Chapter Eight

**Organization and Community Change
and the Role of Consultation and Supervision**

Learning Objectives (slide 1 of 2)

- LO 1: Examine how change occurs in communities, with particular emphasis on systemic properties of overt and covert rules, hierarchies, boundaries, and homeostasis and the eight steps that can be taken to facilitate change

- LO 2: Identify the difference between a dysfunctional and a healthy agency by understanding systemic properties, such as boundaries, covert and overt rules, and organizational climate, and discover how to manage conflict within an agency

- LO 3: Define consultation and learn about the consultation process, including differences between outward and inward consultation and consultation styles

- LO 4: Distinguish administrative from counseling supervision, understand the roles and responsibilities of the counseling supervisor, review reasons for supervisee resistance, and consider what to do when administrative and counseling supervision collide

Learning Objectives (slide 2 of 2)

- LO 5: Understand the importance of confidentiality within agencies, allowable ways to share confidential information with other professionals, the intricacies of confidentiality in consultation and supervision, and the importance of training and competence in consultation and supervision

- LO 6: Embrace the idea that effective human service professionals consistently seek out consultation activities and supervision, are positive, and are willing to communicate with others to work out issues

Community Change Efforts: Understanding the System and Steps for Change

✧ Communities are a system that, like families, groups, and agencies, have overt and covert rules, hierarchies, boundaries, and homeostasis.

✧ Eight steps for implementing community change:

1. Ensure all stakeholders are involved

2. Collaborate with community members

3. Respect of community members

4. Accurately define the problem

5. Jointly develop strategies for change

6. Implement change strategies

7. Assess effectiveness

8. Recycle if necessary and stay committed

Agencies: A Systemic Perspective

✧ To offer services effectively, the human service professional needs to understand organizational systems and community systems.
✧ Different types of boundaries in an agency:
   ✧ Semipermeable: healthiest (healthy communication, flexibility, change)
   ✧ Rigid: agency is struggling with issues of power and control
   ✧ Permeable: agency has not yet "gotten its act together" and needs to formulate rules to help govern itself effectively
✧ Knowing organizational climate and structure helps one be a team player
   ✧ Hierarchy
   ✧ Pecking order
   ✧ Communication of opposing perspectives

Consultation (slide 1 of 3)

✧ A professional with specialized experience (consultant) meets with other professionals (consultees) to help improve the latter's work with current or future clients.

✧ Involves a triadic relationship that affects:
   1. Consultee
   2. Third party (client)
   3. System (client's family, agency)

✧ Consultation is systemic—the consultant sees that any changes in the consultee can affect the lives of many others.

✧ See Figure 8.1

Consultation (slide 2 of 3)

✧ Prevention
  ✧ Primary prevention
    ✧ Oriented toward education and prevention
  ✧ Secondary prevention
    ✧ Focuses on the remediation of nonsevere mental health problems
  ✧ Tertiary prevention
    ✧ Addresses severe mental health problems

Consultation (slide 3 of 3)

✧ Consultation at Agencies
   ✧ Community Mental Health Centers Act (1963)
      ✧ Provided federal funds for treatment centers that could provide a variety of different offerings, including consultation and education services
   ✧ Outward consultation
   ✧ Inward consultation
   ✧ Consultation styles
      ✧ Consultant-centered consultation
      ✧ Consultee-centered consultation

Supervision (slide 1 of 4)

- ✧ Administrative supervision
  - ✧ Requesting employees to see more clients to better manage costs
  - ✧ Developing evaluation techniques to demonstrate to funding sources that goals are being met
  - ✧ Suggesting that some employees change roles and functions
  - ✧ Encouraging development of new client services or eliminating older ones
  - ✧ Suggesting new and better case management methods
  - ✧ Insisting on some form of professional development

Supervision (slide 2 of 4)

✧ Counseling supervision
  ✧ Intensive, extended, and evaluative interpersonal relationship in which a senior member of a profession:
    1. Enhances the professional skills of a junior person
    2. Assures quality of services to clients
    3. Provides a gatekeeping function for the profession

Supervision (slide 3 of 4)

✧ Best practices for supervisors:
  1. Initiation supervision
  2. Goal setting
  3. Giving feedback
  4. Conducting supervision
  5. Supervisory relationship
  6. Diversity and advocacy considerations
  7. Ethical considerations
  8. Documentation
  9. Evaluation
  10. Supervision format
  11. The supervisor
  12. Supervision preparation

Supervision (slide 4 of 4)

✧ There are many factors that can contribute to supervisee resistance

   ✧ Attachment and trust issues

   ✧ Supervisor style

   ✧ Supervisee sensitivity to feedback

   ✧ Countertransference

   ✧ Developmental levels

   ✧ Supervisor characteristics

   ✧ See Figure 8.3

Ethical, Professional, and Legal Issues

✧ Confidentiality in agencies
  ✧ Human service professionals must be aware of laws, regulations, and agency policies regarding confidentiality.

✧ Confidentiality when conducting consultation and supervision
  ✧ Consultations and supervision should emphasize appropriate adherence to confidentiality.

✧ Training and competence
  ✧ Those who want to consult or supervise must get adequate training to engage in such tasks.