Index

Abbreviations, avoiding, 124–125
Abstract thinking, 83
Academic settings, clinical supervision in, 7
Accessibility, effective supervisors and, 11
Accountability, 4, 43, 259
Active learners, 151, 156
Activity log, 84, 88–89
Adjourning stage, 58
Administrative supervision:
  vs. clinical supervision, 4–6
tasks and informed consent, 127, 129
Affective constellation, 182
Agencies, clinical supervision in, 7
Agreement, statement of, 128, 130
Ambivalence, working with, 230–231
American Association for Marriage and Family
  Therapy (AAMFT), 9, 23
Anger, defusing, 230
Anxiety:
coping with, 212–213
group supervision and, 56, 61
live supervision and reducing, 93
recorded sessions and, 97–98
relationship difficulties and, 216–217,
  226–227
self-awareness and, 182
working alliance and, 164–165
Apathy, 12–13
  working with, 232, 233
Appearance, problems with, 187–188, 189
Art therapy, 84, 104, 106
Assessment:
case consultation and, 86
planning for supervision and, 117
recommended skills for supervisors, 9
topics for discussion and, 115
Association for Counselor Education and Super-
  vision (ACES), 22
Audiotaping, 83, 84, 94–102
group supervision and, 54
interpersonal process recall and, 44
Auditory learners, 151, 155–156
Authenticity, effective supervisors and, 10
Authority:
  authoritarian model of leadership, 154–155
  expert model and, 36
group supervision and diffusing issues of, 54
  relationship models and, 43
Autonomy:
  work values and, 155
Availability, effective supervisors and, 11
Background, supervisory difficulties and, 3
Bad supervisors, 12, 13
  harmful supervisors, 262–265
Behavioral checklists, evaluative feedback and,
  142, 145
Behavioral description, 40
Bias:
evaluation and, 135
  individual supervision and, 52
Blame, relationship difficulties and, 217
Boundary issues:
evaluation and, 136
overstepping, group supervision and, 56
planning for supervision and, 117
problems with, 13
supervisee-clients relationship, 27–28
supervisor-supervisee relationship, 25–27
topics for discussion and, 115, 116
Brainstorming, 206–210
Burnout, 255–258
  relationship difficulties and, 221–222
  symptoms of, 257
Burns, David, 228
Case consultation, 83, 84, 85–88
Case review sheet, 84, 88–89, 90
Case scenarios, simulated, 84, 88–89, 90
Center for Credentialing and Education (CCE), 23
Certification:
  required supervision courses for, 8
  supervision contracts and, 131
Change, coaching and a commitment to, 204
Cheerleading, 63
Choice in supervision, 2, 3
Clarifying, 63
Client population, 151
selecting a format and, 48
Climate, organizational. See Organizational climate
Clinical psychology, 39
Coaching, 203–206
Cohesion, group supervision and, 56
Collaboration, 244–247
team supervision and, 75
Collaborative approach, expert model and, 37
College counseling center, clinical supervision in, 7
Colombo technique, 228
Common factors, 170
Communication, supervisors and effective, 11
Compact disc (CD), 95
Compartmentalizing, 206
Compassion fatigue, 255–258
relationship difficulties and, 221–222
Competence, 21–24
increasing, 5
multicultural, 24–25, 117
selecting a format and, 48
supervisor, 7–10
difficulties and, 3
Competition, group supervision and, 63
Comprehensive model, 45, 46
Compromise, promoting teamwork and, 250
Computer technology, 103–104
Concluding supervision, 265–268
Confidentiality:
computer technology and, 103
group supervision and, 67–68
taping and, 97–98
Conflict:
group supervision and, 55, 61, 70–71
promoting teamwork and, 251
Confrontation:
effective supervisors and, 10
group supervision and, 55
promoting teamwork and, 251
Consensus building, promoting teamwork and, 250
Consultation, vs. supervision, 2–3
Control, externalization of, 217
Cooperation, team supervision and, 76
Cotherapy, 48, 83
live supervision and, 91–92
Counseling, 39
goal setting and, 114
problem-solving skills, 206
recommended skills for supervisors, 9
vs. supervision, 2, 26
Countertransference, 40
relationship difficulties and, 217–218
team supervision and, 7
Crises:
intervention and planning for supervision, 117
combining methods and techniques, 108
teamwork and, 249–250
Criticism:
excessive, 13
expert model and, 37
Cultural differences. See Multicultural issues
Dates, informed consent and, 127
Definition of supervision, 2, 3
Defensiveness, relationship difficulties and, 227–231
techniques to defuse, 228–229
Demonstrations, 48
Developmental level:
selecting a format and, 49
supervision style and, 151
Developmental models, 41, 44
Diagnostic skills:
case consultation and, 86
planning for supervision and, 117
recommended skills for supervisors, 9
topics for discussion and, 115
Difference, appreciating, 54
Difficulties in supervision, 3
combining methods and techniques, 206
teamwork and, 249–250
Disability status, multicultural competence and, 24
Discipline, model supervision and, 38–39
Disclosure, professional, 127, 128
Discrepancies, feedback and, 202, 203
Discrimination model, 26, 44
Disengagement, 257–258
Distorted thinking, 40
self-awareness and, 176
challenging, 184–187
Documentation, written, 84, 88–89, 121–122
client care, 191–193
INDEX 287

