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always possible. I also joined a listserv specifically targeting supervisors. This confidential forum allowed the free and open discussion of personnel issues and management techniques, while offering all members the opportunity to receive and contribute peer advice.

8) Developing Time Management Techniques

Management issues frequently take precedence over regular job duties. Because of this, I built extra time into each day to accommodate any management issues that might arise. This gave me time to manage, while also ensuring that I would complete my scheduled tasks.

I also made my work schedule readily available to staff members. I posted my schedule at my work station in addition to e-mailing it to the staff. If I had a critical deadline or a time-sensitive task, I labeled a block of time “Do Not Disturb.” Any time period not listed “Do Not Disturb” was understood to be open for staff visits and impromptu meetings.

9) Developing Stress Management Techniques

As with any job, it is critical for supervisors to learn the most effective techniques for stress management. Learning how to handle stress is an individual process, and should be developed based on personal preferences. Whatever the technique employed, it is important to maintain a calm demeanor. Staff members were more eager to discuss matters with me when I appeared calm and collected. Displaying obvious outward signs of stress made employees think that I was too busy to help them. I also noticed that stress was contagious and negatively impacted the morale of staff. When I maintained a calm appearance, staff seemed more relaxed and easygoing.

10) Enjoying Being a Supervisor

The single most important tip that I can offer first-time managers is to relax and enjoy being a supervisor. The rewards of effective management far outweigh its negative qualities. I have a great deal of pride in the success of my employees, and take a measure of satisfaction in supporting their professional development through training and education. Focusing on the benefits of supervision allows me to maintain a cheerful and optimistic outlook on my job. This outlook is infectious and has shown me that a happy supervisor makes for happy employees.