# Table of Contents

Preface ................................................................. xiii
About the Author ...................................................... xvii

PART I—THE SETTING ..................................................... 1

Chapter 1  An Evolving Role in a Changing Environment ...... 3
  Situation: Reinventing the Healthcare Organization ......... 3
  The (Whirl)Winds of Change .................................. 4
  The Broadest Shifting Paradigms:
    A Whole New Environment ................................. 4
  Organizational Priority Number One:
    The Bottom Line ........................................... 5
  Then Came Reengineering ................................... 6
  Can We “Reinvent” The Hospital? ........................... 7
  The Managed Care “Solution” ................................. 7
  The Balanced Budget Act of 1997 ............................. 10
  Healthcare Paradigms and Their Effects ..................... 11
  Marketing Health Care ........................................ 12
  The Evolving Role of the Healthcare Manager ............... 13
  Job Security in the New Environment ....................... 18
  Questions for Review and Discussion ....................... 19
  Exercise: Responding to External Pressure .................. 19

Chapter 2  Health Care: How is it Different from “Industry”? .... 21
  Situation: The Case of the Stubborn Employee, or,
    “It Isn’t in the Job Description” .......................... 21
  Process Versus Environment ................................... 22
  Identifying the Real Differences .............................. 25
  Healthcare Settings ............................................ 27
  Implications for Management .................................. 29
  Returning to “The Stubborn Employee” ....................... 30
  A Word about Quality .......................................... 31
  External Pressure: An Area of Continuing Concern ........... 32
  Your Supervisory Approach .................................... 33
  Questions for Review and Discussion ....................... 33
  Exercise: Where Does Your Department Fit? .................. 34
## Table of Contents

### Chapter 3  The Nature of Supervision: Health Care and Everywhere

- Situation: Paid to Make Decisions? ........................................... 36
- Born to Work or Watch? ......................................................... 37
- The Supervisor's Two Hats ...................................................... 38
- The Peter Principle Revisited .................................................. 39
- The Working Trap ................................................................. 40
- Nothing to Do? ........................................................................ 41
- The Responsibilities of Healthcare Management ..................... 42
- The Nature of Supervision ......................................................... 43
- Truly Paid to Make Decisions? ................................................. 44
- Questions for Review and Discussion .......................................... 45
- Exercise: Your Two Hats .......................................................... 45

### Chapter 4  Management and Its Basic Functions

- Situation: A Tough Day for the New Manager ........................... 47
- Definitions, Titles, and Other Intangibles .................................... 48
- Introducing the Basic Management Functions ............................ 52
- Management Functions in Brief ................................................ 54
- Planning ...................................................................................... 54
- Organizing .................................................................................. 56
- Directing ..................................................................................... 57
- Coordinating ............................................................................... 58
- Controlling .................................................................................. 58
- The Management Functions in Action ......................................... 59
- Emphasis ...................................................................................... 59
- Processes Versus People ............................................................. 61
- Questions for Review and Discussion .......................................... 61
- Case: Balancing the Functions ...................................................... 62

### PART II—THE SUPERVISOR AND SELF

### Chapter 5  Delegation and Empowerment:

- Situation: Delegation for the Wrong Reasons, or “If You Want Something Done Right...” ...................... 67
- Taken for Granted ....................................................................... 68
- The Nature of Delegation ........................................................... 69
- What about “Empowerment”? .................................................. 70
- Why Delegate? ........................................................................... 71
- Failure to Delegate ....................................................................... 73
- Looking Upward as well as Downward:  
  - The Personal Approach to Delegation ....................................... 76
  - The Pattern: The Nuts and Bolts of Delegation ......................... 79
  - “If You Want Something Done Right...” ................................. 84
- Authority and Responsibility ....................................................... 85
- Freedom to Fail ........................................................................... 85
Building the Habit ........................................ 86
Review Questions ...................................... 86
Exercise: To Whom Should You Delegate? .......... 87