clinical vs. administrative supervision, 5
  group supervision and, 68–69
  organizing the file, 123–135
  planning for supervision and, 117
  topics for discussion and, 115
Doubling, 105
Dress, common problems with, 187–188, 189
Dual relationships. See Boundary issues

Effective supervisors, qualities of, 10–12
E-mail, 103
Empathetic responding, 63
  corrective feedback and, 201, 203
  effective supervisors and, 10
  promoting teamwork and, 250
  relationship difficulties and, 222
  reducing anxiety with, 174
Employee Assistance Program (EAP), 235, 256
Employment, negative evaluation and, 28
Encouragers, 63
Environmental factors:
  building collaboration and, 248
  recommended skills for supervisors, 9
  relationship difficulties and, 217, 220–221
  supervision style and, 151
Equal Employment Opportunity Commission (EEOC), Guidelines and the Disability Act, 4
Ethical Guidelines for Counseling Supervisors, 22, 26, 27
Ethical issues:
  behavioral indicators and, 145
  clinical vs. administrative supervision, 5
  informed consent and, 127, 129
  judgment, 9
  modeling appropriate behavior, 12
  planning for supervision and, 117
See also Boundary issues; Competence; Evaluation; Gatekeeping; Informed consent; Legal issues
Ethnicity, multicultural competence and, 24
Evaluation, 2, 28–29, 135–150
  connecting goals with, 138
  fair, 135–139, 140
  feedback for supervisors, 146–150
  informed consent and, 127, 129
  paper and pencil instruments, 142–145
  planning for, 140–145
  steps for handling a negative, 232–233
  summary, 123
Exaggeration, 227
  Expectations, clarity of, 11
  Experiential methods, 84, 104–106, 107
  Expert model, 36–37
  Exploitation, individual supervision and, 52
Family sculpting, group supervision and, 55
Favoritism, evaluation and, 135
Feedback:
  different viewpoints, 75
  evaluative, 136–137
  failing to offer, 12–13
  group supervision and, 54, 66–67
  providing corrective, 198–203
  team supervision and, 75
  techniques, 202, 203
  voice-overs, 98
  willingness to hear, 10
Field dependent/independent, 151, 153–154
Fishbowl technique, 262
Flexibility, effective supervisors and, 10
Formats, clinical supervision, 48. See also Group format; Individual format
Forming stage, 56–57
Fraud, engaging in, 234
Gatekeeping, 28–29
Gender, multicultural competence and, 24
Genetic counseling, 23
Genograms, 84, 104, 106
  self-awareness through family, 181–184
Genuineness, effective supervisors and, 10
Gerontological counseling, 23
Gestalt empty chair, 83, 84, 104–105, 182
Ginott, Haim, 202
Glasser, William, 176
Goals:
  ownership of, 197
  relationship problems, and 217, 219
  setting, 9, 112–115
  ten steps for, 120
Graduate school programs, team supervision and, 73–74
Group formats, 53–54
  group supervision, 7, 54–56, 73
  confidentiality and, 67, 68
  dynamics, observation of, 58–61
  member selection, 64, 65
  stages of group development, 56–58
  structuring, 61–72
INDEX

Group formats (continued)
  peer supervision, 77
  structuring, 77–80
  team supervision, 72
  structuring, 74–77

