The Future of Social Work Supervision

Professor Peter Hawkins

9th July 2021

Renewal Associates

Leadership | Board & Team Coaching | Supervision

WELCOME

A moment of reflective engagement

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Who does supervision serve?

- The supervisee
- Their current clients
- The families and organisations those clients are part of
- The stakeholders of that organisation, customers, investors, employees, suppliers, communities, environment
- The organisation the practitioner works for
- Future clients
- The profession
- The supervisor

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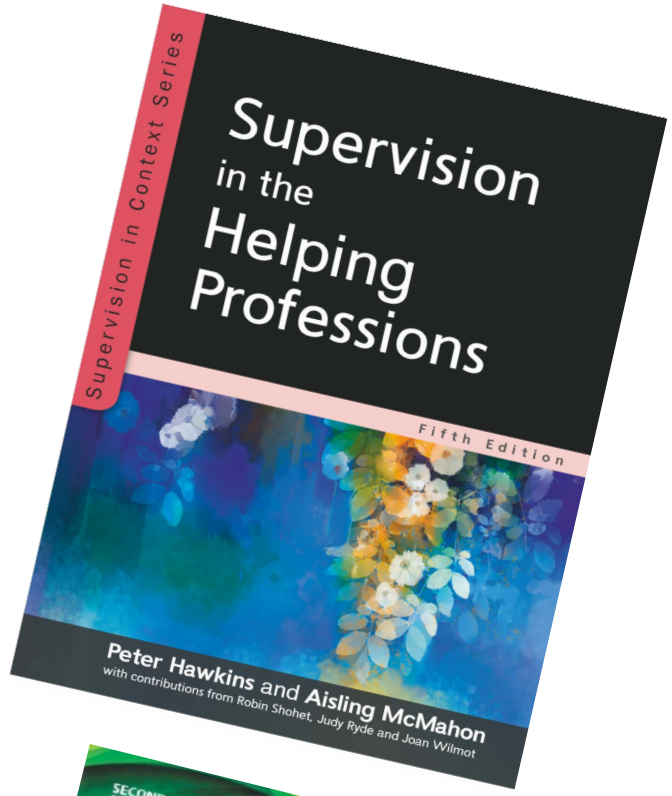
Definition of Supervision

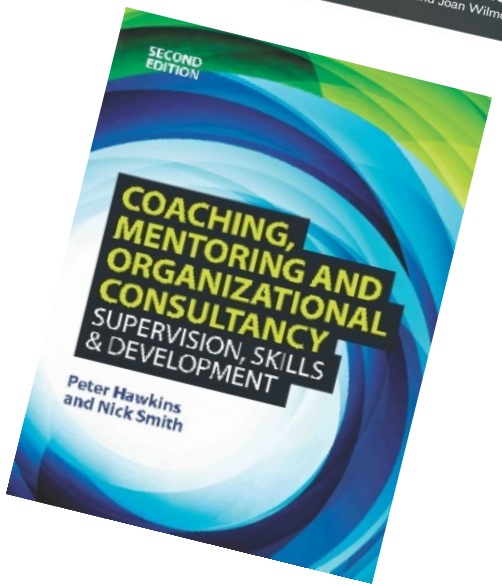
"Supervision is a joint endeavour in which a practitioner with the help of a supervisor, attends to their clients, themselves as part of their client practitioner relationships and the wider systemic context, and by so doing improves the quality of their work, transforms their client relationships, continuously develops themselves, their practice and the wider profession."

(Hawkins and McMahon 2020: Hawkins and Shohet, 1989-2012;)

"A structured formal process for coaches, with the help of a coaching supervisor, to attend to improving the quality of their coaching, grow their coaching capacity and support themselves and their practice. Supervision should also be a source of organisational learning."

(Hawkins and Smith, 2006 and 2013)





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Aspects of Supervision

Kardushin

Managerial

Educative

Supportive

Proctor

Normative

Formative

Restorative

Hawkins & Smith

Qualitative

Developmental

Resourcing

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Supervision functions

- Helps keep the practitioner honest and courageous, attending to what they are not seeing, not hearing, not allowing themselves to feel, or not saying — Q
- Looks at where and how the practitioner may need to refer the client on for more specialised help — Q
- Helps the practitioner to develop their internal supervisor and become a better reflective practitioner — D
- Key part of continuous professional development and action learning of the practitioner — D
- Provides a supportive space for the practitioner to process what they have absorbed from their clients and their clients' system — R

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Contract	Clarity over desired outcomes from this session
Listen	Help develop their understanding of situation
Explore	Feelings and facts What they have already done? What else they might try, more options?
Action	Choose a way forward and rehearse first steps
Review	Review actions and get feedback

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The history of the seven-eyed model

First published by Peter Hawkins in 1985 to assist supervisees and supervisors have a great range of options

Added too in 1989 in Hawkins and Shohet "Supervision in Helping Professions" Open University Press
- 2nd edition 2000, 3rd 2006, 4th 2012 , 5th edition with Dr. Aisling McMahon 2020
- Translated into six languages

Developed by Peter Hawkins for Shadow Consulting of Consultants and for Coaches late 1990s

Coaching Supervision Developed in Hawkins and Smith: "Coaching, Mentoring and organisational Consultancy: Supervision and Development" 2006 McGraw-Hill 2nd ed.2013

Becomes the most used model of supervision globally and across many different professions. The Ten-Eyed Supervision of Team Coaching developed by Peter Hawkins 2011

Still Evolving!!

