

## Leadership Self-Assessment: Is My Supervisory Style Reflective?

Instructions: Rate yourself on a scale of 1 (Rarely), 2 (Sometimes) or 3 (Almost Always)

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|--|---|---|---|
| 1. In a discussion, I can see areas of agreement among differing opinions.   | 1 | 2 | 3 |
| 2. I lead by example, not just by words.   | 1 | 2 | 3 |
| 3. I notice good work and I give staff positive feedback.  | 1 | 2 | 3 |
| 4. I recognize the value of humor in the workplace.  | 1 | 2 | 3 |
| 5. I have a vision of where the agency/center/project I lead is going, and can communicate it to others.   | 1 | 2 | 3 |
| 6. When something is not going right for one of my staff members, I take the time to help them think it through and develop an approach to solving it. | 1 | 2 | 3 |
| 7. I am comfortable telling other when I don't know the answer to a particular question.   | 1 | 2 | 3 |
| 8. I make sure we celebrate as a team when we meet milestones.   | 1 | 2 | 3 |
| 9. I have ways of handling the pressures of my position that allow me to think and strategize even in the midst of crisis.                             | 1 | 2 | 3 |
| 10. I focus the work of the agency/center/project I lead around the children and families we serve.  | 1 | 2 | 3 |
| 11. I make sure people know that it is safe to share their opinions and to say what they really think and feel.  | 1 | 2 | 3 |
| 12. I encourage people to let me know what they need in order to work well and, whenever possible, ensure that they get it.                            | 1 | 2 | 3 |
| 13. I gather input from others and involve staff in decision-making.   | 1 | 2 | 3 |
| 14. I devolve decision-making whenever appropriate.  | 1 | 2 | 3 |
| 15. I make opportunities to stay current about issues in the field.  | 1 | 2 | 3 |
| 16. I think before I act.  | 1 | 2 | 3 |
| 17. I meet regularly with the staff who report to me.  | 1 | 2 | 3 |
| 18. I solicit feedback from my staff about my own performance.   | 1 | 2 | 3 |
| 19. I have a mentor or supervisor in the organization.   | 1 | 2 | 3 |

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### Were your responses mostly:

**Ones?** Reflective supervision may be new to you or your organization. You may feel unsure or uncomfortable about using these practices with staff. Consider attending an external training session on reflective supervision and relationship-based organizations or request that your organization run an internal refresher. You also may wish to do some independent reading on reflective supervision. Finally, seek out a mentor with whom you can work to build these skills. Together; viewing some of your (videotaped) supervisory sessions may be helpful in identifying your strengths and developmental areas.

**Twos?** Reflective supervision is not entirely new to you however; you may be hesitant in fully implementing its practice. Based on the areas you have marked as “ones,” work with your supervisor or mentor to identify activities or experiences that will help you develop these skills and use them with confidence. Consider learning more about the theory of reflective supervision and relationship-based work in order to inform your practice. Attending an external conference on the subject may also prove useful.

**Threes?** You are comfortable using reflective supervision with your staff and have integrated many facets of this approach into your daily work. How can you expand your knowledge and continue growing? What are your developmental areas or personal goals? Discuss with your mentor or supervisor what your next performance milestones might be. Developing your own training session or conference presentation on reflective supervision? Mentoring a challenging staff member? Develop a performance plan that will continue to engage and excite you while supplementing your work experience with external conferences and classes.