

SUPERVISION AND APPRAISAL INTERVIEWING STYLE QUESTIONNAIRE

What is your preferred supervision and appraisal interviewing style?

If you already carry out supervisions and appraisals, please answer these 12 questions about how you currently carry out supervision and appraisal sessions with your staff. **If you have not carried out a supervision or appraisal before**, please answer the 12 questions as to how you think you would carry out a supervision or appraisal session with your staff.

Each question has four alternative answers. The answers are neither right nor wrong. They simply describe different ways of conducting a supervision or appraisal session. For each question, please put a tick against the answer that you believe would best describe your preferred method for conducting staff supervisions and appraisals.

This questionnaire requires a “ring” against one of the options: a,b, c or d

1 When preparing for the supervision or appraisal, would you:

- (a) Give your staff member a blank form to complete, and prepare only a rough draft yourself?
- (b) Complete the form yourself without giving one to your staff member?
- (c) Complete the form yourself and give a blank one to your staff member to help him/her think about the areas you will discuss?
- (d) Complete the form yourself and ask your staff member to complete one as well?

2 When starting the session, would you tell your staff member its purpose is to:

- (a) Discuss **your** opinions of his/her performance skills and progress?
- (b) Discuss **your** opinions of him/her but say that you are interested in, and willing to consider his/her opinions?
- (c) Have a two-way discussion, sharing opinions and coming to mutual conclusions?
- (d) Let your staff member tell you **his/her** opinions about his/her own performance

3 During the session would your preference be to use:

- (a) Mainly comments and statements?
- (b) Mainly questions with occasional statements?
- (c) Mainly statements with occasional questions?
- (d) A 50/50 mix of questions and statements?

4 During the session when discussing standards of performance, would you:

- (a) Tell your staff member exactly what you expect?
- (b) Ask your staff member to propose the standards he/she feels are appropriate?
- (c) Jointly agree standards with him/her?
- (d) Tell your staff member what you expect, but also say that you are prepared to listen to his/her opinions?

5 If your supervision or appraisal scheme does or were to use an evaluation or rating system, would you:

- (a) Tell your staff member the ratings you have given and explain the reasons for them?
- (b) Tell your staff member what ratings you have given but say that you are prepared to change them in the light of his/her comments?
- (c) Ask your staff member to evaluate his/her own performance, then discuss the conclusions he/she has come to
- (d) Jointly discuss and agree your staff member's evaluation during the appraisal interview?

6 When discussing some of the possible causes of low performance and their solutions with a staff member, would you:

- (a) Jointly identify problems and their solutions?
- (b) Tell you him/her the problems and propose **your** solutions?
- (c) Tell him/her your opinions and listen to **his/her** suggestions?
- (d) Let him/her identify the problems and suggest **his/her** own solutions?

7 When discussing a staff member's personal strengths and weaknesses, would you:

- (a) Let your staff member tell you what **he/she** feels are his/her strengths and weaknesses?
- (b) Jointly identify his/her strengths and weaknesses?
- (c) Tell your staff member what you think are his/her strengths and weaknesses and give him/her your reasons?
- (d) Give your opinions but change them in the light of your staff member's comments?

8 When conducting the sessions, would you talk:

- (a) For more than 70% of the time?
- (b) For about 60% of the time?
- (c) For about 50% of the time?
- (d) For less than 40% of the time?

9 When discussing your staff member's training and development during the session, would you:

- (a) Let your staff member tell you about his/her interests and how he/she would like to develop?
- (b) Jointly identify and agree training and development opportunities?
- (c) Tell your staff member what training **you** consider he/she needs in order to carry out his/her job to the required standard?
- (d) Tell your staff member what training and development you think he/she should undertake, but be prepared to modify your own opinions in the light of his/her reactions?

10 When discussing your staff member's future career potential, would you:

- (a) Jointly discuss and agree career potential and direction and future opportunities?
- (b) Make your own suggestions about his/her career potential and seek his/her career direction?
- (c) Use your staff member's own opinions about his/her career potential as the basis for discussion?
- (d) Tell your staff member exactly what **you** think his/her career potential is and what should be his/her career direction?

11 At the end of the session, would you:

- (a) Propose an action plan but modify it in response to your staff member's comments?

- (b) Tell your staff member the action plan **you** would like to see implemented?
- (c) Ask your staff member to propose an action plan to follow up the points discussed?
- (d) Jointly develop an action plan through mutual discussion?

12 When the supervision session is finalized, do you feel that it should mainly reflect:

- (a) Your opinions modified to a slight extent to take account of your staff member's opinions?
- (b) Opinions you have jointly arrived at by open discussion?
- (c) Your staff member's opinion of him/herself modified slightly to take account of your opinions?
- (d) Your opinions of your staff member?

SUPERVISION AND APPRAISAL STYLE QUESTIONNAIRE

MANAGER'S INTERPRETATION

Question	Response			
1	B	C	D	A
2	A	B	C	D
3	A	C	D	B
4	A	D	C	B
5	A	B	D	C
6	B	C	A	D
7	C	D	B	A
8	A	B	C	D
9	C	D	B	A
10	D	B	A	C
11	B	A	D	C
12	D	A	B	C
Totals				
	Tell	Advise and Listen	Joint	Self- Assess