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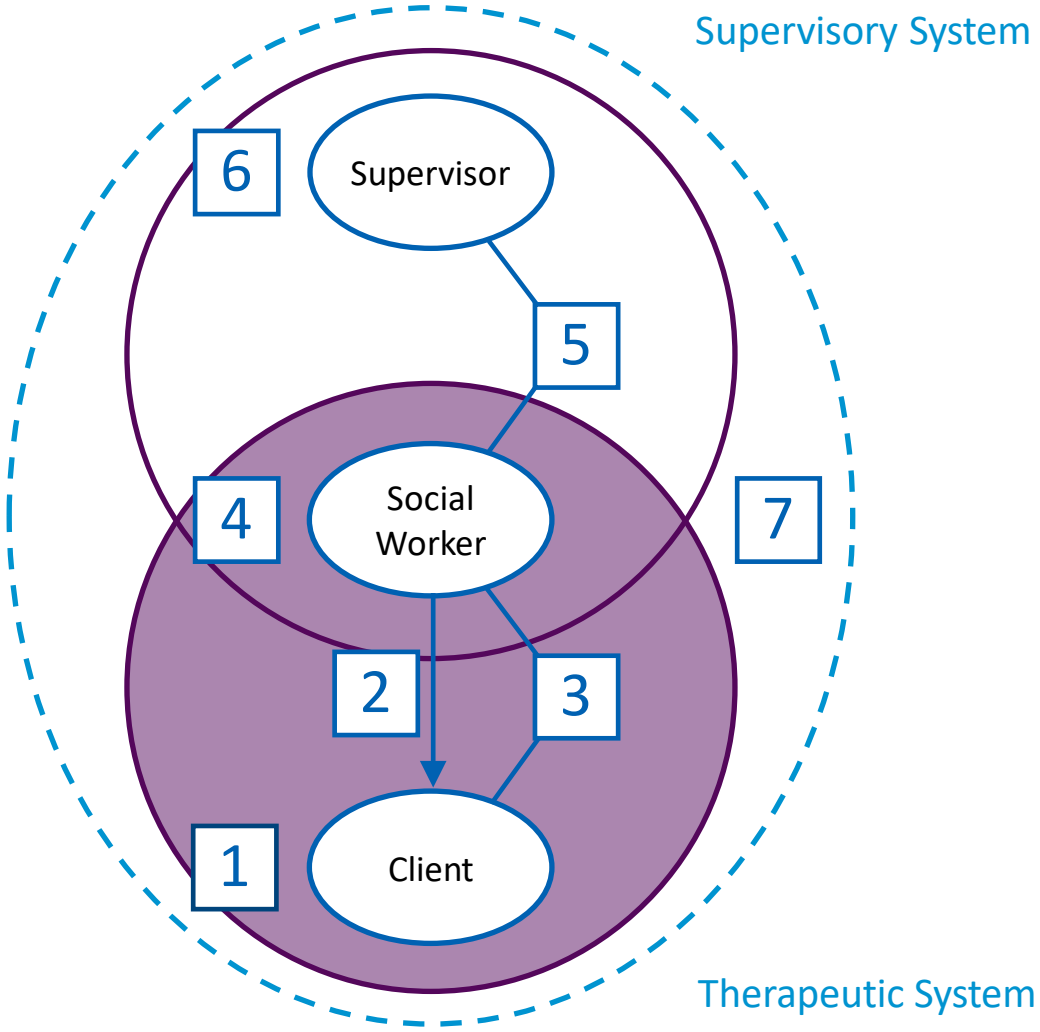
Seven modes of supervision



7. The wider contexts
6. The supervisor
5. The supervisory relationship and parallel process
4. The social worker
3. The client relationship
2. The social work interventions
1. The client situation

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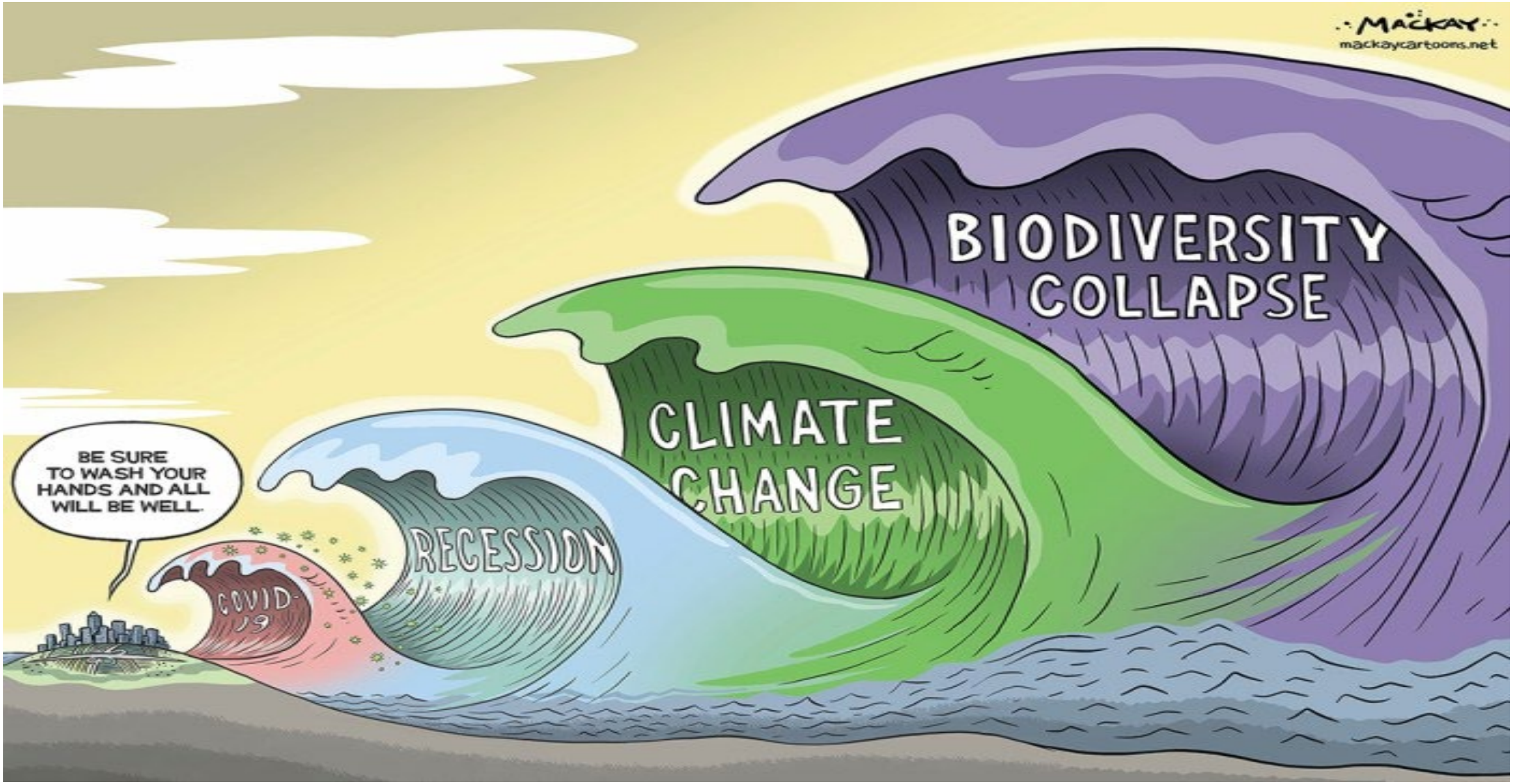
Our Challenges are interconnected and interdependent



