

tools of the trade

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"TT" editor

The topic this issue is supervision. There are so many materials in this area that it would be impossible to review them all. But, here are a few I thought you'd be interested in.

**Human Relations
in Management**

Human Relations in Management. 2nd ed. S. G. Huneryager and I. L. Heckmann. Cincinnati: South-Western Publishing Company, 1967. 879 pp. \$9.75.

This is a collection of significant articles in the field of human relations in management. Its purpose is to summarize and integrate the most relevant and fundamental knowledge about the behavior, motivations, and interrelationships of people. Many of the articles in the book are classics, and the authors include McGregor, Maslow, Likert, Herzberg, Argyris, Zander, Cartright, Schoen, and Odiorne, among many. The articles are usually short and to the point. Those interested in basic knowledge about human relations can select articles from 10 different topic areas.

**Managerial
Psychology**

Managerial Psychology. Harold J. Leavitt. Chicago: University of Chicago Press, 1972. 366 pp. \$10.

For the reader who wants to know more about the way people behave and relate to each other. The author explains complex ideas in a simple, usable way and gives examples of the behaviors he's discussing. The major sections of the book are titled: People One at a Time—The Units of Management; People Two at a Time—Problems of Influence and Authority; People in Threes to Twenties—Efficiency and Influence in Groups; and People in Hundreds and Thousands—Problems of Organizational Design. You'll find this book thought-provoking and helpful in understanding yourself and those you supervise.

The OK Boss

The OK Boss. Muriel James. Reading, Massachusetts: Addison Wesley Publishing Company, 1976. 163 pp. \$6.95.

A fresh way of looking at bosses using transactional analysis (TA). The author discusses OK and not OK sides of bossing styles, ego states, psychological positions of bosses,

stroking and nonstroking bosses, transactional bossing, games and scripts of bosses, and OK contracts. You'll learn to recognize styles, games, and scripts, and find out some of the "whys" bosses act as they do. And you'll become more aware of your own bossing behavior, ways to change, and ways to be an effective and efficient boss. This application of transactional analysis provides a new kind of insight into the work scene.

Basics of Supervisory Management

The Basics of Supervisory Management. James Menzies Black
New York: McGraw-Hill Book Company, 1975. 214 pp.
\$12.95.

Many useful suggestions for Extension supervisors are found in this readable book. It's down-to-earth and answers many of your questions. One evidence of its practicality is the section titles. Each begins with "How to" Some of the subjects covered are: think like a manager, improve performance through sound training, get results through delegation, give positive discipline, and create your own program of management development. You can understand this one after a hard day's work.

KITA

KITA. Frederick Herzberg. Rockville, Maryland: BNA Communications, Inc., 1970. Film (color), 25 minutes.
\$69 rental/3 days. \$480 purchase.

Herzberg's theory of motivation is humorously and clearly presented in this film. KITA "kick in the pants" is contrasted with motivators found in the job itself. Herzberg suggests *treating* people so that they have a minimum of primary drive dissatisfaction on the job, and *using* people so that they meet their own higher level needs. Motivation comes when people achieve, are recognized and interested, and grow and advance in their work. This film is extremely well done, and can be used effectively in presentations and as a discussion starter. The lesson guide provides a concrete discussion plan.

Systems of Organization

Systems of Organization: Management of the Human Resource. David G. Bowers. Ann Arbor: The University of Michigan Press, 1976. 166 pp. \$6.95.

In this book, the author states in easily understood words the views and ideas of Rensis Likert. This is a book of theory built after studying what organizations and their members do. It pinpoints principles of human

organization used by American managers who do the best job of managing. These principles are based on the belief that "each person wants appreciation, recognition, influence, a feeling of accomplishment, and a feeling that people who are important to him believe in him and respect him." These needs of people are central to Extension philosophy and form the basis for organizational principles of great interest to Extension supervisors.

It All Depends

It All Depends. Harvey Sherman. University, Alabama: The University of Alabama Press, 1966. 218 pp. \$3.95 (paper).

The author's theme and title come from his views: (1) each organizational problem is different from all others in some ways, (2) the success or failure of the organization depends on taking these unique elements into account, and (3) there are no universal organizational principles. He gives many practical examples to illustrate his ideas.

The content of the book is applicable to supervision because every supervisor is responsible for the most effective organization of the work of the people he/she supervises, and ineffective organization is one of the major bases of poor performance.

How Good Is a Good Guy

How Good Is a Good Guy. Beverly Hills, California: Roundtable Films, Inc., 1960. Film (color), 21 minutes. \$50 rental/week. \$275 purchase.

Old but good. (One indication of its age is that all the supervisors are men.) Using case studies, the film suggests answers to inadequate supervision caused by the supervisor's fear that his/her actions may cause alienation from subordinates. Emphasis is placed on giving subordinates the support and leadership they need. The film is based on the fact that an overemphasized need for approval keeps many potentially able supervisors from becoming competent. It is a valuable resource to new supervisors and includes an excellent leader's guide.

Breaking the Delegation Barrier

Breaking the Delegation Barrier. Beverly Hills, California: Roundtable Films, Inc., 1963. Film (color), 30 minutes. \$50 rental/week. \$310 purchase.

