

APPRECIATION SESSION--JOB RELATIONS PROGRAM
(time required--45 minutes to one hour)

INSTRUCTIONS AND OUTLINE

INSTRUCTIONS

Presentation

The success of the Job Relations program in your chapter will depend largely on the effectiveness of your presentation of this session. If you are successful in selling your senior bank officers on the values contained in the program, then you may be sure that it will receive their enthusiastic support.

The outline which follows is given to you as a tool to work with. Study it carefully. Read your manual and then when you are sure you have the whole story, give the session in your own words as much as possible. It is particularly important that for this session you read no more than is absolutely necessary.

Use discretion in drawing out points from group. This will depend upon type of person to whom the session is being given. Use some group participation however, it will liven up your presentation.

To help you in conserving precious time the following suggestions are made regarding preparation.

Preparation

1. Study this outline carefully and review your manual.
2. Obtain, if possible, a pad of drawing paper similar to that used by cartoonists and commercial artists and with a black crayon prepare in advance the following:
 - Sheet #1. The five basic needs of a supervisor (use arch--page 12 manual)
 - Sheet #2. Funnel--illustrating the complexity of the supervisor's job.
 - Sheet #3. Chart illustrating the supervisor gets results through people (page 18 manual). Leave circle blank, write supervisor in box and caption above.
 - Sheet #4. List foundation points.

- Sheet #5. Circle illustrating people must be treated as individuals. Write in caption--leave circle blank (page 27 manual)
- Sheet #6. Make up complete chart as shown (page 29 manual)
- Sheet #7. List analysis of old timer problem as shown on page 68 of the manual (first part of story)
3. If not able to obtain drawing paper then prepare in advance as much as possible--using sheets of paper to cover material until ready for presentation. By preparing in advance precious time may be saved in the session.

OUTLINE

Introduction

Job Relations is a streamlined course combining training and practice in the skill of leading.

Explain what is meant by a "supervisor" (manual page 17)

Two types of knowledge

- Work
- Responsibilities

Three skills

- Instruction
- Methods
- Leadership

(Uncover prepared chart--if not able to prepare in advance do not take time to do board work)

Giving workers technical skill is not enough. Supervisors must give every man and woman under their direction the leadership that enlists cooperation and teamwork.

Job Relations program can best be presented by a brief review of the high spots in the 10-hour course.

First--discuss the complexity of a supervisor's job:

Management expects - Production Quality

Management supplies - Material, Machines and Manpower (not enough)

Supervisors add to this the

Cooperation and Loyalty

of their people.

(Uncover sheet illustrating Job complexity--if not able to prepare in advance, do not take time to do board work)

Supervisors question - "How can I get loyalty and cooperation?" The answer is by good Job Relations and the pattern for such relations is presented graphically on the blackboard.

(Uncover chart with circle and box--if not able to prepare in advance TAKE TIME TO DO BOARD WORK)

First establish that "A Supervisor gets results through people." Then outline the supervisor's job in terms of responsibility for:

- Production
- Costs
- Quality
- Training
- Customer Relations
- etc.

and show that in each phase people are involved.

It is through people we obtain production -- (etc.)

(Fill in blank circle)

Job Relations line represents everyday relations between the supervisor and his people.

(Draw line to box--put on arrows)

FOUNDATIONS FOR GOOD RELATIONS

1. Let each worker know how he is getting along.
2. Give credit when due.
3. Tell people in advance about changes that will affect them.
4. Make best use of each person's ability.

(Turn to sheet showing foundations--Board--if not prepared in advance)

The last part of this chart deals with individual differences.

"People must be treated as individuals"

This circle represents an individual. What are the factors that affect him

HIS

- Job
- Family
- Health
- Background
- Financial Status
- etc.

He can't leave part of himself home when he comes to work.

(Turn to sheet showing individual circle--Board--if not prepared in advance)

Review Chart

(Turn to sheet showing whole chart)

These are the bases for good Job Relations but their use will not prevent all problems.

We define a Job Relations problem as:

"Anything the supervisor has to take action on"

Refer to problem sheet for typical problem.

The method developed in this course for handling problems that do arise is:

I. Get the Facts

- Review the record
- Find out what bank rules and customs apply
- Talk with individuals concerned
- Get opinions and feeling

Be sure you have the whole story.

II. Weigh and Decide

- Fit the facts together
- Consider their bearing on each other
- What possible actions are there
- Check practices and policies
- Consider objective and effect on individual, group, and production

Don't jump to conclusions.

III. Take Action

- Are you going to handle this yourself
- Do you need help
- Should you refer this to your supervisor
- Watch the timing of your action

Don't pass the buck

IV. Check Results

- How soon will you follow up
- How often will you need to check
- Watch for changes in output, attitudes and relationships
- Did your action help production

"After completing four steps we refer back to the Foundations to see if any of them might have helped to avoid the problem."

"I would like to illustrate the technique used in this course to provide the necessary training and practice in the use of this method. I shall use a practice problem, but in the actual course each supervisor is expected to bring in at least one problem of his own which is handled in a similar manner."

Tell the first part of the Old Timer story--page 67 manual

(Turn to prepared sheet and show analysis--page 68 manual)

Tell rest of the story--page 69 manual

(Add additional facts to prepared sheet)

(If it is not possible to prepare material in advance, use discretion in boarding this problem--Will depend on time available)

Summarize

Foundation points provide tools for preventing problem from developing.

Four-step method provides organized plan to follow in solving problems that do arise.

"Let me talk to you as I would to a group of supervisors."

(Use conclusion--page 92 of manual)