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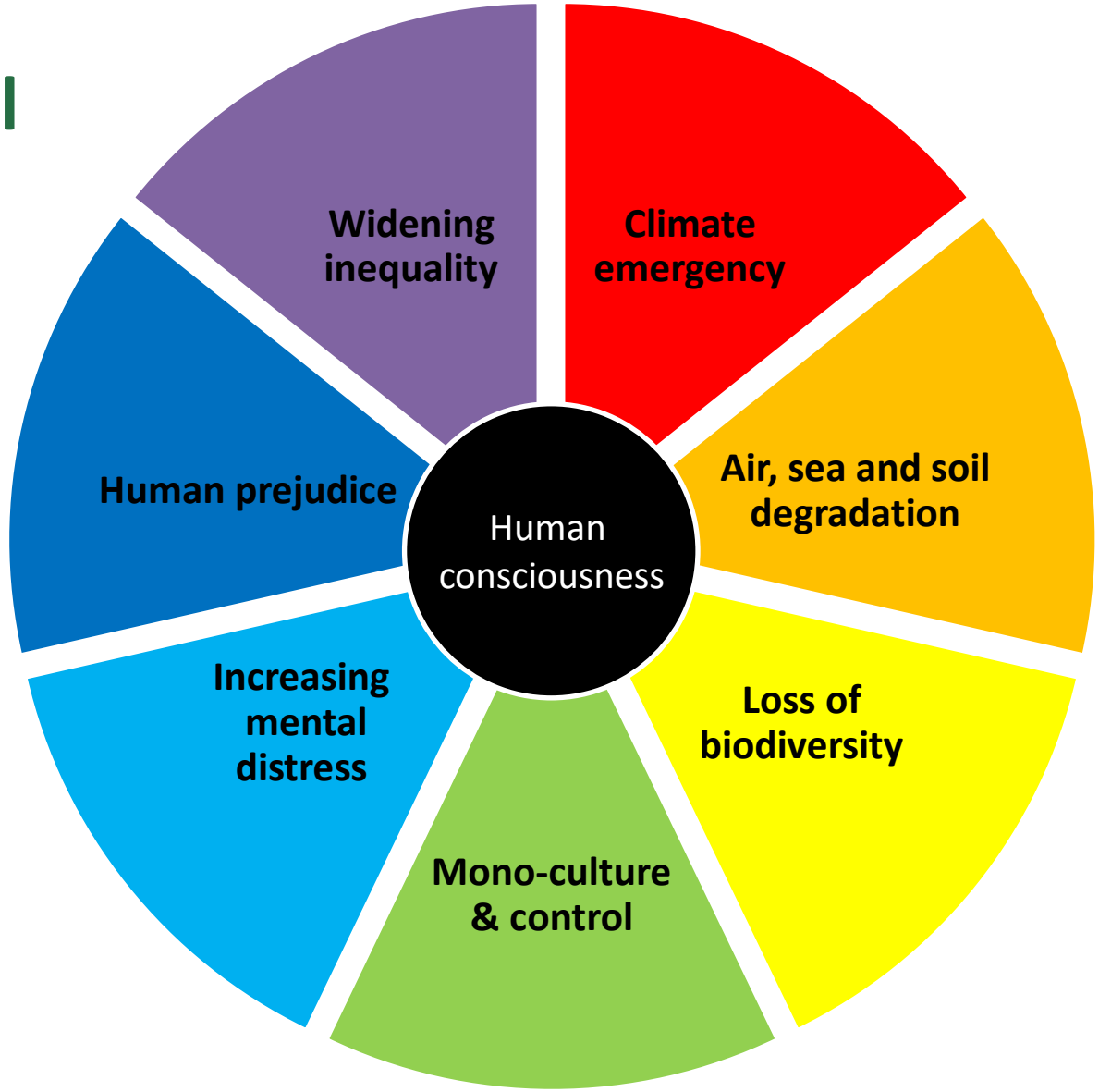
The seven interconnected global challenges