Do we fail to delegate—not because of lack of knowledge of how to do it—but because of fear? This film covers some of the psychological problems in delegating. Three fears are illustrated: fear of loss of job satisfaction, fear of

mistakes, and fear of loss of authority. This excellent film can be combined with work on the mechanics of delegation to help improve its practice among Extension professionals.

**Performance
Appraisal**

The Performance Appraisal. Resources for Education and Management, Inc. Reading, Massachusetts: Addison-Wesley, 1971. 3 filmstrips and cassettes: \$200. Available on loan basis for training purposes from the Staff Development Office, ES-USDA.

A good discussion and action starter for performance appraisal. This series of three filmstrips and tapes is well done with basic and clear points, good narration, sparkling music, and clever cartoons. The subjects covered are purposes of performance appraisal, what to appraise, and how and when to appraise. There is a leader's guide with suggestions for use and scripts for the audio cassettes.

**How to Talk
with People**

How to Talk with People: A Program for Preventing Troubles That Come When People Talk Together. Irving J. Lee. New York: Harper and Row, Publishers, 1952. 176 pp. \$8.95.

A classic that helps in moving from talking "at" to talking "with." Some ideas discussed are ways to arrive at shared meaning, dealing with the disagreement situation, defining and focusing on problems, handling feelings like anger, group accomplishment, and use of time in talking. This is an excellent source for concrete ways to improve communication, though those with feminist leanings will rebel at the use of the masculine pronoun throughout the book.

**Supervision:
Direction of
People at Work**

Supervision: The Direction of People at Work. W. Richard Plunkett. Dubuque, Iowa: William C. Brown Company Publishers, 1975. 299 pp. \$9.95.

This is a textbook, but don't let that stop you. It's clearly written, well outlined, and the concepts and principles are sound. The first four sections seem to offer more to the Extension supervisor than the final section. These relevant subjects are: management and the supervisor role; relationships between supervisor and supervised; and supervisory concerns, including appraisal, discipline, grievances, selection, induction, orientation, and training. This book will be particularly valuable to those who teach supervision.

**The Supervisor
and Interpersonal
Relations**

The Supervisor and Interpersonal Relations. Resources for Education and Management, Inc. Reading, Massachusetts: Addison-Wesley, 1970. 5 filmstrips and cassettes: \$260. Available on loan basis for training purposes from the Staff Development Office, ES-USDA.

This series covers a wide range of working relationships and has a strong emphasis on dealing with conflict. The areas covered are: (1) General Problems of Interpersonal Conflict, (2) Improving Relationships Between Peers, (3) Improving Attitudes Toward Subordinates, (4) Improving Attitudes Toward Supervision, and (5) Reducing Conflict in the Organization. Conflict is everywhere, and discussing ways to deal with it can create stress. Use of these materials will be more effective and can concentrate on problem solving better when the discussion leader is competent in the field of human relations. Helpful instructions for use of each filmstrip are included in the leader's guide.

**Planning,
Organizing, and
Controlling**

Planning, Organizing, and Controlling. Saul Gellerman. Rockville, Maryland: BNA Communications, Inc., 1975. 3 films (color). Part I, 21 minutes; Part II, 21 minutes; Part III, 20 minutes. Each film \$69 rental/3 days. \$395 purchase. Series price \$985.

This integrated film series is intended for people having a direct responsibility for getting work done by others. Concepts included are planning at a supervisory level (or identifying, preventing, and minimizing unforeseen interruptions), organizing (or making sure subordinates are ready for work interruptions), and controlling (or making sure unforeseen interruptions are properly dealt with). This excellent film series illustrates the three concepts using a variety of dramatized work situations. You'll need to plan for making applications to specific local Extension situations, and to discuss each film separately. A leader's guide is available to help the trainer.

**The
Bob Knowlton
Story**

The Bob Knowlton Story. Beverly Hills, California: Roundtable Films, Inc., 1970. Film (color), 28 minutes. \$50 rental/week. \$350 purchase.

One of the key elements of this film is the supervision of well-educated, sophisticated people who may be committed to themselves first and the organization second. Many supervisors find it difficult to work with these people

because management techniques that were new and advanced only a short time ago are outdated. The film provides an engrossing story that won't answer questions, but will provide a good climate for groups discussing and suggesting answers to this problem and others as they are found in Extension.

**What to Do About
Performance Appraisal**

What to Do About Performance Appraisal. Rev. ed. Marion S. Kellogg. New York: American Management Association, 1975. 209 pp. \$10.95.

This practical book was written as a guide for people who actually make performance appraisals. The book reads easily and offers concrete suggestions for using performance appraisals to achieve results, not just to meet a paper work requirement. Some of the topics covered are ethical considerations of appraisals, prerequisites, different kinds of appraisals, and organizing the appraisal system. A wealth of information to help make your appraisals more effective.

**Motivation and
Work Behavior**

Motivation and Work Behavior. Richard M. Steers and Lymon W. Porter. New York: McGraw-Hill Book Company, 1975. \$12.50.

If you're curious about what's new, what's known, and what's still to be discovered in the field of motivation, this is the book for you. It's a systematic review of current knowledge about the effect of motivation on work. Contemporary theories are assessed by the amount of research support they have, and relevant issues such as the relationship of motivation to performance, organizational behavior, leadership, job design, and money are discussed. Each chapter is followed by an excellent bibliography of the literature in the field. The book ends with an evaluative summary of motivation as it affects work, with implications for manage-