Approaches to Supervision Inventory  
(Short Form-Entry)

Based on your experience supervising professional staff during the previous twelve months, select the response (A, B, C, or D) that best describes your usual or typical approach. Write the letter that corresponds to your chosen response in the space provided to the left of each item. To be of value candor is essential.

_____ 1. For me the most important goal of supervision was to

A. honor organizational authority.  
B. respect individual abilities.  
C. establish rapport with staff.  
D. establish a shared commitment to goals.

_____ 2. When faced with a decision that affected the whole staff, I

A. provided information that allowed the staff to understand the reasons for my making the decision I did.  
B. allowed the staff the autonomy of gathering the information they needed and to make their own decision.  
C. listened to each staff member's feeling and opinions and helped the staff arrive at a consensus decision.  
D. collaborated with the staff in gathering information and in generating a decision.

_____ 3. My supervision most frequently emphasized achieving goals of

A. upper level administrators.  
B. individual professionals.  
C. departmental cohesion or good staff relationships.  
D. the institution or division.

_____ 4. Most of my supervision occurred

A. irregularly, on an as needed basis.  
B. infrequently, when requested.  
C. frequently, as a part of everyday interactions.  
D. regularly and systematically on a planned schedule.
5. I view supervision in the context of my own work as interactions to

A. maintain clear work instructions.
B. encourage professional autonomy.
C. solidify relationships.
D. enhance productivity.

6. I felt most successful as a supervisor when the staff were fully knowledgeable about

A. the instructions I provided about work expectations.
B. the work-related concerns of the staff.
C. the relationships among staff.
D. the organization and its goals.

7. My relationship with staff who I supervise is based primarily on

A. institutional definitions of responsibilities.
B. my desire to allow maximum individual autonomy of action and style.
C. creating camaraderie and close personal relationships.
D. shared commitment to excellence.

8. I handled poor staff performance by

A. instructing staff about how to handle the situation or solve the problem.
B. encouraging staff to find their own solutions to problems.
C. showing personal support for continued effort at improved performance.
D. helping staff design better strategies for getting the work done.

9. In my supervision, I held to the belief that the single most important attribute of my relationship with staff was

A. maintaining respect for authority.
B. showing respect for independence of action.
C. creating harmony among people.
D. gaining commitment to mutually derived goals.
10. When conflicts occurred between a staff member whom I supervised and other units of the organization, I

A. intervened to assure compliance with institutional policies and procedures.
B. allowed the staff member to deal with the matter in his or her own way.
C. supported and/or defended my staff member.
D. mediated the conflicts.

11. Personal and professional development needs of staff were determined by

A. establishing discrepancies between institutional requirements and current staff attributes.
B. encouraging staff to pursue their professional interests.
C. supporting staff members in doing what made them happy and productive.
D. supervisor and staff member collaboratively.

12. In my supervision of staff, individual fit with the institutional culture was viewed as

A. irrelevant, so long as the work is performed.
B. a matter of staff member choice.
C. optional, so long as a sense of community is achieved.
D. a significant determinant for success.

13. When things went wrong for staff members, I tended to

A. offer direct advice for corrective action.
B. expect the staff member to find a solution or ask for help.
C. champion the staff member to bolster confidence.
D. look for an explanation jointly between the organization and the staff member.
Scoring the Supervisory Approaches Inventory

Count all the As, Bs, Cs, and Ds marked on items 1 through 13. Record the number in the space provided below. (See below for division.)

Number of As: __________ divide by 13 = ________ multiply by 100 = ________ %
Number of Bs: __________ divide by 13 = ________ multiply by 100 = ________ %
Number of Cs: __________ divide by 13 = ________ multiply by 100 = ________ %
Number of Ds: __________ divide by 13 = ________ multiply by 100 = ________ %

1/13 = .08 5/13 = .38 9/13 = .69
2/13 = .15 6/13 = .46 10/13 = .77
3/13 = .23 7/13 = .54 11/13 = .85
4/13 = .31 8/13 = .62 12/13 = .92

A. Authoritarian Supervision : __________ %
B. Laissez-faire Supervision : __________%
C. Companionable Supervision : __________ %
D. Synergistic Supervision : __________ %