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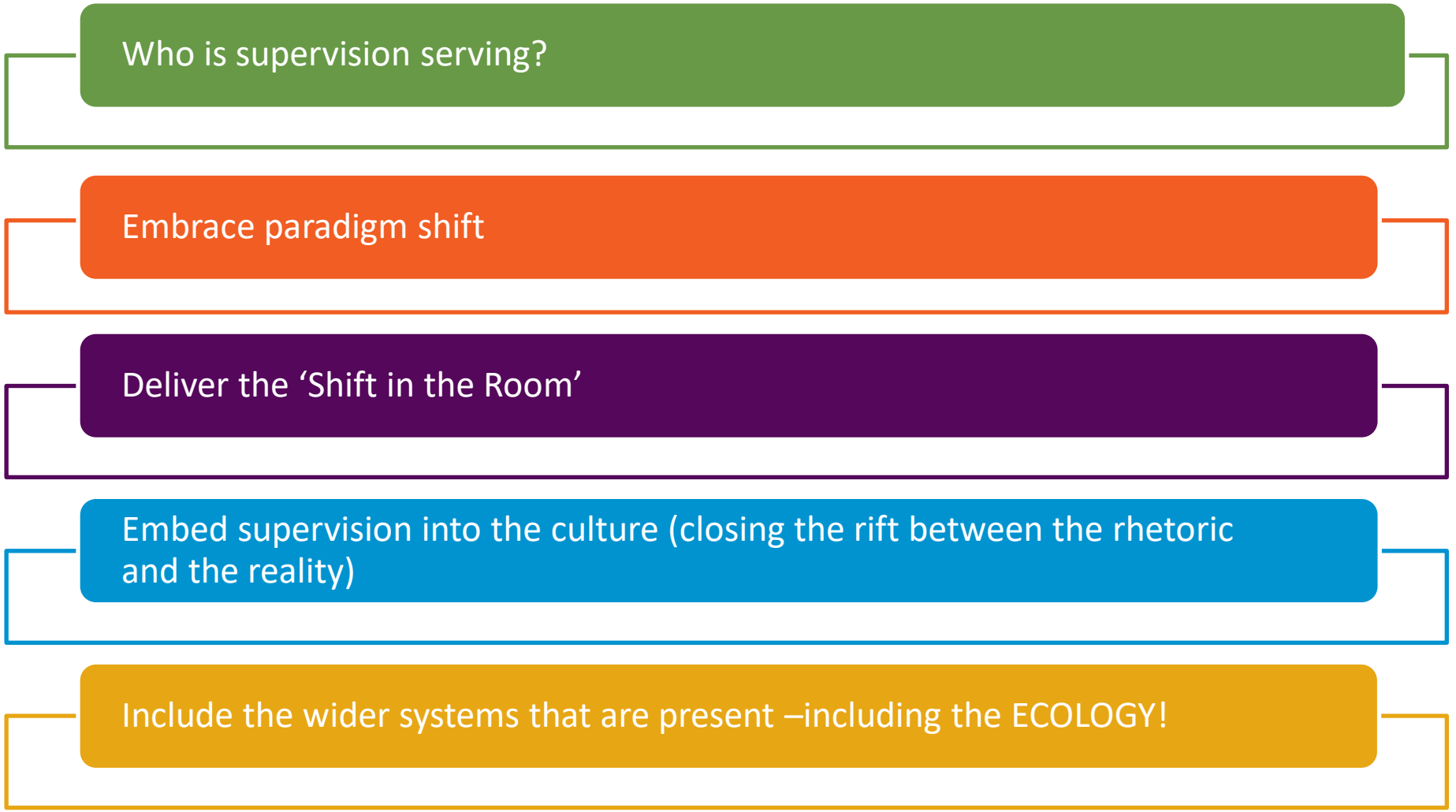
Gearing up for the next forty years



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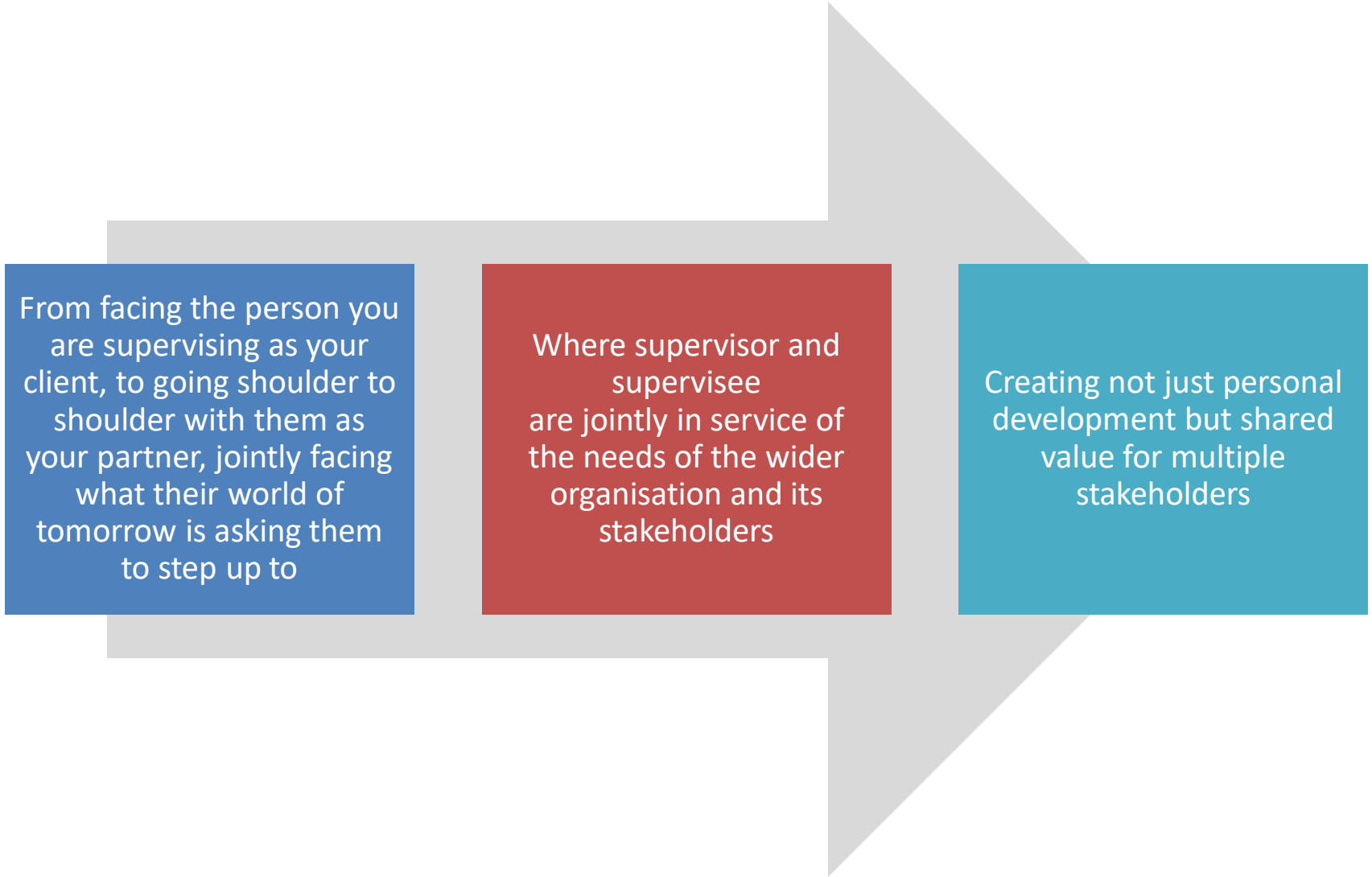
The supervision paradigm shift



