

Reflection 1: Self-reflection includes a careful examination of how work is done at your center and particularly how you assign or delegate work to others.

What about your work style? Think about your typical work behavior as a supervisor as complete the following exercise: For each situation described below, select the response that best describes your typical behavior.

1. In a typical week
 - a. I complete my work within 40 hours.
 - b. I work 40 hours plus many evenings and weekends.
2. In a typical week I spend most of my time
 - a. evaluating the program, training staff and planning
 - b. answering the phone, attending meetings, and resolving personnel problems.
3. When I'm on vacation, my time off is
 - a. only occasionally interrupted by center emergencies.
 - b. B frequently interrupted by calls about routine problems.
4. When I delegate a task to a staff member,
 - a. I explain the result expected and allow the individual to "do her thing."
 - b. I spell out how to complete the task, step by step.
5. After I've delegated a task,
 - a. I have the individual provide periodic progress reports.
 - b. I check once or twice a day to see how its going.
6. When a staff member is foundering with a delegated task,
 - a. I offer to provide whatever assistance is needed
 - b. I take the job back and do it myself.
7. When a staff member does an acceptable but not exceptional job on a delegated task,
 - a. I accept the work and point out how it could be improved next time
 - b. I do it over myself
8. When a staff member suggests a change in my way of doing a task,
 - a. I assess the pros and cons of each approach
 - b. I become defensive and show why my way is best.