Chapter 6 Time Management: Expanding the Day
without Stretching the Clock ......................... 89
Situation: The Manager and the Sales Representative .. 89
Time and Time Again .................................. 90
Why Become More Time Conscious? ................. 91
The Time Wasters .................................... 92
The Time Savers ..................................... 94
Time Management and Stress Management:
Inseparable Activities ............................... 100
Time-Wasting Pressures and the
Supervisor’s Response ............................. 101
The Unrenewable Resource ......................... 103
Review Questions .................................... 103
Case: Ten Minutes to Spare? ......................... 103

Chapter 7 Self-Management and Personal
Supervisory Effectiveness ............................ 105
Situation: The Case of the Vanishing Day .......... 105
It Starts with You .................................... 106
Initiative ............................................. 107
Barriers to Effectiveness ............................. 107
Organization ........................................ 108
Individual Planning and Goal Setting ............... 110
The Increasing Importance of Prioritizing ....... 111
Stress and the Supervisor ............................ 112
Effective Use of Time ................................ 115
How Well Suited Are You to the Supervisory Role? ..... 116
Review Questions .................................... 123
Exercise: The Effectiveness Checklist ................. 123

PART III—THE SUPERVISOR AND THE EMPLOYEE ....... 125

Chapter 8 Interviewing: Start Strong to
Recruit Successfully ................................. 127
Exercise: Potential Interview Questions? .......... 127
The Manager and the Interview ...................... 128
Candidates: Outside and Inside ...................... 129
Preparing for the Interview .......................... 130
Guidelines for Questioning .......................... 132
The Actual Interview ................................ 139
Follow-up .......................................... 142
Review Questions .................................... 142
Role-Play: Would You Hire This Person? .......... 143
# Table of Contents

## Chapter 9  The One-to-One Relationship  

- Situation: The Case of the Employee  
  - Who is “Never Wrong”  
- The Transfer of Meaning  
- Developing Mutual Understanding  
- Barriers to Effective Communication  
- Is Anyone Really “Never Wrong”?  
- Listening  
- Diversity in the One-to-One Relationship  
- Guidelines for Effective Interpersonal Communication  
  - Communication  
  - The Open-Door Attitude  
- Review Questions  
- Case: What’s in a Phrase?  

## Chapter 10  Leadership: Style and Substance  

- Situation: One Boss Too Many  
- Introducing Leadership  
- Patterns of Leadership  
- Some Assumptions about People  
- Style and Circumstances  
- Outmoded Views  
- Leadership’s Primary Characteristic  
- Word Play: Leadership Versus Management  
- Can You Lead “By The Book”?  
- An Employee’s View  
- The Visible Supervisor  
- Leading by Default  
- True Leadership  
- Return To: One Boss Too Many  
- Review Questions  
- Exercise: A View of You as a Leader  

## Chapter 11  Motivation: Intangible Forces and Slippery Rules  

- Situation: Always the Last to Know  
- Satisfaction in Work  
- Demands on the Organization  
- Motivating Forces: The Basic Needs  
- What Makes Them Perform?  
- Money as a Motivator  
- Learn What Motivates Your Employees:  
  - Look to Yourself  
  - Why the Last to Know?  
- Motivation and the First-Line Manager  
- Review Questions  
- Case: The Promotion  

© Jones & Bartlett Learning, LLC. NOT FOR SALE OR DISTRIBUTION
### Chapter 12 Performance Appraisal: Cornerstone of Employee Development

- Situation: “It’s Review Time Again” ........................................... 191
- Appraisal and the Manager .................................................. 192
- The Objectives of Appraisal .................................................... 193
- Traditional Appraisal Methods ............................................. 194
- Common Appraisal Problems ............................................... 199
- Why Appraisal Programs Often Fail ...................................... 200
- What about Jack’s Evaluation? ............................................ 201
- Why Appraise At All? ....................................................... 202
- Requirements of an Effective Appraisal System .................... 202
- The Changing Language of Appraisal ................................. 204
- Making Performance Appraisal Legally Defensible ............. 205
- Standard-Based Appraisal: A Long-Range Target ............... 206
- Constructive Appraisal ....................................................... 207
- The Appraisal Interview .................................................... 209
- Living with an Existing System ........................................... 210
- A Simple Objective ......................................................... 211
- Review Questions ............................................................ 211
- Role-Play: Ms. Winston’s Appraisal .................................... 212