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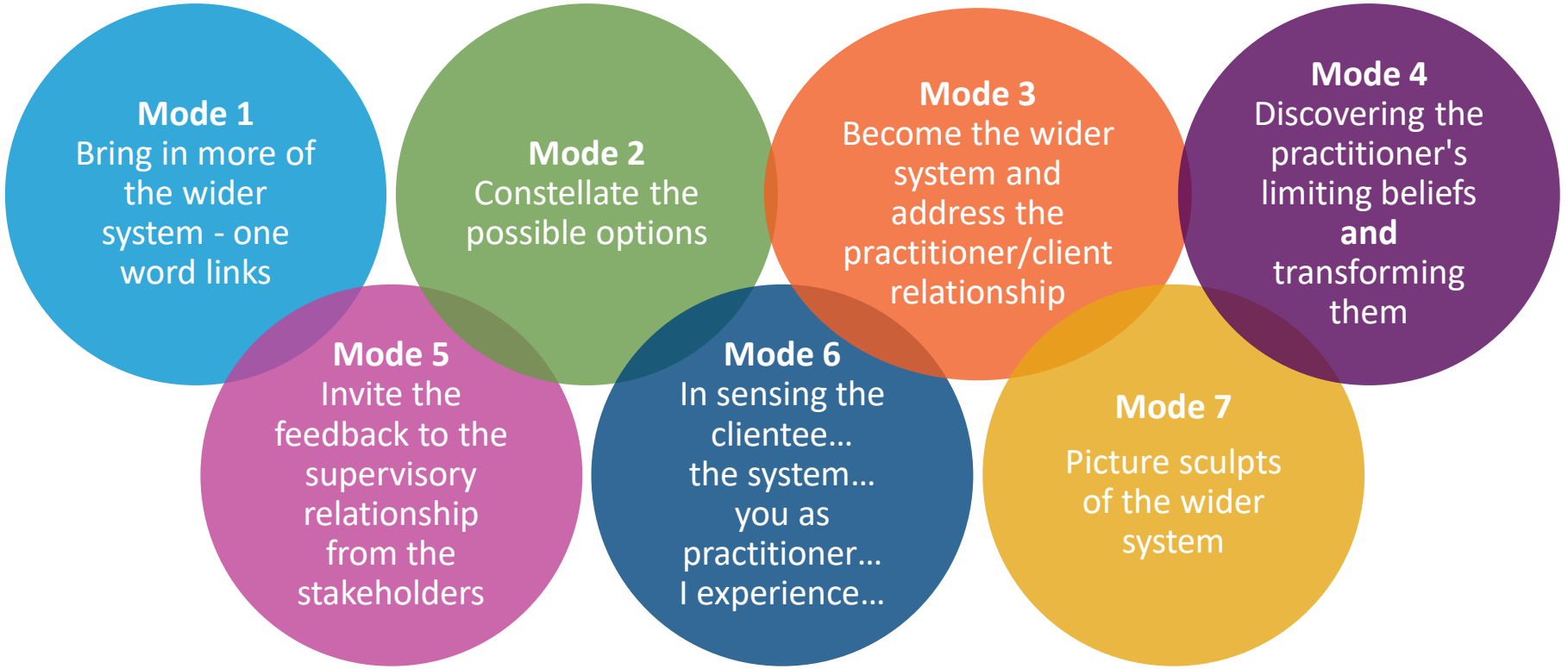
Working with the modes transformationally



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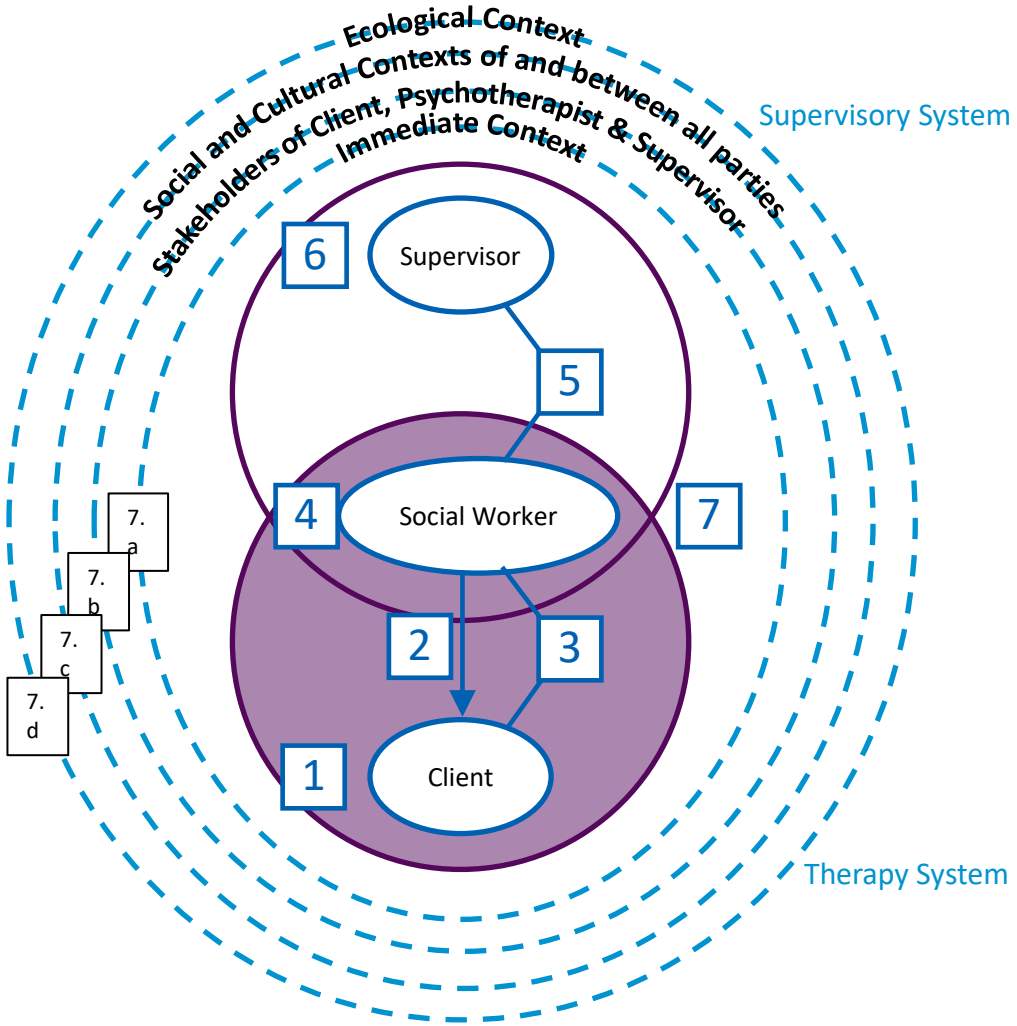
The Wider Dimensions of the Seven Eyed Model



