, Company policy, criticizing, etc.
 - One wrong word or one forgotten sentence can change the entire meaning of what is said.
2. Sure he/she understands policies and procedures before trying to apply and interpret them for his/her employees.
3. Clear by using words and terms sure to be understood by his/her employees.
 - E.g., doesn't instruct a new employee by using technical terms or trade jargon he/she has never heard before.
4. Impartial and respectful of others by not attempting to take sides before the facts are collected.
5. Asks questions and gets employees to ask questions.
 - Doesn't take it for granted that everyone understands his/her point simply because no one asks any questions or everyone says they understand.
6. Careful of his/her facial expressions, gestures, postures and tone of voice.
 - These can convey an entirely different meaning from the oral words.
7. Rewards initiative. Give credit where credit is due.
 - If he/she takes the credit for his/her employees' ideas or suggestions, you can be sure that employees will never suggest anything to him/her again!
8. Represents Company's best interests.
 - Reports problems, accepts responsibility and supports decisions once they are made.

A Good Supervisor Has Learned To "Listen."

1. At hand.
 - If he/she wants someone to talk to him/her, he/she has to make himself available.
 - If he/she is always “preoccupied” or “too busy,” the employee will give up.
 - Physical presence is not enough; he/she must be receptive.
2. Allows time for the discussion.
 - Doesn't cut off the employee before he/she is finished.
 - Could be interpreted as disinterest or indifference.
3. Doesn't state his/her views first.
 - Who wants to argue with the boss?
4. Listens patiently.
 - Even if he/she believes the point is wrong or irrelevant.
5. Never tries to silence gripes.
 - Lets employee get them “off” his/her chest.
 - If valid, he/she will act constructively and clear the air.
6. Doesn't interrupt.
 - A pause doesn't always mean the employee is finished.
7. Puts himself/herself in his/her employee's shoes.
 - Tries to understand the feeling as well as the words.
8. Encourages candor.

- Convinces employees that they are free to discuss differences of opinion with him/her.
9. Redirects a direct question.
- If employee asks him/her what he/she should do, he gets the employee to tell him/her what he/she thinks should be done.
10. Honest.
- If he/she knows the answer, he/she will say so. If he/she doesn't, he/she will tell the employee and get the answer for him/her.
11. Doesn't prepare mental rebuttals.
- He/she doesn't have an answer ready before the employee has even finished talking.
12. Doesn't argue.
- Lets the employee finish. Doesn't lose his/her "cool." Stays objective.
 - Supervisors can always evaluate the situation later and discuss it again.
13. Looks beneath the surface.
- Often gripes are superficial disguises of much more serious problems.
14. Never retaliates against the employee.
- This will assure the quick death of any progress made so far.
15. Disciplines in private.
- No one likes to be disciplined in front of his/her peers. Discipline should be administered behind closed doors, not in the field or on the dock.