

supervisor of the enrollee normally supervises no one else in the normal performance of his work role, he often is unused to giving orders, and to planning work for others. On the other hand a supervisor in such a form has the opportunity, if motivated, to supervise the enrollee more closely and provide him with personal attention and advice. This form is also inherently unstable, however, because of the idiosyncratic nature of the interaction, the frequent lack of supervisory experience of the supervisor, and the indefinite prior expectations of the enrollee work role.



FIGURE 2. The Team Form.

The multiple supervisor form consists of one enrollee work role (sometimes two) and two or more supervisors of equal adult work role status. Usually one of the adults is the officially designated supervisor, but in practice other adults also supervise the enrollee and are thus *de facto* supervisors. This form is especially common in offices where enrollees do clerical and filing tasks. Frequently one clerk is official supervisor of the enrollee, but other clerks also assist in the supervision. Theoretically this form locates the enrollee in a position where he might receive conflicting instructions from his supervisors. Actually no such cases have come to our attention. Usually adult work roles in this form are highly structured, since such structuring is necessary for two or more adults of the same status-role to work together in the same situation. This structuring carries over into the enrollee work role. One of the reasons for the multiple supervisory situation, as a matter of fact, is the necessity of integrating the enrollee work role into the previously existing structure. This is done informally through private interaction among the supervisors, and between them and the enrollee. The multiple supervisory relationship also lessens the idiosyncratic factors which are involved in the team form.