7a. Immediate contexts

7b. Stakeholders of client, social worker and supervisor
And of their work

7c. Social and Cultural contexts of and between all parties

7d. Ecological context.

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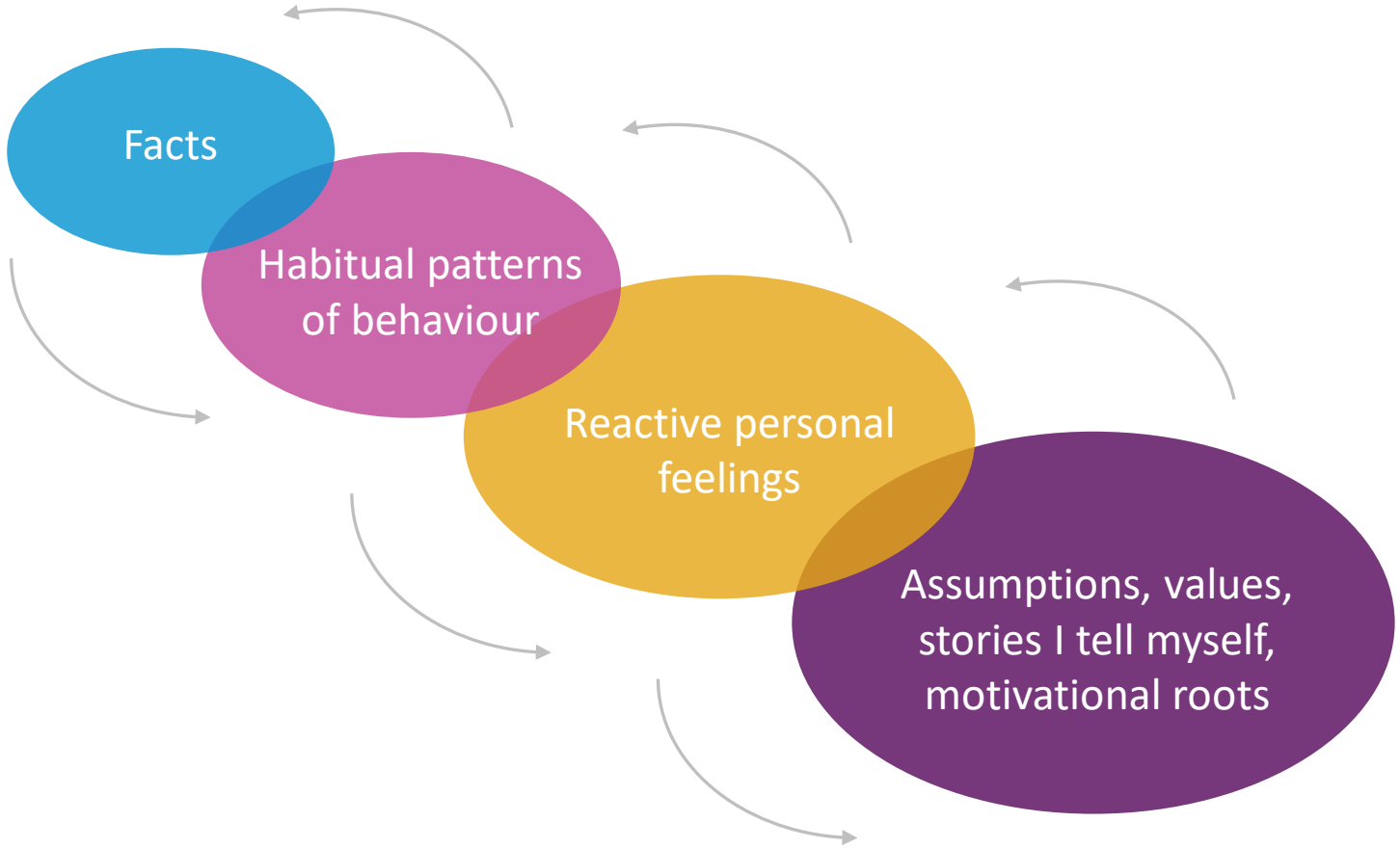
Four levels of engagement



