

3 THE MEANS

THE MEANS: LEADERSHIP SKILLS AND MOTIVATIONAL TECHNIQUES

It is often said that a supervisor should manage things and lead people. This section will address the issues of leadership skills and motivational techniques. You will learn how to choose leadership styles that will work for you and how to help your people do their absolute best.

The style of leadership you choose depends on your employees and the tasks to be accomplished. Many years of solid research in industry, government, education and health care have demonstrated clearly that the choice of a leadership style should depend on the situation.

The starting point for choosing which style is best for you is to look at three key issues:

1. **The job to be done.** How well defined is the job versus how poorly defined is it?
2. **Social / emotional relationships.** How much attention is needed in terms of maintaining harmony, attending to "people problems," keeping morale up, etc.?
3. **Willingness / ability to take initiative.** How achievement oriented are your employees? How educated, experienced, and able are they to work on their own?

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PHONE CALL

FOR	<u>John</u>	DATE	<u>2-13-02</u>	TIME	<u>2:05</u> AM/PM
M	<u>Gary Longston</u>				
OF					
PHONE			FAX		
MESSAGE	RE: <u>Options Program</u>				
	<u>Will check back with you</u>				
SIGNED	<u>[Signature]</u> Adams 1154				
	<input checked="" type="checkbox"/>	TELEPHONED	<input type="checkbox"/>	RETURNED YOUR CALL	
	<input type="checkbox"/>	PLEASE CALL	<input checked="" type="checkbox"/>	WILL CALL AGAIN	
	<input type="checkbox"/>	CAME TO SEE YOU	<input type="checkbox"/>	WANTS TO SEE YOU	

PHONE CALL

FOR	<u>John</u>	DATE	<u>2-14-02</u>	TIME	<u>3:10</u> AM/PM
M	<u>Gary Longston</u>				
OF					
PHONE			FAX		
MESSAGE	<u>Talked To Duane</u>				
SIGNED	<u>[Signature]</u> Adams 1154				
	<input checked="" type="checkbox"/>	TELEPHONED	<input type="checkbox"/>	RETURNED YOUR CALL	
	<input type="checkbox"/>	PLEASE CALL	<input type="checkbox"/>	WILL CALL AGAIN	
	<input type="checkbox"/>	CAME TO SEE YOU	<input type="checkbox"/>	WANTS TO SEE YOU	

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Debbie

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