### Chapter 13 Criticism and Discipline: Guts, Tact, and Justice

- Situation: Did He Have It Coming? ....................................... 214
- The Need for Rules ......................................................... 215
- Criticism .............................................................................. 215
- Perhaps He Had Something Coming .................................. 218
- Discipline ........................................................................... 219
- Nonpunitive Discipline ...................................................... 227
- Behavioral Contracting ....................................................... 228
- Coaching: Stopping Trouble Before It Starts ..................... 229
- Guts, Tact, and Justice ...................................................... 230
- Review Questions ............................................................. 231
- Case: A Good Employee, But ............................................ 231

### Chapter 14 The Problem Employee and Employee Problems

- Situation: What Do We Do about
  - a First-Class Grouch? ....................................................... 233
- Is There Such a Person as a “Problem Employee”? ............. 234
- Dealing with the Problem Employee ................................ 236
- Seven Guidelines ............................................................... 237
- A Special Case: The Dead-End Employee ......................... 238
- Absenteeism ..................................................................... 240
- Abuse of Sick Time ......................................................... 242
- The Troubled Employee ..................................................... 243
- One and the Same? .......................................................... 245
- Special Cases: Some Signs of the Times ......................... 246
Table of Contents

Chapter 15 The Supervisor and the Human Resource Department ............................................. 250
- Situation: A Favor or a Trap? ........................................................................................................ 250
- “Personnel” Equals People ........................................................................................................... 251
- A Vital Staff Function .................................................................................................................... 252
- A Service of Increasing Value ......................................................................................................... 252
- Learning About Your HR Department .......................................................................................... 254
- Putting the HR Department to Work ............................................................................................. 258
- Wanted: Well-Considered Input ....................................................................................................... 260
- Understanding Why as well as What ............................................................................................... 261
- With Friends Like This .................................................................................................................... 262
- Emphasis on Service ....................................................................................................................... 263
- Review Questions ............................................................................................................................ 263
- Exercise: Where Can Human Resources Help? ............................................................................... 264

PART IV—THE SUPERVISOR AND THE TASK ............................................ 265

Chapter 16 Ethics and Ethical Standards .................................................................................. 267
- Situation: Is the Boss Always the Boss? .......................................................................................... 267
- Ethics and the Healthcare Manager ............................................................................................... 268
- Medical Ethics: Some of the Issues ............................................................................................... 269
- Business Ethics and the Healthcare Organization ........................................................................... 271
- When Codes Clash: Mason Versus Green ..................................................................................... 277
- Addressing Ethical Issues ............................................................................................................... 278
- Management's Responsibilities: A Top-Down Obligation ............................................................. 279
- But It Remains Everyone's Job ....................................................................................................... 281
- Review Questions ............................................................................................................................ 281
- Exercise: What is Appropriate, What is Not .................................................................................... 282