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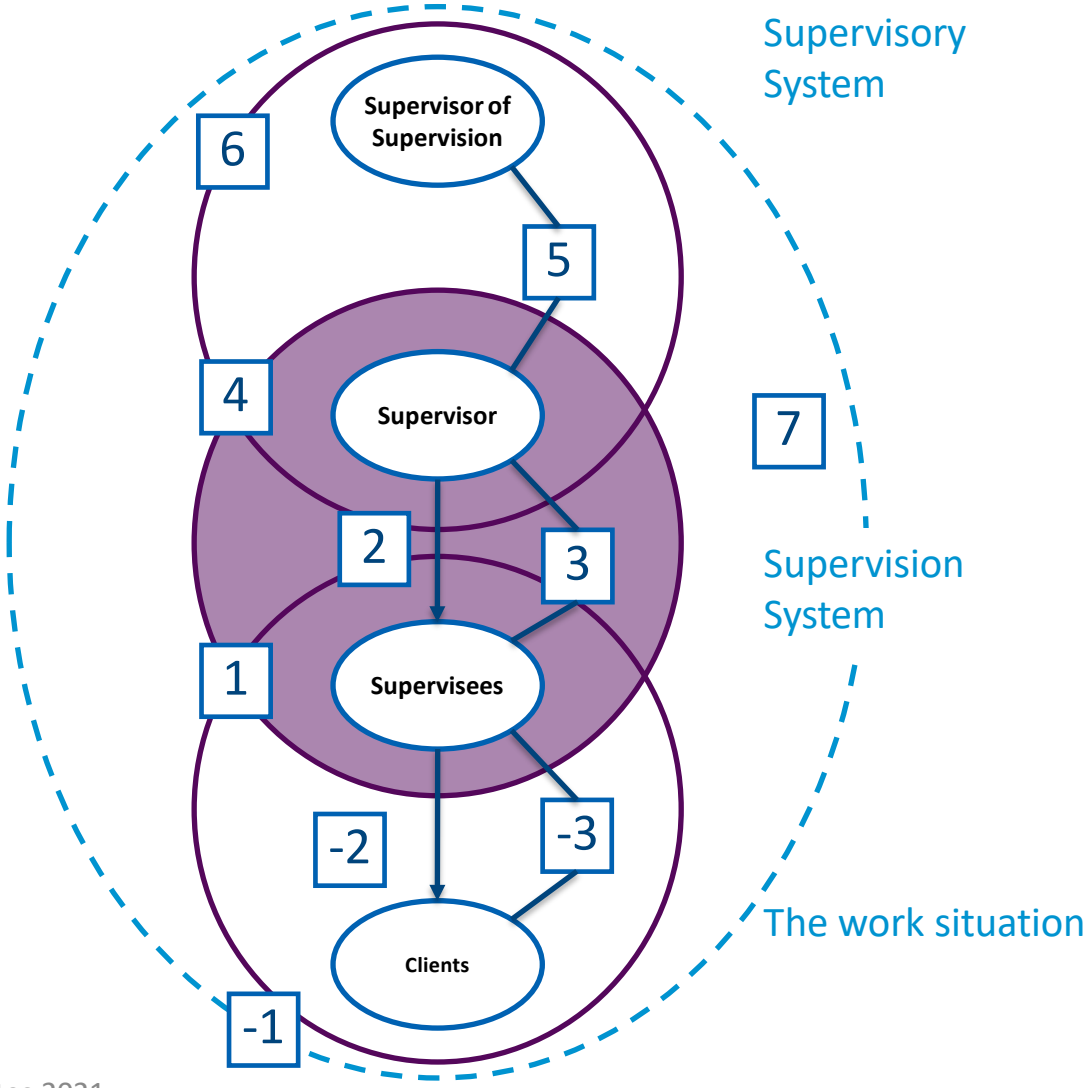
Ten modes of Supervising Supervision - “The ten-eyed model”



7. The wider context
6. The supervisor
5. The supervisory relationship and parallel process
4. The supervisor
3. Their supervisory relationships
2. The supervisory interventions
1. The Supervisees
-1. The Supervisee’s clients
-2. The supervisee’s interventions
-3. The relationship between the supervisees and their clients

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Expanding the Ethical and Systemic Maturity of all parties to embrace a wider whole.

A definition of ethical maturity is:

“the increasing capacity to embrace ethical complexity and deal with appropriate respect and fairness to all parties involved in a situation.”

(Hawkins and Smith 2013)

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Into the future – essential elements of supervision going forward

1. Start each supervision relationship by asking “Who is our supervision in service of?”

2. Ask your supervisees how they inform their clients about their supervision particularly in relationship to confidentiality

3. When they bring a client – ask which stakeholders have a stake in this work?

4. Have methods for addressing stakeholder perspectives e.g. picture sculpts, physical sculpts (in groups or with models), multiple chairs.
5. Bring in the wider elements of Mode 7
6. Keep expanding the Systemic and Ethical Maturity of all parties
7. Attend to the deeper elements of engagement