Guilt, 257

Harmful supervision, 262–265
Harm to clients, 234
  individual supervision and, 52
Health Insurance Portability and Accountability Act (HIPAA), 130
Homogeneity:
  group supervision and, 65
  team supervision and, 74
Humor:
  defusing uncomfortable situations through, 229–230
  effective supervisors and, 10, 12

Illogical thinking, self-awareness and, 176, 184–187
Impairment, supervisees and, 28, 29, 234–236
Impairment, supervisors and, 262–265
Improvement, evaluative feedback and, 141
Individual supervision, 49–53
  group supervision and, 54
Ineffective supervisors, 12–14
Information:
  professional development and exchange of, 253–254
  withholding, 234
Informed consent, 122, 126–127
  beginning supervision and, 161
  for clients of supervisees, 20–21
  content and structure, 127–130
  explanation to clients, 130–131
  for supervisees, 18–20
Instant payoff technique, 204, 206
Integrated developmental model (IDM), 44
  planning for supervision and, 119–120
Interactive live supervision, 41–42, 84, 91–93
Internal focus, 225
Internet, 103
Internships:
  goal setting and, 114
  supervision contracts and, 131–135
  team supervision and, 74
Interpersonal process recall (IPR), 41, 43–44, 84, 99, 100–101

  crisis situations and, 108
  self-awareness and, 176
  Invigoration, staff, 14, 54
  Isolation:
    areas of, 103
    individual supervision and, 52
  Isomorphism, 39–40, 41
  “I” statements, 201–202, 203
Journaling, 84, 88–89
Judgment, impaired, 52

Kagan, Norm, 43
Kinesthetic learners, 151, 156

Leadership style, 69–70
  expert model and, 36
  promoting teamwork and, 249
  supervision style and, 151, 154–155
Learning environment, safe, 11
Learning styles:
  selecting a format and, 49
  supervision style and, 151, 155–156
Legal issues, 29–31
  clinical vs. administrative supervision, 5
  informed consent and, 127, 129
  supervisory difficulties and, 3
  See also Ethical issues
Liability:
  documentation and, 68–69
  vicarious, 29–30, 123
Licensure:
  computer technology and ethical issues with, 103–104
  goal setting and, 114
  live supervision, 91–93
  lousy supervision, 12, 13
  negative evaluation and, 28, 237–238
  supervision contracts and, 131
  team supervision and, 74
“Lying in Psychotherapy Supervision: Why Residents Say One Thing and Do Another,” 86

Malpractice:
  avoiding, 30–31
  insurance, 123
  plan, 123
  prevention, 1
Mastery, evaluative feedback and, 141
Maturity, personal and professional, 12
Medical model, 39  
  team supervision and, 72–73  
Member selection, groups, 64–65  
Metaphors:  
  corrective feedback and, 202–203  
  reducing anxiety with, 174  
  for understanding ambivalence, 231–232  
Methods, clinical supervision. 84. See specific types  
Methods, combining techniques and, 106–109  
Meyers-Briggs Type Indicator (MBTI), 151, 152–153  
Microphones, clip-on, 96  
Mistakes, normalizing, 173–174  
Mistreatment, evaluation and, 135  
Modeling, 83, 84, 93–94  
  Models of clinical supervision, 38–46  
  personal supervision, creating a, 38–39  
  popular approaches, 35–38  
  recommended comprehensive model, 45, 46  
  supervision specific, 41  
See also specific type  
Monetary issues, 5  
  selecting a format and, 49  
Motivation, promoting teamwork and, 250–251  
Multicultural issues, 217, 219–220  
  case consultation and, 86  
  evaluative judgment, 139  
  group supervision and, 54, 71–72  
  planning for supervision and, 117  
  recommended skills for supervisors, 9  
  selecting a format and, 48–49  
  stereotypical viewpoint on, 13  
  topics for discussion and, 115  
See also Competence, multicultural  
Narrative stories, 40, 258  
National Association for Social Workers  (NASW), 22  
National Board for Certified Counselors  (NBCC), 8–9  
Needs, differences in, 217, 219  
Negative judgment, 37  
No-model model, 35–36  
Nondirective behavior, 13  
Nonverbal behavior:  
  email and, 103  
  interpersonal process recall and, 44  
Norming stage, 57  
Nursing, 39  
Objection, preempt, 229  
Objectivity, impaired: evaluation and, 135  
Observation:  
  group dynamics, 58–61  
  live, 48, 83, 84, 91  
  modeling and demonstration, 94  
Obstacles:  
  evaluative feedback and, 141  
  overcoming, 5  
On-campus practicum, 7  
One-size-fits-all model, 37–38  
Online consultations, 103  
Openness, effective supervisors and, 10  
Options, evaluative feedback and, 141  
Organizational climate:  
  building collaboration and, 248  
  relationship difficulties and, 217, 220–221  
  supervisory difficulties and, 3  
  team supervision and, 74, 75  
Orientation, 165–168  
Paper-and-pencil instruments, 142–145  
  See also Documentation, written  
Paradoxical interventions, 226  
Parallel process, 213–214, 229  
  model, 39–40, 41  
  noting, 57–58  
  self-awareness and, 182  
Paraphrasing, 63  
  promoting teamwork and, 250  
Partializing, 206  
Peer consultation groups, 260–262  
Perfectionism:  
  relationship difficulties and, 226–227  
  self-awareness and, 176  
Performance appraisal, 5  
Performing stage, 58  
Perls, Fritz, 105  
Personal awareness, relationship models and, 43  
Personal growth, 253–254  
Personality:  
  assessment, 38  
  differences in, 217, 219  
  disorder and evaluation, 28–29  
  supervision style and, 151, 152–154  
Phantom supervisor, 229  
Planning, 117–120, 121  
  ten steps for, 121  
Plops, 59, 69
INDEX

