Updating for Business

An MSC Open Tech sponsored project

The Supervision of Office Staff

A Workbook designed for use with

Managing the Office, Element 8: The Supervision of Office Staff

© Crown Copyright 1986

Published by permission of the Controller of Her Majesty's Stationery Office.

This work was produced by the Business and Technician Education Council under an Open Tech contract with the Manpower Services Commission. The views expressed are those of the authors, and do not necessarily reflect those of the MSC, or any other Government Department.

All rights reserved. This publication is not part of the Copyright Licensing Scheme run by the Copyright Licensing Agency and may not be photocopied, or mechanically copied in any other way, without written permission from the publisher.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright Act 1956 (as amended).

Any person who does an unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

First published 1986
Reprinted 1986, 1990

Published by
MACMILLAN EDUCATION LTD
Houndmills, Basingstoke, Hampshire RG21 2XS
and London
Companies and representatives throughout the world

ISBN 978-0-333-42577-0 ISBN 978-1-349-09022-8 (eBook)
DOI 10.1007/978-1-349-09022-8

Managing the Office

Unit Development Team

Leading Writer: Mike Verstage (*Farnborough College of Technology*)

Writers: Bill Edwards (*NESCOT*), Bea Hucker (*Farnborough*), Sue Smithson (*Farnborough*), Margaret Taylor (*Kingston CFE*), Janette Whitehead (*Farnborough*)

Educational Technologists: Maurice Benington, Diana Laurillard

Design Adviser: Mic Claridge (*WSCAD, Farnham*)

Managing Editor: Lynn Earnshaw

Materials Development Group: Ken Abraham (*Slough CHE*), Gerry Ashton (*Royal Army Educational Corps*), Alan Baikie (*Johnson & Johnson Ltd*), Graham Carr (*Farnborough College of Technology*), Henry Goodman (*BTEC*)

Contents

	Page
1 The Problem of Managing People for Results	5
What is Motivation? A Question of Defining Needs and Meeting Them at Work; Promoting Motivation: Practical Action for the Office Manager	
2 The Office Manager as a Leader	11
3 Building a Team	17
4 Setting Work Targets	25
5 Monitoring Performance of Staff	28
6 Instructing Staff	31
Preparation; Motivation; Instruction; People Problems	
7 The Counselling Interview	36
Preparation; The Conduct of a Counselling Interview	
8 The Disciplinary Interview	40
Planning and Preparation; Conducting the Disciplinary Interview	
9 Personal Effectiveness	43
Organising Yourself: The Office Manager and Time Management; Establishing Priorities; Delegation; Decision Making	
Answers	53

Workbook Objectives

When you have worked through this Workbook you will be able to:

- ☐ list the factors that contribute to high levels of motivation and explain how you might use this knowledge to improve motivation
- ☐ explain what is meant by leadership, describe three styles of leadership, and assess the strengths and weaknesses of each style for specified situations
- ☐ explain why it is important to build your staff into a team, and to describe how to do it
- ☐ explain the value of precise work targets and describe how to set work targets for your staff
- ☐ explain the importance of monitoring and list some common monitoring methods
- ☐ communicate instructions to staff effectively
- ☐ explain what is meant by a counselling interview, describe what goes on in one and outline the major principles of effective counselling
- ☐ explain what is meant by a disciplinary interview, describe what goes on in one and outline its main features
- ☐ analyse the use of your own time and learn to manage it more effectively
- ☐ explain what delegation is and why you should do it, describe a simple procedure for handling routine decisions and explain the importance of communication in decision making.

Throughout this Workbook, you will see that each Activity is accompanied by a symbol.

denotes a *reflective activity*, in which you are asked to think for a few minutes about a particular subject, to focus on or reinforce what you have just been reading, and perhaps jot down some notes, before going on to the next piece of work.

denotes an activity for which a specific *written answer* is required, the answers to which you will find at the back of the book.

The times given are approximate, and for your guidance only.

If you are reading this Workbook as part of your study for the Open BTEC programme, the symbol indicates points at which you should return to the Learning Sequence in the accompanying Study Guide before proceeding.