Supervision Checklist

Scale: 1 = Not done well, needs improvement; 5 = Done exceptionally well

1) Tuning In skill
   a) Moves the setting to a neutral location where neither side has a power advantage ........ 1  2  3  4  5
   b) Clarifies the immediate problem at hand ................................................................. 1  2  3  4  5
   c) Determines the sense of urgency .............................................................................. 1  2  3  4  5
   d) Anticipates worker reaction to information presented ............................................. 1  2  3  4  5

2) Contracting skills
   a) Solicits the agenda from worker .............................................................................. 1  2  3  4  5
   b) Negotiates the agenda with the worker .................................................................... 1  2  3  4  5

3) Sharing of feeling skills
   a) Addresses feelings about an issue before trying to address the facts ...................... 1  2  3  4  5
   b) Willing to be vulnerable ......................................................................................... 1  2  3  4  5
   c) Willing to show underlying feelings of warmth and caring ..................................... 1  2  3  4  5
   d) Willing to express honest anger .............................................................................. 1  2  3  4  5

4) Empathy skills
   a) Acknowledges and tunes into worker feelings ......................................................... 1  2  3  4  5
   b) Lets the worker know that supervisor understands the way the worker feels .......... 1  2  3  4  5
   c) Focuses on personal problems, but only in terms of how they are job related .......... 1  2  3  4  5
   d) Allows/requests workers to share the affective (feeling) part of their communication ... 1  2  3  4  5
   e) Is non-judgmental ..................................................................................................... 1  2  3  4  5

5) Elaborating skills
   a) Does not discuss or propose a solution until the problem is completely assessed .... 1  2  3  4  5
   b) Avoids jumping to another topic before completely completing a topic ................. 1  2  3  4  5
   c) Moves from the general to the specific .................................................................. 1  2  3  4  5
   d) Listens and does not prematurely cut off the worker ................................................. 1  2  3  4  5
   e) Explores problems (allows for the hypothetical, explanatory stories, role plays, etc.) ... 1  2  3  4  5
   f) Uses silence as a tool to get at meaning vs. feeling uneasy or cutting off silence .... 1  2  3  4  5
   g) Questions allow elaboration rather than cutting the conversation off .................... 1  2  3  4  5

6) Making a demand for work skills
   a) Acknowledges the difficulty of change .................................................................... 1  2  3  4  5
   b) Supportive and demanding at the same time ....................................................... 1  2  3  4  5
   c) Willing to confront if it facilitates work e.g., challenging the illusion of work ........ 1  2  3  4  5

7) Pointing out obstacles skills
   a) Addresses emotions behind behaviors, e.g., expressions of anger or negative attitude ... 1  2  3  4  5
   b) Allows staff to save face if and feel good about situation/problem ....................... 1  2  3  4  5
   c) Partializing the workers concerns ......................................................................... 1  2  3  4  5
   d) Willing to explore taboo subjects, sex, authority, etc. ............................................. 1  2  3  4  5

8) Sharing data skills
   a) Insures worker has access to supervisor’s relevant data (facts, beliefs, values, policies) 1  2  3  4  5
   b) Avoids providing information too fast ..................................................................... 1  2  3  4  5
   c) Allows workers to express their opinions and challenge data and ideas ............... 1  2  3  4  5
   d) Insures worker shares information that monitors the worker’s progress ............... 1  2  3  4  5

9) Ending session skills
   a) Summarizes the results of the session ..................................................................... 1  2  3  4  5
   b) If agreement is reached, who does what in terms of next steps is clarified ............. 1  2  3  4  5
   c) Formally addresses “doorknob” conversation or moves it to the next meeting ....... 1  2  3  4  5


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