Positive regard, unconditional, 172–173

Power:
- diffusing issues of, 54
- effective supervisors and personal, 12
- relationship models and, 43

Prejudice, evaluation and, 135. See also Multicultural issues

Preparedness, 167–168

Privileged communication, 21

Problem-solving strategies:
- brainstorming, 206–209
- gaining focus, 206
- group supervision and, 54
- implementing, 206–210
- instant payoff technique, 204–206
- recommended skills, 9
- situational, 208

Process recording, 84, 88–89

Professional development, 253–254

Professional liability insurance, 30

Psychodrama, 83, 84, 104–105
  self-awareness and, 182

Psychotherapy:
- broaching the subject of, 236
- goal setting and, 114
- problem-solving skills, 206
- professional development, 253
- recommended skills, 9
- vs. supervision, 2, 177–178

Questions:
- beginning supervision and, 113
- collaboration, 246–247
- consultation-style, 247
- corrective feedback, 199, 202
- goal setting, 114
- open-ended
  - promoting teamwork and, 250
  - relationship difficulties and, 222
- process, 246–247
- scaling, 202, 246–247
- solution-focused, 222, 224, 225
- structured, 84, 87–88
- warm, 225–226

Race, multicultural competence and, 24

Rapport-building skills, 63
  - promoting teamwork and, 250

Rating scales, evaluative feedback and, 142
  - for psychotherapists and counselors, 143–144
  - for supervisees, 148–149

Rational emotive therapy (RET), 218

Reciprocity, coaching and, 204

Recordings:
- reviewing with supervisees, 101–102
  See also Audiotaping; Videotaping

Referral of supervisees, 234–236

Reflecting feelings, 63
  - promoting teamwork and, 250
  - self-awareness and, 174

Reframing, 227

Rejuvenation, staff, 14, 54

Relationship difficulties, understanding,
  210–212
  - anxious or perfectionist supervisees, 226–27
  - apathetic and uninvolved supervisees, 232, 233
- case consultation and, 86
- contributing factors, 216–222
- defensive and resistant supervisees, 227–232
- models for, 212–216
- referral to outside help, 234–236
- strategies for working through, 222–226
- termination of supervisees, 236–241
- videotaping to improve, 233–234

Relationship model, 41, 42–43

Release forms, signed, 97, 132
  - recording and, 122, 132

Religion, multicultural competence and, 24

Remediation plans, 28, 31

Research, supervision, 6–7

Resistance, relationship difficulties and, 227–232

Resources:
  - commitment of, 3
  - selecting a format and, 49

Respect, effective supervisors and, 10

Risk-taking:
  - evaluative feedback and, 141
  - group supervision and promoting, 54

Rogers, Carl, 170

Role ambiguity, 165
  - effective supervisors and, 11
  - supervisory difficulties and, 3, 4–6

Role-play, 48, 83, 84, 104–105
  - group supervision and, 55
  - self-awareness and, 182

