

## SECTION 3.1

### Activity 6

#### SCRIPT:

Speaker: The most effective supervisory style is somewhere between these two extremes.

Listener: I'm sorry, what did you say?

Speaker: I said, The most effective style is between the two extremes.

Listener: I see. Thank you.

Speaker: It is grounded on understanding human behavior.

Listener: Human what?

Speaker: 'behavior' And applying this knowledge to working with the people under you.

Listener: Sorry, I didn't quite catch that; applying the ...?

Speaker: knowledge

Listener: Okay, got it.

Speaker: Praise people for good work, but do not throw praise around lightly.

Listener: I do apologise, but the volume is low at the back here; do what with praise?

Speaker: Throw it around.

Listener: Thank you.

Speaker: Reprimanding, where called for, should be done in private and in a calm manner.

Listener: Excuse me. What is reprimanding?

Speaker: It's criticizing or telling people off for their mistakes.

Listener: I see.

Speaker: Never raise your voice, and always give the employee the opportunity to tell his or her own side of the story.

Listener: Sorry. Give them the what?

Speaker: The opportunity or chance. Listen attentively and do not interrupt.

Listener: I'm sorry.

Speaker: No, I meant that's what the supervisor should do: Listen and not interrupt.

Listener: Oh. OK.

Speaker: You should also give constructive criticism and be as specific as possible.

Listener: As what, sorry?

Speaker: as specific. Do not reprimand when you are in a temper or in anger.

Listener: In a ...?

Speaker: temper And do not get maneuvered into an argument.

Listener: What into an argument?

Speaker: maneuvered Avoid sarcasm and nagging.

Listener: I'm sorry, could you repeat that?

Speaker: Avoid sarcasm and nagging. And keep to the issues.

Listener: the ...?

Speaker: issues Remember the purpose of a reprimand is to right a wrong.

Listener: The *what* of a reprimand?

Speaker: purpose A good supervisor should not compound the wrong by creating resentment.

Listener: Do what with the wrong, sorry?

Speaker: compound Always emphasize the *what* rather than the who.

Listener: I didn't catch that again, sorry. Do what with the what?

Speaker: emphasize Good leaders are neither wishy-washy characters nor tyrants.

Listener: What kind of characters?

Speaker: wishy-washy They are neither ignored nor feared by their subordinates.

Listener: What nor feared sorry?

Speaker: ignored nor feared Capable supervisors have inner confidence plus the respect of their people.

Listener: The supervisors should be what, sorry?

Speaker: Capable

Listener: Thank you very much.

(Source: Adapted from "What Kind of Boss Are You?" [http://www.awci.org/cd/pdfs/9002\\_g.pdf](http://www.awci.org/cd/pdfs/9002_g.pdf) retrieved 20/02/2012)