Chapter 17 Decisions, Decisions ............................................................................................. 283
- Situation: Deciding Under Pressure ............................................................................................... 283
- A Fact of Life ..................................................................................................................................... 284
- The Basic Decision-Making Process ............................................................................................... 284
- Constraints ........................................................................................................................................ 288
- Risk, Uncertainty, and Judgment .................................................................................................... 292
- The No-Decision Option .................................................................................................................. 293
- The Range of Decisions .................................................................................................................... 293
- Responsibility and Leadership .......................................................................................................... 294
- Problem Awareness: Often an Essential Pre-Step ........................................................................ 294
- No Magic Formula ........................................................................................................................... 295
- Review Questions ............................................................................................................................. 296
- Case: The New Copy Machine ......................................................................................................... 296
<table>
<thead>
<tr>
<th>Chapter 18</th>
<th>Management of Change: Resistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is Where You Find It</td>
<td>298</td>
</tr>
<tr>
<td>Situation: Delayed Change of Command</td>
<td>298</td>
</tr>
<tr>
<td>The Nature of Change</td>
<td>299</td>
</tr>
<tr>
<td>Inflexibility or Resistance?</td>
<td>300</td>
</tr>
<tr>
<td>Changing with an Evolving Role</td>
<td>301</td>
</tr>
<tr>
<td>Why Resistance?</td>
<td>303</td>
</tr>
<tr>
<td>Deadly Delays: Revisiting Mr. Smith</td>
<td>304</td>
</tr>
<tr>
<td>The Supervisor's Approach</td>
<td>304</td>
</tr>
<tr>
<td>True Resistance</td>
<td>306</td>
</tr>
<tr>
<td>Review Questions</td>
<td>307</td>
</tr>
<tr>
<td>Case: Surprise!</td>
<td>307</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 19</th>
<th>Communication: Not by Spoken Words Alone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation: The Wilson Letter, or the</td>
<td>309</td>
</tr>
<tr>
<td>Agents of Wordiness</td>
<td>309</td>
</tr>
<tr>
<td>The Written Word</td>
<td>310</td>
</tr>
<tr>
<td>Sources of Help</td>
<td>310</td>
</tr>
<tr>
<td>Guidelines for Better Letters and Memos</td>
<td>310</td>
</tr>
<tr>
<td>Changing Old Habits</td>
<td>314</td>
</tr>
<tr>
<td>Sample Letter</td>
<td>316</td>
</tr>
<tr>
<td>Attacking the Agents of Wordiness</td>
<td>318</td>
</tr>
<tr>
<td>Other Writing</td>
<td>318</td>
</tr>
<tr>
<td>Technology Strikes: When the Message Is an E-Mail</td>
<td>319</td>
</tr>
<tr>
<td>A Matter of Practice</td>
<td>321</td>
</tr>
<tr>
<td>Review Questions</td>
<td>321</td>
</tr>
<tr>
<td>Exercise: The Copy Machine Letter</td>
<td>322</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 20</th>
<th>How to Arrange and Conduct Effective Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation: The Conference</td>
<td>323</td>
</tr>
<tr>
<td>“Let’s Schedule a Meeting”</td>
<td>325</td>
</tr>
<tr>
<td>Management by Committee</td>
<td>326</td>
</tr>
<tr>
<td>Types of Meetings</td>
<td>327</td>
</tr>
<tr>
<td>Meeting Preparation</td>
<td>328</td>
</tr>
<tr>
<td>Leading a Meeting</td>
<td>330</td>
</tr>
<tr>
<td>Cleaning Up “The Conference”</td>
<td>333</td>
</tr>
<tr>
<td>Videoconferencing</td>
<td>334</td>
</tr>
<tr>
<td>Use or Abuse?</td>
<td>336</td>
</tr>
<tr>
<td>Review Questions</td>
<td>336</td>
</tr>
<tr>
<td>Case: Your Word Against His</td>
<td>337</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 21</th>
<th>Budgeting: Annual Task and Year-Long Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation: “What’s a Budget Besides Lots of Work I Don’t Have Time For?”</td>
<td>338</td>
</tr>
<tr>
<td>Introducing the Budget</td>
<td>340</td>
</tr>
<tr>
<td>The Total Budget</td>
<td>342</td>
</tr>
</tbody>
</table>
## Table of Contents

Illustration: The Diagnostic Imaging (X-Ray)  
   Department Expense Budget .......................... 345  
   Staffing and Scheduling Considerations .......... 350  
   The Budgeting Process .................................. 352  
   “Finished” Is Just Begun ................................. 354  
   Lots of Work? Certainly .................................... 357  
   Control: Awareness Plus Action ...................... 358  
   Review Questions ............................................ 359  
   Exercise: “Juggling” Your Budget ...................... 359

