

# Introduction

It is disheartening to see talent and opportunity squandered. Yet, throughout my career, that is exactly what I have seen over and over again. I've witnessed hundreds, if not thousands, of individuals who've gone from having the ability and desire to make great contributions in their organizations, to merely trying to appease their leaders. It is a refrain that is played many times every day and one that has been played throughout history. I wrote this book to do my part to stop it.

This is a book about how to supervise the performance of people in the modern organization. Keep in mind that no matter what kind of business leader you are—whether a CEO of a multinational corporation or a front-line supervisor—if people are assigned to follow you, you *are* a supervisor. And if you are like most supervisors, you've never had a resource that provides you with what you need to master the challenges of supervision. This book is that much-needed resource. It is for business leaders who want more than just ideas. It is for those who want the solutions, once and for all.

It's popular nowadays to think of leadership in terms of individual personality traits and social behaviors. We won't buy into that zeitgeist. A leader can be a compassionate, understanding, dynamic, or even charismatic, but without real leadership knowledge, skills, and tools, he will never demonstrate truly great leadership. Never!

In business, great leadership is *a systematic process* for leading people and driving organizational performance. In this book, you will learn the supervisory component of that process. It is a simple and powerful method that will enable you and your organization to become truly great at managing employee job performance.

All of the principles of being a great supervisor are ready to be discovered. This book will guide you in identifying, learning and applying these principles. Acquiring and applying the knowledge and skills in this book will help you become the kind of supervisor you want you to be—and the kind your organization needs.

You might ask: How is this book different from all the other books that talk about leadership, management, and supervision? What can I get from this book that I can't get elsewhere? There are two key ways in which this book differs:

- First, most of the books about leadership discuss how to change who you are in order to be a better leader and how to change or influence others. Instead, this book not only allows you to be who you are—it *urges* you to be who you are and to accept that your employees are who they are, as well.
- Second, many of the books on leadership are tomes. That is, they are weighty—both literally and figuratively—books that bombard you with information that is not practical and simply have too many pages for the busy business leader. In comparison, this book is a relatively slim volume. It

is not, however, slim on content. It synthesizes information from a wide range of sources to provide you with *the* most powerful and practical approach to supervision. It is likely to become your go-to resource when you have a supervisory issue or when you want to refresh your memory on some key principles of organizational leadership.

The book unfolds through five sections. The first three sections will provide you with what you need to quickly develop the fundamental knowledge and skills required for every single business leader. Front-line supervisors to CEOs must have this powerful foundation upon which to build all their leadership skills. The fourth section is a how to guide to supervision. It provides you with the information and tools you'll need to efficiently and effectively manage employee performance issues that routinely confound others. The fifth section provides a visual roadmap to becoming a truly great supervisor.

Being truly great at supervision will come quickly to you and to your organization with reasonable focus and diligence. Since leading people is perhaps the most important responsibility any us can have, it is certainly worth the effort.

I hope this book provides you with indispensable guidance and support as you and your organization discover the *Supervision Solution*.