A Supervisor Gets Results through People

FOUNDATION FOR GOOD RELATIONS:

Let each person know how they are getting along
• Figure out what you can expect from them
• Point out ways to improve

Give credit where credit is due
• Look for extra or unusual performance
• Tell them while "it's hot"

Tell people in advance about changes that will affect them
• Tell them WHY, if possible
• Get them to accept the change

Make the best use of each person's ability
• Look for ability not now being used
• Never stand in a person's way

People Must Be Treated As Individuals

Training Within Industry
Job Relations Training

TWI @ IBM
“Innovation in Action”

KEEP THIS CARD HANDY
How to Handle a Job Relations Problem

DETERMINE OBJECTIVE

Step 1 - GET THE FACTS
• Review the record
• Find out what rules and plant customs apply
• Talk with individuals concerned
• Get opinions and feelings
  *Be sure you have the whole story.*

Step 2 - WEIGH AND DECIDE
• Fit the facts together
• Consider their bearing on each other
• What possible actions are there?
• Check practices and policies
• Consider objective and affect on individual, group and production
  *Don’t jump to conclusions.*

Step 3 - TAKE ACTION
• Are you going to handle this yourself?
• Do you need help in handling?
• Should you refer this to your supervisor?
• Watch the timing of your actions
  *Don’t pass the buck.*

Step 4 - CHECK RESULTS
• How soon will you follow up?
• How often will you need to check?
• Watch for changes in output, attitudes and relationships
  *Did your actions help production?*

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