Chapter 22 Quality and Productivity: Sides of the Same Coin ......................... 360  
   Situation: Caught in the Elevator .................. 360  
   The Total Quality Movement: Just “Excellence” Again? 361  
   Will Total Quality Management Prevail? ............ 364  
   Productivity “Recycled” ................................. 368  
   Sides of the Same Coin ..................................... 373  
   Quality Versus Cost and Output ....................... 374  
   An “Elevator Speech” ....................................... 375  
   Review Questions ............................................ 375  
   Exercise: In Search of—? ................................. 376

Chapter 23 Teams, Team Building, and Teamwork .............................. 377  
   Situation: Can You Build an Effective Team  
      from the “Enemy Camps?” ............................... 377  
   Types of Teams .................................................. 378  
   The Project or Employee Team ......................... 379  
   The Departmental Team .................................... 386  
   Team Building and Its Purposes ....................... 386  
   Recognizing Employee Potential ...................... 387  
   The Stages of Team Building ............................ 388  
   The Power of the Team: The Individual ............... 391  
   Team Building and Leadership Style ................ 391  
   Guidance for the Team Builder ........................ 392  
   Attitude and Commitment: Everyone’s ............... 393  
   Helen Has Her Work Cut Out for Her ................. 394  
   Review Questions ............................................ 395  
   Case: The Silent Majority ................................... 395

Chapter 24 Methods Improvement: Making Work—and Life—easier .......... 397  
   Situation: Is There a Better Way to  
      Accomplish This Task? ................................. 397  
   Edison-Plus .................................................... 398  
   Room for Improvement .................................... 398  
   At the Center of Quality Management .......... 399  
   The Methods Improvement Approach ................ 400
Example: The Information Request ................... 408
An Organized Approach to Methods Improvement ...... 411
The Methods-Minded Attitude ......................... 414
Review Questions .................................. 415
Exercise: “The Pencil” .............................. 415

Chapter 25 Reengineering and Reduction-in-Force .... 416
Situation: Expanding Responsibilities .................. 416
Reengineering: Perception, Intent, and Reality ...... 417
Reduction-In-Force and Beyond ....................... 419
Coping With Your Expanding Responsibilities ...... 425
Resistance to Change: Coping with Dramatic Paradigm Shifts .......................... 426
Review Questions .................................. 427
Case: Identifying for Layoff .......................... 428

Chapter 26 Continuing Education: Your Employees and You .... 430
Situation: Cross-Training and the Supervisor .......... 430
Why Continuing Education? .......................... 431
Commitment ...................................... 431
Many Options .................................... 433
Your Employees ................................... 434
An Urgent and Expanding Need ....................... 439
Continuing Education and You ....................... 442
When There Is No Money ............................ 443
Your Key Role .................................... 444
Review Questions .................................. 445
Exercise: The Skills Inventory ....................... 445

Chapter 27 The Supervisor and the Law .......... 446
Situation: What Kind of Employee? ..................... 446
Legal Guides for Supervisory Behavior ................. 446
The National Labor Relations Act .................... 447
Wage and Hour Laws ................................ 450
Equal Employment Opportunity ..................... 455
Other Pertinent Legislation .......................... 460
Special Concern: Sexual Harassment ................. 462
Who Needs More Rules? ............................ 463
Review Questions .................................. 464
Exercise: Rates, Hours, and Overtime ................. 465

Chapter 28 Living with HIPAA ..................... 466
Situation: A Look at Privacy .......................... 466
Introducing HIPAA ................................ 467
The Intent and the Reality ........................... 469
Title II and Beyond ................................ 470
The Privacy Controversy ............................ 471
# Table of Contents

Respecting Privacy in a Public Setting ........................... 476
HIPAA and the Supervisor ........................................ 477
Here to Stay ...................................................... 477
Review Questions .................................................. 478
Case: Privacy Versus the “Need to Know” .......................... 479