Role reversal, 83, 84, 104–105
  - group supervision and, 55
  - self-awareness and, 182

Romantic involvement. See Sexual attraction

Rural areas, 103
Safety:
  creating a place of, 168–174
  evaluation and, 140–141
  promoting teamwork and, 251
  supervision style and, 151
  team supervision and, 76
Sandwiching, 202, 203
Scapegoating, group supervision and, 56, 69
Self-awareness:
  case consultation and, 86
  developing, 174–187
  topics for discussion and, 115
Self-confidence, 66–67
Self-direction, work values and, 155
Self-disclosure:
  corrective feedback and, 201, 203
  promoting teamwork and, 250
  reducing anxiety with, 174
  relationship difficulties and, 222
Self-efficacy:
  case consultation and, 86
  corrective feedback and, 198–199
  development of, 42
  group supervision and, 55, 66–67
Self-evaluation, 52, 213–214
  collaboration and, 246–247
Self-exploration in groups, 54
Self-involving statements, 222, 226
Sexual attraction, 27–28
  beginning supervision and, 188–191
Sexual orientation, 24
Signatures, informed consent and, 127
Situational leadership model, 154
Size, group, 64, 78
Snapshot technique, 106, 107
SOAP Model, 191
Social cognitive theory, 40
Socioeconomic class, 24
Sociogram, 59, 60
Soliloquy, 105
Solution-focused model:
  corrective feedback and, 202
  questions, 40
Stamina, 258, 259
“Standards for Counseling Supervisors,” 22
Storming stage, 57
Storytelling:
  corrective feedback and, 202–203
  depersonalizing feedback through, 229
Stress, 255–258
  relationship difficulties and, 221–222
Style, supervision, 150–157
Subgroups, competing, 56
Subjectivity, evaluative feedback and, 142
Substance abuse treatment, 1, 39
  evaluation and, 28–29
Summarizing, 63
  relationship difficulties and, 222, 225
Supervisee-as-patient model, 38
Supervision of supervision, 258, 259
Supervision contract, 20, 122, 126–127, 131–135
  beginning supervision and, 161
  possible topics for, 133
  sample, 134–135
Supervision log, 123–125
  basic and expanded, examples of, 125
  of supervision, 258–265
Supervisor complexity model (SCM), 44
Swiss cheesing, 206
Systems perspective, 9, 39, 40, 214
  planning for supervision and, 119
  topics for discussion and, 115
Teamwork:
  building, 249
  group supervision and, 54
  promoting, 247–252
Techniques:
  combining methods and, 106–109
  methods and, 84
  See also specific types
Teleconferencing, 95
Tentative language, 228
Termination, 236–239, 265–267
Therapy, vs. supervision, 2
Time management:
  clinical vs. administrative supervision, 5
  group supervision and, 61, 65–66
  selecting a format and, 49
  supervisory difficulties and, 3
  team supervision and, 75–76
Tolerance:
  effective supervisors and, 10
  group supervision and developing, 54
Topical selection, 84, 115–117
  individual supervision and, 51–52
Toxic environments, 217–218
Training:
  importance of, 14
  needs/requirements, 151
  supervisory difficulties and supervisee, 3
Transference, 40
  relationship difficulties and, 217–218
  self-awareness and, 182
  team supervision and, 76–77
Transtheoretical Model, 214–216
Trauma, secondary, 257, 258
Treatment facilities:
  clinical supervision in, 7
  planning for supervision and, 117
Trust:
  building trust, 163, 168–170, 173, 174
  coaching and, 204
  effective supervisors and, 10
  evaluation and, 140–141
  relationship models and, 43
Uninvolve ment, working with, 232, 233
Unity, staff, 75
Values Scale, 155
Verbatims, 84, 88–89
Vicarious Liability, 29, 30
Videoconferencing, 95, 103
Videotaping, 7, 48, 83, 84, 94–102, 233–234
  group supervision and, 54
  interpersonal process recall and, 44
Viewpoint, differences in, 217, 218–219
Vignettes, case, 84, 88–89, 90
Visual learners, 151, 155–156
Well-being, maintaining a sense of, 254–258
Work:
  demand for, 197
  illusion of, 211
  values, 151, 155
Working alliance, 42
  building the, 162–165
  supervisory, 163
Written activities, 48, 83, 84, 88–91
xyz formula, 202, 203