# Chapter 2: Making the Transition

True or False questions: (each worth 1 or 2 points)

1. Making the move from an individual performer to a leader is a difficult passage involving behavioral changes on your part and adjustments on the part of those who will work for you.
2. Sudden authority has a strange way of inflating your feelings of self-importance without your being aware that it is happening.
3. During your first few weeks as their supervisor, take time to make personal, positive contacts with each employee in the department.
4. People are more motivated to make changes when they have been involved in the planning of the change.
5. Previous co-workers with whom you have mature friendships will refuse to recognize your new responsibilities and will expect favoritism.
6. As a new supervisor, do not go to your employees with questions.
7. Clocks belong to the mechanical realm as do all mechanisms.
8. The clock’s motivation is external to itself.

\_\_\_F\_\_\_ 9. Leadership is about productivity and not people.

\_\_\_T\_\_\_10.Rather than thinking of organizations as clocks and ships, it may prove useful to think of them as “gardens and grounds.”

\_\_\_T\_\_\_ 11. Humans react to their meaning of stimuli not to the stimuli itself.

\_\_\_F\_\_\_ 12. Home is not a good place to practice newly acquired techniques of leadership.

Multiple Choice: (worth 2 to 3 points each)

1. Which of the following is part of the biological realm? (a) orange, (b) employees, (c) clocks, (d) tight ships, (e) both a and b.
2. Supervisors who think they can run a department like clockwork lack understanding about the nature of: (a) the mechanical realm, (b) the biological realm, (c) delegation, (d) life long learning.

\_\_\_c\_\_\_ 3. Among your initial goals as a supervisor, you should do all of the following except (a) build relationships with employees and peers, (b) ask questions and learn, (c) make changes quickly, (d) think like management.

\_\_\_d\_\_\_ 4. As part of the mechanical realm, machines (a) are internally motivated, (b) have value, (c) change and grow, (d) are consistent.

\_\_\_c\_\_\_ 5. When attempting to balance home and career as a new leader, do not (a) use weekends to catch up on home responsibilities and enjoy leisure activities, (b) arrive ahead of your staff to have quiet time to plan your daily activities, (c) work excessive hours when you have pressing demands at home, (d) apply the same management techniques you are learning to your family.

\_\_\_a\_\_\_ 6. As a new leader, you should adopt a learning attitude doing all the following except (a) rely on your employees to compensate for what you don’t have time to learn, (b) ask questions of superiors, fellow supervisors and knowledgeable employees, (c) continue to read and study the textbook and other resources on supervision, (d) enroll in outside classes on subjects that are important for your success.

\_\_\_c\_\_\_ 7. “Watch the up side – protect the down side” means you must act as a (a) guardian who protects the organization from the abuses of its employees, (b) gatekeeper who ensures that only the most important employee concerns are forwarded up the chain of command, (c) buffer who doesn’t pass on your pressures as a manager to employees, (d) monitor to ensure work is done properly and efficiently.

\_\_\_b\_\_\_ 8. When you kick a ball, you transmit force and energy. When you kick a dog, you also transmit (a) hatred, (b) information, (c) value, (d) motivation.

Short answer essay questions: (each worth up to 10 points each)

Q. Provide three differences between the biological realm and the mechanical realm.

**Answer: MECHANICAL REALM BIOLOGICAL REALM**

MECHANISMS ORGANISMS

MADE UP OF MACHINERY MADE UP OF PEOPLE

USE LAWS TO EXPLAIN ACTION USE OPINIONS, GUESSES TO EXPLAIN ACTIONS

Q. What should the new supervisor attempt to accomplish during the first few weeks?

**Answer:**

1. Maintain productivity. Try to keep the productivity and efficiency of the department at previous levels, with some improvement if possible.
2. Build relationships with employees. Redefine and start building a new, strong relationship with each employee. Get to know your people. Introduce yourself. Let them get to know you. Self-disclosure can help employees see you as a person, not just as a supervisor.
3. Build relationships with peers. Keep in mind that fellow supervisors can often assist you in making your transition.
4. Think like management. Make some progress in the direction of becoming a solid member of the management team. Start the process by thinking like a manager, not like an employee. Do not fall into the trap of criticizing management openly to your employees. Work as a member of management to correct problems, and do so with a spirit of unity and teamwork.
5. Ask questions and learn. Begin with the premise that the people doing the work know more about how things are done, and why things are done in certain way, than you do. Inquire about their jobs and work processes without feeling you have to immediately fix things. Once you are assured you have the full picture, you will avoid implementing premature changes that may backfire. Assess now; make changes later.
6. Stay positive. No matter how you feel on the inside, stay positive and appear confident on the outside.