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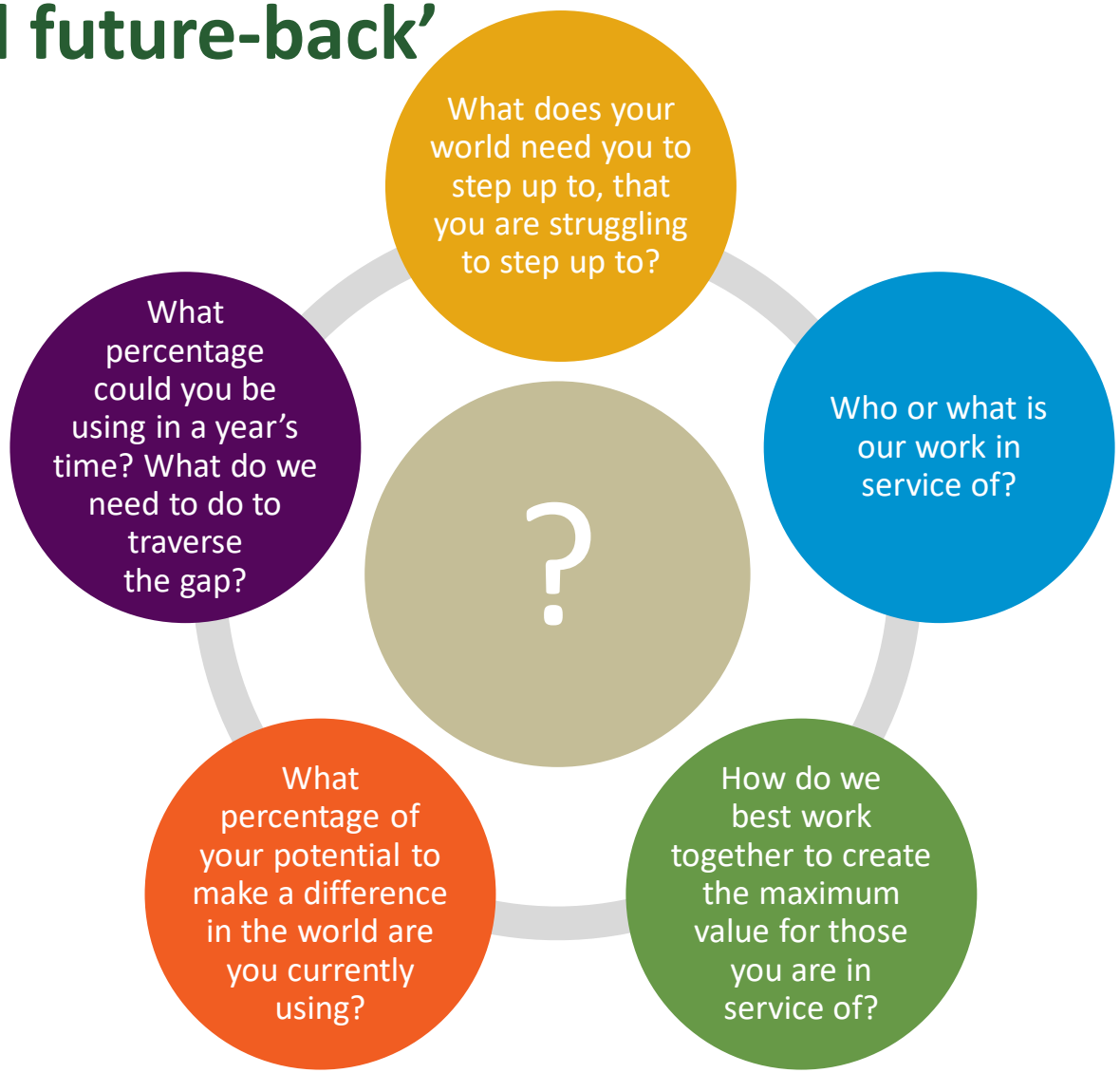
New paradigm questions -‘outside-in and future-back’



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Thank you for Listening

If you want to follow up with a conversation then please contact me:

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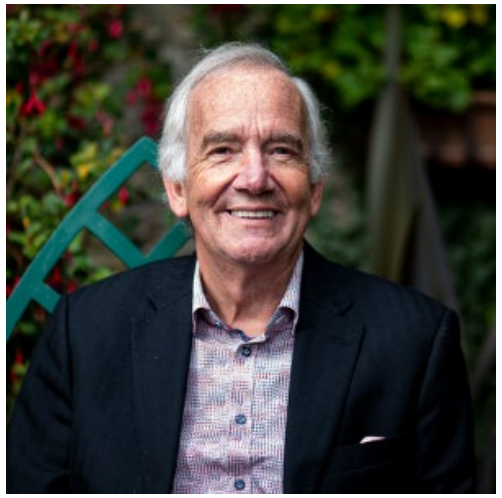

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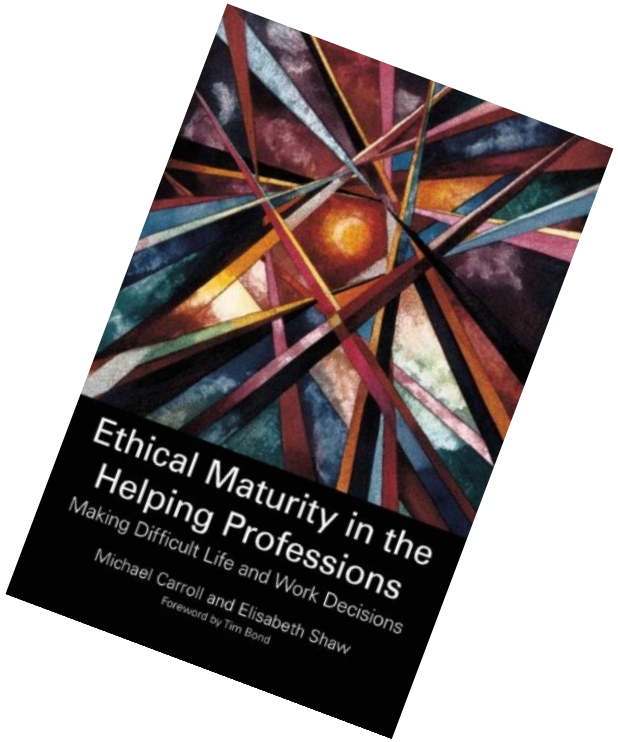
Ethical Maturity: Michael Carroll

1. Fostering ethical sensitivity and watchfulness: creating ethical antennae that keep us alert to when ethical issues or dilemmas are present;
2. Being able to make an ethical decision in the light of ethical principles of our own, our clients, the organisation, society and the profession;
3. Implementing the ethical decision(s) made;
4. Being able to articulate and justify to stakeholders the reasons why the ethical decisions were made and implemented;
5. Achieving closure on the event and being at peace with it even when there were other possible decisions or better decisions that could have been made.



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Key developments

New approaches in each of the seven modes

The development of the seven eyed model in Team Coaching - from seven-eyes to ten eyes!

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Supervising the Doctoral Research of Elizabeth Dartnall

1. She interviewed a wide range of experienced supervisors
2. For many, supervision being beneficial was an article of faith
3. Most used their therapeutic approach with their supervisees
4. Very few could articulate how supervision affected client outcome
5. Hardly any could describe how they addressed the issues or clients the supervisee did not bring
6. Most confused addressing ethical issues with addressing non-ethical behaviour.

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Developmental Model of Supervision

	LEVEL	CORE CONCERN
i	SELF CENTRED	“Can I make it in this work?”
ii	CLIENT CENTRED	“Can I help the client make it?”
iii	PROCESS CENTRED	“How are we relating together?”
iv	PROCESS IN CONTEXT CENTRED	“How do processes interpenetrate?”

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