## Appendix A Typical Privacy Notice .................................. 481

### Chapter 29 Organizational Communication:
**Looking Up, Down, and Laterally** ............................... 487
Situation: The Unrequested Information ............................ 487
What Goes Down May Not Come Up .................................. 487
Your Role in Organizational Communication ....................... 491
The Grapevine ................................................................ 495
Dealing with “The Unrequested Information” ....................... 496
Which Way Do You Face? ............................................. 497
Review Questions ...................................................... 498
Case: The Crunch ...................................................... 498

### Chapter 30 Unions: Avoiding Them When Possible
and Living with Them When Necessary ......................... 499
Situation: The Confrontation .......................................... 499
Can Unionization Be Avoided? ....................................... 500
Health Care: More and More a Special Case ....................... 501
The Supervisor’s Position ............................................ 502
The Organizing Approach ............................................ 503
Unequal Positions ...................................................... 504
Your Active Role ...................................................... 505
Handling “The Confrontation” ....................................... 508
The Bargaining Election .............................................. 508
If the Union Wins .................................................. 509
Review Questions ...................................................... 509
Case: The Organizer .................................................. 510

Annotated Bibliography ................................................. 511
List of Quotations ...................................................... 523
Index ........................................................................ 527
In preparing each previous edition of this book it has been the practice to seriously consider a number of user comments and suggestions and to solicit editorial direction from the publisher. This seventh edition was approached in like manner; every effort was made to make it more useful to both students who employ it as a text and working individuals who might use it for continuing education purposes or as a reference for information about supervisory practice.

Although the changes from the sixth edition are not voluminous, they nevertheless address some important concerns facing healthcare organizations, for example, the continuing implementation of the Health Insurance Portability and Accountability Act (HIPAA). Some choices had to be made based on user feedback. In this book’s use as a text, for example, it is likely that no single course uses all the chapters, although each individual chapter is used in some courses. The most difficult choice faced with every chapter has always been the depth of topic coverage. Most chapter topics addressed in this volume could be, and in most instances are, the topics of entire books. But if every topic addressed herein were given in-depth treatment, the book would be impractically long and, more to the point, the book’s intent—that of a comprehensive introduction and overview—would be defeated.

To a considerable extent, the book deals with the fundamentals of management as applied by those who supervise in healthcare organizations. Although management fundamentals remain essentially unchanged, matters of how, why, and when they are applied are affected by the changing circumstances of the modern healthcare environment. Changes affecting the delivery of health care make it necessary for managers at all levels to continually adapt to shifting circumstances as they apply the basic concepts of management.

A number of additions and changes have been made throughout the book. Chapter format remains essentially the same. Each chapter begins with a “Situation”—a case study to consider while reading the chapter, to be addressed at a later point in the chapter after the information relevant to its assessment has been provided. The “Questions for Review and Discussion” that precede the single case or exercise that ends each chapter have been expanded; there are now 10 questions provided for each chapter.

Also, a number of changes have been made to clarify and, in some instances, expand on or update information presented in the previous edition. Every effort has been made to make the book more useful by making parts of its message clearer and easier to absorb and apply. Also, an effort has been made
to maintain simplicity of language wherever possible, in the firm belief that information presented in a conversational tone is more readily absorbed.

A word about terminology is in order, specifically about the two terms used most frequently throughout this book. The terms in question are supervisor and manager. These terms have long generated widely varying perceptions among people who use them regularly, and even among people who simply encounter them in written material. The problems arise from the conflict of the essential generic meanings of these terms with their frequent uses as organizational titles.

Taken simply as words in the English language, manager and supervisor have essentially the same meaning. This can be verified in any dictionary, and every available thesaurus lists each as a synonym for the other. Both refer to overseeing the activities of others. Management may be simply but accurately described as “getting things done through people.” Likewise, supervision may be described as “overseeing the activities of people in the performance of work.”

