
Umiker's Management Skills for the New Health Care Supervisor

Fifth Edition

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New to This Edition

The *Fifth Edition* maintains the overall organization of the previous editions, with a few key changes outlined below. Additionally, the case studies, exercises, and questions that appear throughout the text were improved where possible, several references were updated, and the lists of recommended reading and other resources were expanded for several chapters.

New and expanded chapters for the *Fifth Edition*:

- Chapter 5—Reengineering, Mergers, and the Supervisor (*expanded from Chapter 4*)
- Chapter 8—Personnel Recruitment (*expanded from Chapter 7*)
- Chapter 9—Interviewing and Employee Selection (*expanded from Chapter 7*)
- Chapter 15—Motivation, Reward, and Recognition (*combines Chapters 13 and 14*)
- Chapter 22—Managing Difficult Employees (*combines Chapters 21 and 22*)
- Chapter 25—Privacy and Confidentiality: Employees and Clients (*completely NEW!*)
- Chapter 30—Staff Development (*combines Chapters 29 and 30*)
- Chapter 39—The Supervisor’s Career Development (*combines Chapters 39 and 40*)

Instructors: Contact your publisher’s representative for the Transition Guide, for more details on these changes, as well as the Instructor Resources for the all-new edition! See www.jbpub.com/catalog/9780763766214.

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Preface

In moving from the fourth edition of *Umiker's Management Skills for the New Health Care Supervisor* to this new edition, I was careful to preserve Dr. William Umiker's style and remain consistent with the manner of organizing and presenting material that characterized his earlier edition. Dr. Umiker always used a straightforward and uncluttered way of presenting information and advice in clear and concise terms. I believe that his approach to the material is well suited to the aspiring, new, or even experienced first-line supervisor who wishes to do his or her very best in what has become a position of increasing responsibility, importance, and difficulty.

The principal strengths of the earlier editions are found in clarity and simplicity of presentation, making the book an extremely usable text and reference. In addressing the fifth edition it has been my intent to preserve the tone of the earlier editions, so with few changes I have retained the level of language and order of presentation of the fourth edition. A number of chapters have been updated to some extent and a fair amount of new material has been provided, continuing, I hope, to enhance the book's value for classroom work, continuing education activities, and self-study purposes.

All material carried over from the fourth edition to this fifth edition has been "tuned up" in terms of language and syntax, and a few errors that had crept into the fourth edition were corrected. Throughout the book the case studies, exercises, and questions were improved where possible, some references were updated, and the lists of recommended reading and other resources were expanded for several chapters.

Among the more significant improvements, the topic of reengineering was removed from the former Chapter 4 and given its own expanded chapter which also addresses mergers and other organizational affiliations and their effects on the role of the supervisor.

The former Chapter 7, "Personnel Recruitment and Selection," has been divided and expanded into two new chapters addressing "Personnel Recruitment" and

“Interviewing and Employee Selection,” providing an expanded presentation of employee selection and the supervisor’s role in interview follow-up activities.

A new chapter titled “Motivation, Reward, and Recognition,” combines two former chapters into a considerably expanded and improved presentation of these closely interrelated topics. The material concerning “Cultural Diversity: Managing the Changing Work Force” has been appreciably expanded to address the management of generational diversity as well.

An important chapter concerning “Privacy and Confidentiality: Employees and Clients” has been added, including useful information on HIPAA (Health Insurance Portability and Accountability Act). And the chapter on “Budgets and Cost Control” has been expanded to present in detail the supervisor’s essential role in the control of overtime.

The information concerning “Job Redesign” has been expanded to include scheduling alternatives such as flextime, job sharing, and telecommuting.

The final chapter, “Politics, Networks, and the Supervisor’s Future,” considers both politics and networking as before but now also addresses the balancing act involved in doing today’s job while preparing for tomorrow.

This book was written primarily for healthcare workers who have had little or no management training but who may be, or have been, promoted to supervisory positions or who aspire to such positions. Seasoned first-line as well as middle managers will also find many practical suggestions for improving their effectiveness.

Supervisors continue to wrestle with smaller budgets, fewer professional workers, greater responsibilities, and more time pressure. Morale continues to decline in many organizations, and eroding job security is adding additional stress to an already stressful environment. This fifth edition addresses these continually changing circumstances and their impact on supervisors.

To a considerable extent this book is about dealing with people problems, the difficult, frustrating, and time-consuming problems that go with the territory wherever working people provide goods or services for other people. The supervisor may sometimes feel that never-ending people problems take away from one’s ability to address the “real work.” For the supervisor, however, that specialized worker who exists to make it possible for employees to get the work done as efficiently and effectively as possible, the people and their problems are in fact the core of the real work. It is certain that if there were far fewer people problems to address, far fewer supervisors would be needed.

Supervisors and other managers are judged not only by their personal performance but also by the performance of their subordinates. This book provides the information they need to get maximum effort and results from staff.

Not a great deal of theory will be found within these pages, and little will be said about managing an organization from a top-down perspective. The focus throughout is providing practical advice about getting things done through and with the

people who do the hands-on work day in and day out. This includes not only what to do but also how to do it.

The advice and guidance provided by this book can enable you to:

- Survive the transition from professional or technical employee to supervisor
- Improve customer satisfaction
- Plan, organize, and delegate work to achieve greater productivity
- Improve policies, position descriptions, and work standards
- Recruit, select, orient, and train new employees more skillfully
- Implement organizational changes and build high-performing teams
- Improve safety and cope with violence in the workplace
- Enhance your leadership, coaching, counseling, and disciplinary skills
- Cultivate your communication, meeting, and negotiating expertise
- Provide your employees with helpful performance feedback
- Cope with cultural diversity, conflict, and problem employees
- Adjust to changes, the requirements of managed care, and the demands of cost-control
- Encourage creativity, solve problems, and delegate more
- Stimulate staff development and groom a potential successor
- Improve your personal use of time and reduce time lost from external influences
- Reduce workplace stress and prevent burnout
- Increase your personal marketability and career development
- Develop an efficient personal network
- Sharpen your workplace political skills

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About the Author

Charles R. McConnell, MBA, CM is an independent healthcare management and human resources consultant and freelance writer specializing in business, management, healthcare, and human resources topics. For 11 years he was active as a management engineering consultant with the Management and Planning Services (MAPS) division of the Hospital Association of New York State (HANYS) and later spent 18 years as a hospital human resources officer. As author, coauthor, and anthology editor he has published 26 books and has contributed about 450 articles to various publications. He is in his 28th year as editor of the quarterly professional journal, *The Health Care Manager*.

