

## Table of Contents

INTRODUCTION .....	1
Who is this book for? .....	1
How the Supervisor's Big Book of Answers is organized .	1
A word about language .....	2
The challenges of being a supervisor .....	2
What makes a great supervisor? .....	4
BURNOUT .....	5
CHANGE AND TRANSITION .....	8
COACHING .....	14
COMMUNICATION SKILLS .....	17
CONFLICT OF INTEREST .....	28
CONFLICT RESOLUTION .....	29
CRISIS MANAGEMENT .....	36
CRITICAL EVENTS DEBRIEFING .....	39
DECISION MAKING .....	45
DELEGATION .....	51
DIFFICULT BEHAVIORS (See Also Facilitation Skills) . . . . .	55
DISCIPLINARY ACTION .....	60

DISMISSALS . . . . .	68
EMPOWERMENT . . . . .	73
EXIT INTERVIEWS. . . . .	78
FEEDBACK . . . . .	81
GOALS AND OBJECTIVES . . . . .	86
GROUP FACILITATION (see also Meeting Management) . . . . .	88
HARASSMENT . . . . .	94
INTUITION. . . . .	97
JOB SATISFACTION (see also Motivation) . . . . .	99
LEADERSHIP . . . . .	101
MEDIATION (see Conflict Resolution)	
MEETING MANAGEMENT (see also Group Facilitation) . . . . .	104
MENTORING . . . . .	113
MISSION AND VISION STATEMENTS. . . . .	116
MORALE (see Job Satisfaction & Motivation)	
MOTIVATION . . . . .	120
NEGOTIATING (see Conflict Resolution)	
ORIENTATION . . . . .	125
OUTCOMES . . . . .	128
PARTICIPATORY SUPERVISION. . . . .	131

PERFORMANCE APPRAISAL . . . . .	133
PRESENTATIONS AND PUBLIC SPEAKING . . . . .	142
PROBATIONARY PERIOD (see Recruitment, Section 7)	
PROBLEM SOLVING . . . . .	144
PROJECT MANAGEMENT . . . . .	148
REFERENCE CHECKS (see Recruitment)	
RECRUITMENT . . . . .	153
RESILIENCY . . . . .	166
REWARDS AND RECOGNITION . . . . .	168
SELF-DIRECTED TEAMS . . . . .	170
STRATEGIC PLANNING . . . . .	175
STRESS . . . . .	182
TEAM WORK . . . . .	187
TIME MANAGEMENT . . . . .	193
TRAINING . . . . .	200
TRUST . . . . .	203
WRITING MEMOS . . . . .	206
WRITING REPORTS . . . . .	208