In both instances the process is the same: providing the people who are doing the work at the next lowest organizational level with the guidance, instruction, support, and assistance they need to get the job done. And in both instances, the higher-up—whether called manager or supervisor—bears responsibility for the output of the subordinates.

The greatest conflict in the varying perceptions of manager and supervisor is the tendency of many people, perhaps the majority, to believe that manager is a “higher” and thus better title than supervisor. This perception is most likely due to the manner in which the terms are used as titles within work organizations, creating the basic conflict with generic meanings. Much of the time this perception is accurate; manager, as an organizational title, is superior to supervisor in some hierarchies. On occasion, however, the situation is reversed. In some places, supervisor is used as superior to manager and various other position titles.

Since manager and supervisor have different meanings for different people and are subject to varying uses in different organizations, this volume attempts to establish consistency through the use of generic meanings. Therefore, throughout this book the terms supervisor and manager are used interchangeably, as are supervision and management. At times some qualifying terms may be used in denoting “top management” or perhaps “first-line management,” “first-line supervision,” or “middle management,” but whether one says manager or supervisor, in all instances the reference is to the person who is responsible for the output of those at the next lowest organizational level.

Much of what appears in this book is applicable to all kinds of business organizations, but much of the material reflects the unique character of the healthcare organization. The book is intended to be read and used by first- and second-line supervisors and middle managers, those with or without formal training in management, and potential supervisors. It can also serve as a refresher text for managers at all levels of the healthcare organization. It is also pertinent to many upper-level managers—the people who supervise the supervisors of the supervisors—in terms of lending perspective to the top-down view of what happens at lower levels.
There is no absolute topic order for the material in this book. Although it is divided into a significant number of chapters by topic, it is really not possible to deal with any single topic separate from all others. Each is implicitly or explicitly part of perhaps several other topics. Communication is a case in point; it is the primary topic of several chapters, yet the principles of effective communication make their presence felt in a dozen or more additional chapters.

Chapters can be read selectively, but it may be most helpful to begin with the first four chapters for the sake of obtaining an overall perspective. Then read those chapters on the topics that interest you, appeal to you, or touch on a problem you are experiencing. For instance, if the last meeting you attended was a disaster and you would like to learn about effective meetings, go straight to Chapter 20. Do not worry about skipping chapters that simply do not apply to your situation—just as long as you are certain they do not apply. For example, if you do not have budget responsibility at present, save Chapter 21 until later. Use your valuable reading time for the topics that will do you the most good on the job.

Supervision is often a tough task, and one of the conditions that make it so is the appalling lack of solutions to problems. If we were presenting technical task instructions, we could simply say, “Here’s how to do it, period.” However, the problems of supervision more often than not are problems of people, most of whom are unpredictably, but quite naturally, different from each other. When presented with a specific problem, your “correct” answer may be this, that, the other, or none of the above, depending on the people involved. The technical task worker may spend much time in a world of black and white, but the supervisor spends every day among varying shades of gray. Parts of this book are concerned with what are necessarily gray areas. The book can guide you in making many decisions; it cannot, however, prescribe solutions to “standard” problems, since few such problems exist in supervision.

Use this book for general enlightenment about healthcare supervision. Use it as a reference—seeking out specific topics through either the index or the table of contents. Use it as a textbook for management development classes.

Whatever value this book possesses lies largely in its potential as a working guide. Use it as your particular questions and needs suggest. If it helps you on the job in any substantial way, even only now and then, it will have served its intended purpose.

Charles R. McConnell
Charles McConnell is an independent healthcare management and human resources consultant and freelance writer specializing in business, management, and human resource 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 manager. As an author, coauthor, and anthology editor, he has published more than 25 books and has contributed nearly 500 articles to various publications. He is in his 30th year as editor of the quarterly professional journal, *The Health Care Manager*.

Mr. McConnell received an MBA and a BS in Engineering from the State University of New York at Buffalo.