CONTENTS

Foreword	ix
Kara Zimmerman	
Prologue	xi
PART I. IN THE BEGINNING	1
Chapter 1. The History and Traditions of Clinical Supervision	3
History: Somewhat Briefly	4
Supervision Literature in Historical Context	5
Family Systems Supervision	8
Substance Abuse Counseling Supervision	10
Historical Changes in Models and Modes of Clinical Supervision	10
Models of Supervision	11
Formats of Clinical Supervision	15
Supervision Configurations	22
Strengths-Based Supervision	26
Chapter 2. Executive Skills of Strengths-Based Supervision	27
Cross-Cultural and Multicultural Competencies	29
Cross-Culturalism and Multiculturalism	30
Multiculturalism and Supervision	31
Further Discussion on Multicultural Supervision	37
Focus Areas and Domains of a Supervisor	37
Process Skills	38
Conceptualization Skills	38
Personalization Skills	39
Training	39
Consultation	40
Counseling	41

Ethics	43
Developmental Stages of Counselors	44
Level 1: The Beginning of the Journey	45
Level 2: Trials and Tribulations	45
Level 3: Challenge and Growth	47
Isomorphs and Parallel Processes in Supervision	48
Boundary Issues in Clinical Supervision	52
Interpersonal Relationship Skills	57
Conflict Resolution: A Beginning	59
A Synthesis of Basic Strategies	60
Preventing Conflict	61
Promoting Counselor Self-Efficacy and	
Personal Agency: A Core Executive Skill	62
Thoughts on Self-Efficacy and Personal Agency	64
Session Management	64
The Relationship Between Supervisor and	
Supervisee—Personal and Professional	65
Reflections	65
PART II. A TIME FOR A CHANGE TO A NEW MODEL	67
Chapter 3. A Time for Change	69
Too Many Contradictions	71
Best Practices: Who Decides?	73
What Really Makes a Difference?	73
Educating Adults	76
Beyond Clinical Skills	78
A First Glimpse at Strengths-Based Clinical Supervision	80
Clinical Work	81
Chapter 4. Strengths-Based Clinical Supervision Primer:	
Social Constructivism and Postmodern Influences	87
Strengths-Based Concepts	88
Social Constructivist and Postmodernist Informed Models	89
Social Constructivism	91
Gleaning Useful Supervisory Concepts	95
Solution-Focused Supervision	96
Gleaning Useful Supervisory Concepts	98
Narrative Supervision	100
Gleaning Useful Supervisory Concepts	101
Reflecting Team Supervision	104
Gleaning Useful Supervisory Concepts	105
A Glasnost Look at Postmodern/Social Constructivist Supervision	106

Chapter 5. Strengths-Based Clinical Supervision Primer:	
From the Roots of Psychology	109
Positive Psychology	109
Positive Psychology Premises	109
Positive Psychotherapy	111
Gleaning Useful Supervisory Concepts	115
Resiliency	118
Gleaning Useful Supervisory Concepts	121
Enfolding Strengths-Based Supervision	122
The World is Flat and We Are Not	124
Just Try and Make Them	125
Wisdom and Truths: Guiding Principles and Systemic Logic	125
Chapter 6. The Larger Picture:	
Strengths-Based Management and Leadership	127
Leadership in Practice	129
Servant Leadership	129
Service Leadership	130
Strengths-Based Leadership	131
Organizational Evaluation and Change Using Positives	132
Evaluation	133
360-Degree Evaluation	134
Bell Curves as an Epistemological Framer of Evaluating Success	135
The J-Curve as a New Normal of Evaluation and Success	136
Back to 360-Degree Evaluations	137
Appreciative Inquiry	138
The Tipping Point of Change	141
The Law of the Few	142
Solidifying Change	144
PART III. FACES OF STRENGTH:	
PUTTING MY CURRENCY WHERE MY MOUTH IS	147
Chapter 7. Supervision Sessions and Personnel Management: Vantage Point,	
Point of View, and Perspective: It's All in the Way You See It	149
Implementing Strengths-Based Supervision Strategies	151
Vantage Point, Point of View, and Perspective	151
What is Clinical Supervision?	157
Stages of Supervision	157
The Administrative Part: But for All Who are Invested in Helping Others	169
What is Administrative Supervision?	169
Motivation	169
Success: What is It All About Anyway?	171

Chapter 8. Case Examples of Strengths-Based Supervision	175
Case Presentations	176
Jane Faces Her Self	177
Melody's Strengths Sing	187
Chapter 9. Lessons Learned and Where to From Here?	195
Wrapping Up Philosophy	196
	196
Application	198
Moving Forward	205
Where to From Here?	206
Things to Remember and Things You Can Do	206
Chapter 10. Epilogue: Thanks to Officer Blackwell, Mr. Jones,	
Coach Canino, and All the Rest	211
References	215
Index	233
About the Author	245